

Public Document Pack

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To: Cllr Richard Jones (Chairman)

CS/NG

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

7 December 2012

Tracy Waters 01352 702331
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Dear Sir / Madam

A meeting of the **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** will be held in the **DELYN COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **THURSDAY, 13TH DECEMBER, 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 - 10)

To confirm as a correct record the minutes of the meeting held on 19 November 2012.

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

- 4 **REVENUE BUDGET MONITORING 2012/13 (MONTH 6) AND CAPITAL PROGRAMME 2012/13 (QUARTER 2)** (Pages 11 - 68)
Report of Head of Finance
- 5 **QUARTER 2 SERVICE PERFORMANCE REPORTS** (Pages 69 - 124)
Report of Member Engagement Manager
- 6 **FORWARD WORK PROGRAMME** (Pages 125 - 128)
Report of Member Engagement Manager

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE **19 NOVEMBER 2012**

Minutes of the meeting of the Corporate Resources Overview and Scrutiny Committee of the Flintshire County Council held at County Hall, Mold on Monday, 19 November 2012

PRESENT: Councillor R.B. Jones (Chairman)

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

SUBSTITUTION:

Councillor C.A. Thomas for P.G. Heesom

ALSO PRESENT:

Councillors: J.B. Attridge and P.G. Heesom and the Policy Performance and Partnerships Manager observed the meeting

APOLOGIES:

Councillors: M. Bateman and A. Woolley

CONTRIBUTORS:

The Leader of the Council, Cabinet Member for Corporate Management, Chief Executive and Head of Finance

For minute number 41 - Mr. Huw Lloyd Jones from the office of the Auditor General for Wales

For minute number 42 - Corporate Finance Manager

For minute number 43 - Revenues Manager

For minute number 44 - Head of Human Resources and Organisational Development

IN ATTENDANCE:

Member Engagement Manager and Committee Officer

38. DECLARATIONS OF INTEREST

No declarations of interest were made.

39. ADDITIONAL ITEM

The Chairman explained that he had agreed that an urgent item would be included on the agenda for consideration as an additional, urgent item as provided for under Section 100 B (4) (b) of the Local Government Act 1972 (as amended). The report on the Improvement Assessment Letter from the Auditor General for Wales was circulated to Members. The report was considered as the first item.

RESOLVED:

That the report on the Improvement Assessment Letter from the Auditor General for Wales be considered as an urgent item under Section 100 B (4) (b) of the Local Government Act 1972 (as amended).

40. MINUTES

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

Matters Arising

Councillor C.A. Thomas said that she had requested information on the School Music Service which she had not received. She had been able to find the information herself and would raise the issues at the next meeting of the Lifelong Learning Overview & Scrutiny Committee.

In response to a request from Councillor A.I. Dunbar on an update on Flintshire Connects in the Deeside area, the Chief Executive said that the office at Holywell was opening on 30 November 2012 and that talks were ongoing about other sites. It was hoped that offices in Flint and Connah's Quay would be opening in 2013 and that discussions would take place with local Members for a site in Buckley. Councillor P.J. Curtis welcomed the opening of Flintshire Connects in Holywell.

Accuracy

Councillor W.P. Shotton said that it was himself and not the Leader of the Council who had made the comments referred to in the second sentence of the final paragraph on page 6.

RESOLVED:

That subject to the foregoing, the minutes be approved as a correct record and signed by the Chairman.

41. IMPROVEMENT ASSESSMENT LETTER FROM THE AUDITOR GENERAL FOR WALES

Mr. H. Lloyd Jones from the Auditor General's office introduced a report to advise Members of the Council's Improvement Assessment Letter October 2012 from the Auditor General for Wales. He detailed the background to the report and explained what had been summarised in the letter, highlighting in particular the Council's arrangements for developing, using and supporting technology and the positive assessment of the Council's services for children and family published by the Care and Social Services Inspectorate Wales (CSSIW).

He went on to comment on the Medium Term Financial Plan (MTFP) and the introduction of a 'benefits realisation approach' to all projects which had the potential to improve the Council's medium term financial planning. He drew Members' attention to the final paragraph in the letter where it was reported that the Auditor General for Wales was grateful to the Council for the way in which it had helped to facilitate the work of the Auditor General and that he hoped to see even more effective and efficient arrangements developing over time.

The Chief Executive said that the Council's response to the letter was included as appendix 2. The draft response would be submitted to the meeting of Cabinet the following day and included comments about Single Status; a separate report to Cabinet would provide Members with an update including a revised timetable for Single Status. He did not agree entirely with the comments about the use of consultants and said that the MTFP would always be an interactive document due to the number of national economic and other variances which impacted upon it.

Councillors P.J. Curtis and C.A. Thomas expressed their concerns about being asked to comment on a report which had only been circulated at the start of the meeting, without Members having the chance to read it. The Chairman responded that because it was being considered by Cabinet the following day, he felt that it should also be submitted to this Committee and was therefore deemed to be an urgent item. The Chief Executive said that the Authority was not required to publish the document or make a response, but to ensure a transparent process, it was felt that it should be submitted to this Committee and Cabinet together.

The Leader of the Council recognised the concerns made by Members about not seeing the report until the start of this meeting and said that he had shared the concern about openness during the previous administration when he had been in opposition. He said that the letter was a continuation of comments made in previous letters and reminded Members about consistent comments from the Auditor General in previous letters about political fragility being a significant risk. The Leader welcomed the comments about the 'benefits realisation approach' and the need to have efficiency planning and modelling for future years.

The Cabinet Member for Corporate Management highlighted the comments on Single Status and said that there was now an amended timetable in place which would allow the continuation of the work which had already taken place to enable the project to move forward.

In response to a question from Councillor Curtis on the process to assess jobs of equal level were assessed, the Chief Executive said that a pay and grading model would include all Green Book posts and would provide equality.

Councillor G.H. Bateman referred to the Council's response where officers had estimated that between £7m and £8m of efficiencies were

required to balance its 2013-14 budget. The Head of Finance responded that this figure had been included in a report on the MTFP to Cabinet in June 2012 and had been an estimate based on work done at that point. The Chief Executive commented on the extensive financial modelling that had been undertaken and which was ongoing.

RESOLVED:

That the report and letter be received and the Council's response be noted.

42. REVENUE BUDGET MONITORING 2012/13 (MONTH 5)

The Corporate Finance Manager introduced a report to provide Members with the Revenue Budget Monitoring 2012/13 (Month 5) which was being submitted to Cabinet on 20 November 2012.

The projected in-year overspend of £0.983m on the Council Fund was mainly due to an increase in the overspend in Corporate Services from £0.090m in month 4 to £0.397m in month 5, offset by a reduction in the overspend in the Lifelong Learning Directorate; overall there was a slight reduction in the projected overspend from month 4. The significant in-year projected variances to date were detailed in appendices 1 to 5 for Council Fund and appendix 7 for Housing Revenue Account (HRA).

The Corporate Finance Manager also highlighted the risks/assumptions and non standard inflation in respect of Energy for Street Lighting, Energy, Fuel and Food. The budgets were monitored closely and would be released when a full assessment of the need had been completed; the current projected outturn assumed that these amounts would be required in full. Appendix 7 detailed the movements to date on unearmarked reserves and the level of contingency sum remaining. As a result of the movements, the current projected level of the contingency reserve at the end of March 2013 was an overdrawn amount of £0.352m. It was 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.

The HRA reported an overall projected underspend of £0.258m and a projected closing balance at Month 5 of £1.327m, which at 4.8% of total expenditure satisfied the prudent approach of ensuring a minimum level of 3%.

The Head of Finance provided Members with further information on the increased overspend in Corporate Services which was largely due to projection for the Finance Division associated with the transitionary period for the implementation of the Finance Review and the work required in preparation for the Welfare Reform changes. As the new Council Tax Support Scheme and Welfare Reform changes were being introduced, it was important to ensure continuity of the service. An increase in resources to respond to a

significant temporary increase in workload had been required to ensure the Authority did not incur a penalty of up to £0.200m in Subsidy loss for not completing changes of circumstances in accordance with DWP timeframes. A budget of £0.065m was needed for changes to the Benefits software package to support the new Council Tax Support Scheme. In response to a question from Councillor W.P. Shotton, the Head of Finance said that the Authority had not been notified of any additional funding for set up costs. The Leader of the Council added that the issue of whether further help would be provided was under discussion by the Welsh Government. The Chief Executive said that the introduction of the Council Tax Support Scheme was complex and was a challenge for the Authority.

Councillor A.I. Dunbar asked for an update on the issues raised at the Member briefing sessions in Welfare Reform, such as the numbers of people who would be affected by the changes. The Chairman said that he had spoken with Sian Peters, the Interim Benefits Manager, about identifying ways to help those affected as he felt that there was a need for the Authority and Members to be proactive to raise awareness of the forthcoming changes. The Chief Executive said that all 22 Councils in Wales needed to adopt the new Council Tax Support scheme and added that there was a significant amount of uncertainty of how it would be finalised. Officers were concerned about the risks and collectively felt that the transition period was too short for the system to cope well.

Councillor C.A. Thomas queried the underspend figure of £0.130m reported in appendix 1 for the School Improvement Service and also the cause of the variance under Agricultural Estates Service in appendix 3. The Head of Finance responded that she would make enquiries and would report back to Councillor Thomas on these specific issues.

The Cabinet Member for Corporate Management said that a significant amount of work had been undertaken but that a large amount of work was still required to ensure the correct information was provided to those affected by the Welfare Reform changes.

In referring to the appendices to the report, the Chairman said that he felt that the narrative on the variances could be made clearer to read and that the overspend or underspends should be more easily identifiable. He highlighted a number of variances which he felt were difficult to understand and the Head of Finance responded that, prior to the Committee she had agreed with the Chair and the Vice Chair that Finance officers would meet with the Chair and the Vice Chair to review how the presentation of information could be improved for future reports to aid ease of understanding of the information being reported. Feedback would be provided to the Committee.

Councillor G.H. Bateman commented on the reduction in the income for the ice rink at Deeside Leisure Centre and the Chief Executive responded that scrutiny was being undertaken on income targets as agreed. The Leader

of the Council suggested that a detailed discussion be undertaken in a Lifelong Learning Overview & Scrutiny Committee.

The Leader also reminded Members that the projected outturn reflected a second additional allocation of £0.250m from balances to fund additional Capital Expenditure from the Revenue Account (CERA) contribution towards funding of the HRA Capital Programme, bringing the total to £0.500m.

RESOLVED:

- (a) That the report be noted;
- (b) That the Head of Finance provide a response to the queries raised by Councillor C.A. Thomas on the School Improvement Service and the Agricultural Estates Service and to the concerns raised by the Chairman on the narrative on the variances; and
- (c) That Finance Officers meet with the Chair and the Vice Chair to review how the presentation of information could be improved for future reports to aid ease of understanding of the information being reported and that feedback be provided to the Committee.

43. CORPORATE DEBT POLICY

The Head of Finance introduced David Barnes, Revenues Manager, to the Committee.

The Revenues Manager introduced a report to provide Members with details of a report on the introduction of a Corporate Debt Policy that was to be considered by Cabinet in December 2012. He explained that the policy formed part of the Council's Corporate Priorities and had been produced as the Council did not currently have a formal policy in place that detailed the approach to raising of debt, the collection procedures carried out and the action taken to recover unpaid debts. The policy had been developed to adopt best practice specifically in the area of sundry debt collection and provided an opportunity to formalise other well established procedures and regulations for the collection of council tax, business rates and housing benefit overpayments. The Revenues Manager also detailed the key features which had been incorporated into the policy.

Councillor C.S. Carver welcomed the introduction of the policy but queried the wording in the 'summons stage' of the document. Officers explained that the document had been through an extensive consultation process with officers and there had been input from across the Authority. It was agreed that officers would review the final document before submission to the Cabinet.

The Chief Executive said that the policy supported the increased number of Council services which were paid for online in advance. The Cabinet Member for Corporate Management welcomed the policy and

explained that he had asked for it to be submitted to this Committee prior to being considered at the Cabinet meeting in December 2012.

RESOLVED:

That the report be noted.

44. PEOPLE STRATEGY

The Head of Human Resources and Organisational Development introduced a report to provide Members with a progress report on the delivery of the People Strategy Action Plan for 2009-2012 as at 30 September 2012. The timeframes for the People Strategy and the ICT Strategy would be re-aligned to support the delivery of key projects such as Agile Working. The report also included actions/projects which were reported 'by exception' if the action or project had been delayed or delivered and the Head of Human Resources and Organisational Development provided further information on these.

In response to a query from the Chairman, the Head of Human Resources and Organisational Development commented on the work which had been ongoing on a new appraisal system. The new system would ensure that appraisals were being undertaken systematically in all areas and would highlight areas where appraisals were delayed or were not being completed. The Chairman requested that a report be submitted to a future meeting of the Committee on appraisals to include the percentage figures of appraisals completed in each department/directorate.

Councillor G.H. Bateman asked for further information on reference COL/007. The Head of Human Resources and Organisational Development responded that it was an opportunity to bid for funding to develop a toolkit to support work for collaboration projects. She explained that the element for the Conwy and Denbighshire Highways and Infrastructure Integration Project had been withdrawn but the need for a toolkit was still ongoing.

Following a query from Councillor P.J. Curtis on the 'aspiring leaders' programme, the Head of Human Resources and Organisational Development explained that there was an element of classroom learning along with an outreach programme where work on leadership skills was put into practice. She added that she would submit a report to a future meeting of the Committee for consideration. The Chief Executive suggested that those who had taken part in the programme could also attend the meeting to provide Members with further information of their involvement in the programme.

Councillor Bateman asked for more information on CON/010 on Developing a Holiday Policy and in response the Head of Human Resources and Organisational Development said that it would ensure that holiday entitlement across the Authority was consistent.

RESOLVED:

- (a) That the report be noted;
- (b) That a report be submitted to a future meeting of the Committee on appraisals to include the percentage figures of appraisals completed in each department/directorate; and
- (c) That a report on the 'aspiring leaders' programme be submitted to a future meeting of the Committee.

45. FORWARD WORK PROGRAMME

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

He reminded Members of the Capital Programme Briefing scheduled for 22 November 2012 and detailed the reports scheduled to be submitted to the meeting on 13 December 2012. During earlier discussions, it had been agreed that reports on the following would be submitted to Committee on 17 January 2013 along with a report on Revenue Budget Monitoring 2012/13 (Month 7):-

1. Appraisals
2. Assets
3. Management Development Programme

The Member Engagement Manager added that he would also ensure that a briefing paper on Welfare Reform would be circulated to Members when it became available.

The Chairman suggested that the Committee look at one of the service areas detailed in the monthly budget monitoring reports at a future meeting to allow them to discuss and understand the variances reported. The Chief Executive suggested that Social Services be considered. The Member Engagement Manager reminded Members that Overview & Scrutiny Committees could work together to avoid duplication of discussion.

RESOLVED:

- (a) That the report be noted;
- (b) That the Forward Work Programme be amended to include reports on appraisals, assets, management development programme on the 17 January 2013 meeting and for a discussion to understand variances to take place at a future meeting.

46. DURATION OF MEETING

The meeting commenced at 10.00 a.m. and ended at 11.59 a.m.

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

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

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Chairman

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE
DATE: THURSDAY, 13 DECEMBER 2012
REPORT BY: HEAD OF FINANCE
SUBJECT: REVENUE BUDGET MONITORING 2012/13 (MONTH 6) AND CAPITAL PROGRAMME 2012/13 (QUARTER 2)

1.00 PURPOSE OF REPORT

1.01 To provide Members with the Revenue Budget Monitoring 2012/13 (Month 6) report and Capital Programme 2012/13 (Quarter 2) report.

2.00 BACKGROUND

2.01 Revenue Budget Monitoring 2012/13 (Month 6)

The Revenue Budget Monitoring 2012/13 (Month 6) report will be presented to Cabinet on 18th December 2012. A copy of the report is attached as Appendix A to this report.

2.02 Capital Programme 2012/13 (Quarter 2)

The Capital Programme 2012/13 (Quarter 2) report will be presented to Cabinet on 18th December 2012. A copy of the report is attached as Appendix B 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

5.0 None.

6.00 ENVIRONMENTAL IMPACT

6.01 None.

7.00 EQUALITIES IMPACT

7.01 None.

8.00 PERSONNEL IMPLICATIONS

8.01 None.

9.00 CONSULTATION REQUIRED

9.01 None.

10.00 CONSULTATION UNDERTAKEN

10.01 None.

12.00 APPENDICES

- 12.01 (A) Revenue Budget Monitoring 2012/13 (Month 6)
(B) Capital Programme 2012/13 (Quarter 2)

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

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 DECEMBER 2012**

REPORT BY: **HEAD OF FINANCE**

SUBJECT: **REVENUE BUDGET MONITORING 2012/13 (MONTH 6)**

1.00 PURPOSE OF REPORT

1.01 To provide members with the most up to date revenue budget monitoring information (Month 6) for the Council Fund and the Housing Revenue Account in 2012/13.

1.02 INDEX OF CONTENTS

Section 2	Executive Summary
Paragraph 3.01	Council Fund Summary Table
Paragraph 3.05	Risks and Assumptions
Section 4	Non Standard Inflation / Central Contingencies
Section 5	Unearmarked Reserves
Section 6	Housing Revenue Account
Appendix 1	Council Fund - Movement in Variances from Month 5
Appendix 2	Community Services -Variances Summary
Appendix 3	Environment -Variances Summary
Appendix 4	Lifelong Learning -Variances Summary
Appendix 5	Corporate Services -Variances Summary
Appendix 6	Central & Corporate Finance -Variances Summary
Appendix 7	Council Fund Unearmarked Reserves Summary
Appendix 8	Housing Revenue Account -Variances Summary

2.00 EXECUTIVE SUMMARY

2.01 Members are requested to note the projected year end position as estimated at Month 6 which is :

- Council Fund - Net overspend of £0.714m
- Housing Revenue Account - Net underspend of £0.349m

3.00 CONSIDERATIONS

COUNCIL FUND

3.01 The table below shows a projected in-year overspend of £0.714m

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 5	Month 6	Month 5	Month 6	Month 5	Month 6
	£m	£m	£m	£m	£m	£m	£m	£m
Directorates								
Community Services	58.437	58.422	(0.300)	(0.272)	(0.142)	(0.255)	(0.158)	(0.017)
Environment	31.794	31.999	(0.097)	(0.116)	(0.097)	(0.116)	-	-
Lifelong Learning	109.219	109.722	0.997	0.988	1.082	1.120	(0.085)	(0.132)
Corporate Services	17.469	17.447	0.397	0.319	0.397	0.319		
Total Directorates	216.919	217.590	0.997	0.919	1.240	1.068	(0.243)	(0.149)
Central and Corporate Finance	25.759	25.088	(0.014)	(0.205)	(0.014)	(0.205)		
Total	242.678	242.678	0.983	0.714	1.226	0.863	(0.243)	(0.149)

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 2 - 6 (Council Fund) and Appendix 8 (HRA), and in addition to giving the reasons for the variances, the actions required to address each variance is provided. The significant changes for the Council Fund from Month 5 are detailed in Appendix 1.

3.04 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.

RISKS / ASSUMPTIONS

3.05 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
- Planning
 - A number of planning decisions are the subject of ongoing appeals which may have the potential for costs to be awarded against the Council
3. Lifelong Learning
- Facilities
 - Catering - overspend projected but possible mitigation from project plans following APSE review
 - 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
 - Leisure Income
 - Income levels for the new leisure facilities are being monitored carefully on a weekly basis. Any variation, either positive or negative, could have a material effect on the projected outturn.
4. Corporate Services
- Welfare Reform
 - Welfare Reform preparation is starting to impact on the projected outturn for 2012/13 (see Appendix 5). Although a number of pressures are already included in the projections the full impacts are continuously being assessed and will be reported to Cabinet as soon as any variations are identified.
 - Municipal Mutual Insurance Ltd (MMI)
 - A contingent liability was recorded in the 2011/12 Statement of Accounts which recognised a possible future requirement to provide for Flintshire County Council's share of liability relating to a scheme of arrangement set up in 1992. The MMI Board of Directors met on the 13th November 2012 and decided that there was no other alternative to insolvent liquidation than to trigger the scheme of arrangement. A financial review of the company will now take place to consider the extent to which any levy is to be imposed upon scheme creditors (including Flintshire County Council). It should be assumed that there will be a financial impact in the short to medium term.

- Outcome Agreement Grant
 - The current projections assume that the Council will receive the full amount of Outcome Agreement Grant included within the budget for 2012/13 (£1.475m). WG assessment currently being discussed with Officers. It has always been accepted that achievement of the full grant is a risk, noting that achievement of some of the performance criteria is based on the performance of other partners.
- Single Status / Pay Strategy
 - The pay strategy in the 2012/13 budget recognised a number of inter-related activities in which the Council is engaged and which impact on workforce costs. The outcome of the recently agreed date of the first quarter of 2013/14 for the implementation of a Single Status agreement, is that monies held for an increase in the non teaching paybill will not be fully utilised in year. The decision on how the unspent allocation is allocated to reserves remains open.

4.00 NON STANDARD INFLATION

4.01 Included in the budget are amounts for non-standard inflation. These budgets are being monitored closely and the current position for each element is outlined below:

- £0.078m in respect of Energy for Street Lighting – this budget is still held centrally and a detailed review is currently ongoing (progress will be reported on at Month 7)
- £0.300m in respect of Energy – this budget is still held centrally, however detailed work has confirmed that the majority of this budget will be required. The allocation of this budget will be reflected in the Month 7 report.
- £0.196m in respect of Fuel – it has been confirmed that the full amount will be required and the allocation of this budget is reflected in this report.
- £0.133m in respect of Food - it has been confirmed that the full amount will be required and the allocation of this budget is reflected in this report.

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 7 details the movements to date on unearmarked reserves and the level of contingency sum available. As a result of the movements the current projected level of the contingency reserve at the end of March 2013 is an overdrawn amount of £0.083m. However, as noted in section 3.04 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 There is an overall projected underspend of £0.349m and a projected closing balance at Month 6 of £1.419m, which at 5.2 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %.

6.04 Appendix 8 details the reasons for significant variances occurring to date and the actions planned to deal with them.

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

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 - Movement in Variances from Month 5 - Appendix 1
Council Fund Variances - Appendices 2 - 6
Council Fund - Movements on unearmarked reserves - Appendix 7
Housing Revenue Account Variances - Appendix 8

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

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COUNCIL FUND - REVENUE BUDGET 2012/13
FLINTSHIRE COUNTY COUNCIL

Budget Monitoring (Month 6)
Summary of Movement from Month 5

	£m	£m
Month 5		
Out of County Ringfenced Budget	(0.235)	
Service Directorates	1.232	
Central and Corporate Finance	(0.014)	
Variance as per Executive Report		0.983
Month 6		
Out of County Ringfenced Budget	(0.271)	
Service Directorates	1.190	
Central and Corporate Finance	(0.205)	
Variance as per Directorate Returns		0.714
Change Requiring Explanation		(0.269)
<u>Community Services</u>		
<ul style="list-style-type: none"> • Transition & Disability Service (Disability Services) - the movement from month 5 is mostly due to the transfer of budget from Children Services (£0.053m). • Resources and Regulated Services - the movement from month 5 is mostly due to a reduction (£0.100m) against Mold Extra Care following a revision to the expected opening date of the facility. This is one off and non recurring. • Support Services (Mental Health & Substance Misuse Service) - the movement from month 5 is mostly (£0.078m) due to the combined impact of two new service users. • Charging Policy Income - the movement from month 5 is due to the need to increase bad debt provision to the recommended level. • Professional Support (Childrens' Services) - the movement from month 5 is mostly (£0.053m) due to the transfer of budget in relation to the Transition Team. • Other minor changes of less than £0.050m 	<ul style="list-style-type: none"> (0.066) (0.089) 0.083 0.050 0.066 (0.016) 	0.028
<u>Environment</u>		
<ul style="list-style-type: none"> • Public Protection - Corporate funding provided for staff exit costs - previously accounted for within service budget • Minor changes of less than £25k 	<ul style="list-style-type: none"> (0.031) 0.012 	(0.019)
<u>Lifelong Learning</u>		
<ul style="list-style-type: none"> • School Improvement Service - Following an instruction from the Director at month 5, budget holders have taken a number of measures to reduce expenditure in areas where schools have not taken up SLAs. • Leisure Services - The variance since month 5 relates to revised Leisure Centre income projections. Income projections were previously based on figures provided in the Alliance business plan. Future income projections are now based on actual income to date allowing for continued increases each month as facilities become more popular. 	<ul style="list-style-type: none"> (0.127) 0.139 	

<ul style="list-style-type: none"> Out of County - During the Autumn Term there have been a reduction in costs due to placements ending which has been partially offset by one new placement. A reduction in costs for one placement has also been achieved following work by Commercial and Clinical Solutions who have now started to reduce their service to us following a request by the Out of County Management Board. 	(0.047)
<ul style="list-style-type: none"> Minor changes of less than £25k 	0.026
	(0.009)
<u>Corporate Services</u>	
<ul style="list-style-type: none"> Legal and Democratic Services - (£0.119m) efficiency identified in relation to Members Special Responsibility Allowances, £0.015m pressure relating to Civic Facilities, £0.060m increase in salary costs, changes in other minor variances (£0.036m). 	(0.080)
<ul style="list-style-type: none"> Minor changes of less than £25k 	0.002
	(0.078)
<u>Central and Corporate</u>	
<ul style="list-style-type: none"> Corporate (Other) - A reduction of £0.036m in the overspend (total now £0.023m) against the phased funding strategy to address the Council's share of the Clwyd Pension Fund deficit following the 2010 actuarial valuation. Central budget to fund one-off corporate-wide investment costs not required going forward - all investment costs now included separately (£0.240m). 	(0.276)
<ul style="list-style-type: none"> Central Service recharges - additional pressure resulting from the impact of changes on Service Level Agreements (SLA's) for the Lifelong Learning Directorate (see Lifelong Learning comment above). 	0.085
<ul style="list-style-type: none"> Minor changes of less than £25k - (net position) 	0.000
	(0.191)
Total changes	(0.269)

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Resources and Regulated Services (Intake and Reablement)	6.175	5.678	(0.497)	(0.408)	Extra Care projected in year underspend on new scheme of £0.200m due to timeframe for completion. The increase of £0.100m underspend from month 5 is due to revised timing of the opening of the Mold facility. In-house Domiciliary Care underspend (£0.235m) due to reduced pay costs from changes to service delivery and greater use of reablement and independent sector care providers. Of the additional variance an underspend of £0.135m relates to work which is yet to be undertaken to realign the budgets following the transport review and £0.052m to vacancies within Day Services. This is offset by an overspend within Professional Support (£0.137m) which will be addressed as part of TSSA realignment.	The underspend against Extra Care is one-off and non recurring and has arisen due to delays in building works encountered by our partner. 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	0.237	(0.093)	(0.119)	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. The movement from month 5 is due to increased commitment regarding telecare equipment.	Keep under review pending completion of Transforming Social Services for Adults (TSSA) programme.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Locality Teams (Localities)	16.498	16.704	0.206	0.254	The significant variances lie within Physical Disability Services Independent Sector Homecare with a projected overspend (£0.148m) due to the net impact of various care packages. This has reduced from month 5 (£0.023m) to reflect changes to service delivery. This is offset by a projected underspend in independent sector residential care (£0.257m) which reflects current clients. Within Older People Service changes to the service delivery have resulted in purchased day care underspending (£0.076m) and the Reablement Service overspending (£0.046m); the overspends in purchased home (£0.206m) and residential (£0.058m) care have both changed from month 5 (£0.033m and £(0.052)m respectively) reflecting current care packages. Minor Adaptations are projected to overspend by £0.077m reflecting the continuing demand within the service.	This is a complex case and will be kept under review. Keep under review pending completion of Transforming Social Services for Adults (TSSA) programme.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Vulnerable Adults and Disability Services (Disability Services)	2.156	2.101	(0.055)	(0.061)	This mainly relates to vacant posts, staff travelling, and supplies and services which are currently projected to underspend.	Keep under review.
Support Services (Mental Health & Substance Misuse Service)	1.931	1.914	(0.017)	(0.100)	The movement since month 5 is mostly due to the combined impact of two new residential clients (£0.078m).	Keep under review.
Ringfenced Budgets (Mental Health)	0.301	0.175	(0.126)	(0.120)	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. The possibility of re-aligning budget between the two services has been considered and dismissed as there are early indications of additional Mental Health clients although at this stage potential cost or start date is unknown.
Ringfenced Budgets (Learning Disability)	0.466	0.615	0.149	0.154	This reflects the full year impact of a new service user that commenced during December 2011 together with some other changes to care packages. The movement since month 4 is due to reduced residential care costs.	
Good Health (Development & Resources)	0.981	1.117	0.136	0.129	The majority of the overspend (£0.104m) is mainly due to one-off costs falling on the service following a restructure.	Not recurring.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Vacancy Management (Development & Resources)	(0.100)	0.000	0.100	0.100	This will be allocated against vacant posts.	Monitor in year vacancy savings to apply.
Family Placement (Children's Services)	1.833	2.153	0.320	0.326	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	0.277	(0.064)	(0.066)	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 caseloads, especially for child protection and court ordered supervised contact.	Continue to keep under review.
Grants (Children's Services)	0.117	0.068	(0.049)	(0.050)	Awaiting finalisation of initiatives coming on stream this financial year.	Continue to keep under review.
Other Residential (Children Services)	0.526	0.461	(0.065)	(0.054)	The projected underspend relates to the opening of Arosfa being later than anticipated. The movement from month 5 reflects additional delay in the opening (£0.031m) offset by additional funding of capital costs (£0.020m).	Keep under review due to the potential for additional costs relating to transport charges.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Professional Support (Children's Services)	5.382	5.540	0.158	0.092	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). The increase from month 5 is mostly due (£0.053m) to the transfer of budget to the Disability Service (Transition Team).	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	3.572	(0.139)	(0.150)	Costs reflect existing placements up until March 2013. This reflects known reductions in payments to providers following re-negotiation of contracts. The movement since month 5 reflects changes to services.	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.
Homelessness (Housing Services)	0.488	0.448	(0.040)	(0.046)	This reflects current demand for the service	Keep under review

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Ring-fenced Budget (Housing Services)	0.377	0.318	(0.059)	(0.042)	The movement from month 5 reflects current projection of the anticipated demand on the service this financial year.	Keep under review. One off and non recurring due to anticipated rise in presentations in 13/14 due to Welfare Reform impact and projections that the full budget will be required for further temporary accomodation units in the future.
Resident Wardens (Housing Services)	1.236	1.146	(0.090)	(0.081)	Budget based on restructure. Variance relates to vacancies within the new structure yet to be implemented.	Restructure approval required.
Other variances (aggregate)	15.673	15.626	(0.047)	(0.058)	Various minor variances.	Continue to review but not expected to be recurrent.
Total :	58.422	58.150	(0.272)	(0.300)		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 5 (£m)	Cause of Variance	Action Required
Industrial Units	(1.482)	(1.419)	0.063	0.059	Shortfall of Industrial Unit Rental Income, due in the main to Gaz de France decommissioning the Shotton Power Station site. Income shortfalls are partly mitigated by savings in vacant posts at Deeside Enterprise Centre. NNDR costs based on actuals to date	Keep Unit rental income closely monitored throughout the year
Property Holdings	0.088	0.052	(0.036)	(0.035)	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. NNDR costs based on actuals to date. Dilapidation Costs at Warren Hall.	Review of site budgets necessary in line with asset management programme
Agricultural Estates	(0.157)	(0.178)	(0.021)	(0.034)	The Land Agent Vacancy has been partly offset by rental income for 2 vacant farms, currently up for sale, being re-profiled for the remainder of the year.	
Corporate Property & Design	1.922	1.888	(0.034)	(0.028)	Net Vacancy Savings	
Property Asset & Development	0.530	0.487	(0.043)	(0.044)	Net Vacancy Savings	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 5 (£m)	Cause of Variance	Action Required
Car Parks	0.025	0.062	0.037	0.031	Car Park income shortfall at Holywell and Mold partially offset by a reduced maintenance programme	
Highways Policy and Development Control	0.413	0.382	(0.031)	(0.044)	Net vacancy savings within Development Control and recharge of Highways Policy staffing costs to the Rural Development Programme (RDP) which have been re-profiled at Period 6.	
Transportation	1.646	1.655	0.009	0.013	Net Vacancy Savings of £30k have been offset by a larger than anticipated recharge from Denbighshire CC for cross boundary transport in 2011/12 which was late in being received.	
Business & Strategy	1.405	1.458	0.053	0.056	Additional costs associated with pay protection following the Streetscene Service Review	
Highways Maintenance	2.136	2.156	0.020	0.020	The figures now include the cost associated with attending flooding events following substantial rainfall in July and August.	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 5 (£m)	Cause of Variance	Action Required
Waste Disposal & Waste Collection	9.201	9.401	0.200	0.223	Cost of overtime and agency payments to operatives (pre part 3 agreement) totalling £305k (a reduction of £75k at Period 6) 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. In addition, the energy generation from Gas at the landfill sites has been affected by problems with the Gas Engines in producing the energy and is estimated to result in a £60k shortfall.	Keep tonnage levels closely monitored to establish if further savings can be achieved to fully mitigate the costs. Business Case for additional Streetscene Operatives has been submitted to minimise use of agency and overtime on an ongoing basis.
Fleet Services	(0.026)	(0.092)	(0.066)	(0.070)	Outturn based on actual recharges to date projected to financial year end with these charges also reflected in all Environment client budgets.	
Planning Control	0.367	0.414	0.047	0.065	Planning fee income has improved slightly against projections due to the receipt of Northern Gateway related fees. However, it is still anticipated to be short	Partially offset by salary savings within the Planning service
Service Development & Support	0.236	0.222	(0.014)	(0.014)	Part time salary savings	Partially mitigates the Planning fee income shortfall.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 5 (£m)	Cause of Variance	Action Required
Management Support & Performance	1.166	1.014	(0.152)	(0.150)	Vacancy Savings totalling £147k (5 posts 2 x Sc4, Sc6, SO1 & M6) ahead of Service Review implementation.	
Public Protection	3.513	3.317	(0.196)	(0.165)	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. At Period 06, redundancy costs that had been previously incurred have subsequently been funded corporately.	
Markets	(0.101)	(0.103)	(0.002)	(0.012)	Anticipated income shortfalls from Mold Indoor Market have now been mitigated by the two vacant units being filled from August 2012. Rental shortfalls from outdoor pitches & car boots due to poor weather conditions have reduced income further at Period 6.	
Other variances (aggregate)	11.117	11.167	0.050	0.032	A number of variances of no more than £0.012m individually.	
Total :	31.999	31.883	(0.116)	(0.097)		

LIFELONG LEARNING

APPENDIX 4

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Out of County	2.659	2.527	(0.132)	(0.085)	Following a request from the Out of County Management Board one high cost placement has been heavily reduced with the continued involvement of Commercial and Clinical Solutions.	
Libraries, Culture and Heritage	2.918	2.872	(0.046)	(0.041)	There has been an in year adjustment to the book fund to address the Directorate budget overspend.	
Leisure Services	4.098	4.662	0.564	0.425	<p>Leisure (pressure of £0.564m) There are a number of historic budget issues which also adversely effected the Leisure outturn position in 11/12.</p> <p>In line with the national picture, income from ice skating at Deeside Leisure Centre has reduced by £0.173m over the last 4 years, this is despite inflationary increases in admission prices and promotions.</p> <p>Three posts within Leisure Services are unbudgeted due to timing delays caused between the Leisure Services Restructure and the JEQ results, this amounts to £0.120m including on-costs.</p>	<p>A tariff review is being undertaken across the whole of Leisure Services.</p> <p>Work is being conducted to review operational efficiency and performance at all facilities.</p> <p>Following receipt of JEQ results: Analysis of affordability of proposed new staffing structures.</p> <p>Revisit organisational design principles.</p>

LIFELONG LEARNING

APPENDIX 4

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
School Improvement Service	10.639	10.738	0.099	0.226	<p>Early Years Efficiencies of £0.057m have been secured to assist the overall in year position including photocopying, travel and catering. The realignment of sustainability funding has resulted in fewer requests for emergency funding from nurseries and playgroups.</p> <p>SLAs Following an instruction from the Director at month 5, budget holders have taken a number of measures to reduce expenditure in areas where schools have not taken up SLAs. This has reduced the budget pressure to £0.151m.</p> <p>School Improvement Service A number of minor efficiencies equating to £0.097m in total are projected.</p> <p>Music Services Music Services are forecasting an overspend of £0.102m based on current levels of income and expenditure. A project group has been established to review the music service.</p>	<p>Work is currently being undertaken to re-draft SLAs for the beginning of the new financial year.</p> <p>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.</p>

LIFELONG LEARNING

APPENDIX 4

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Development & Resources	11.885	12.388	0.503	0.472	<p>Service Units A pressure of £0.238m is currently anticipated on pupil benefits (free school meals and remissions) because of changes in the economic climate.</p> <p>Facility Services - pressure of £0.266m The Catering Service is developing radical proposals 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.</p> <p>The Cleaning Service 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.</p> <p>Other minor variances (£0.001m)</p>	<p>Both elements of the budget are being carefully monitored and pressure bids have been submitted as part of the 2013/14 budget process.</p> <p>Service needs to continue to implement the agreed strategy for efficiencies.</p> <p>This is the subject of management action and service redesign and a budget pressure bid for 2013/14.</p>
Total :	109.722	110.710	0.988	0.997		

CORPORATE SERVICES

APPENDIX 5

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.270	2.264	(0.006)	(0.006)	(£0.019m) vacancy savings. £0.014m pressure relating to a voluntary sector contribution towards Dangerpoint. (£0.001m) other minor variances.	
Finance	4.377	4.718	0.341	0.341	£0.028m pressure relating to the Royal Mail price increases of 39% in April 2012. £0.307m pressure relating to workforce costs in Revenues & Benefits because of additional work in preparation for Welfare Reform and the new Council Tax Support Scheme. £0.065m pressure relating to a benefits system software upgrade. £0.042m pressure relating to additional audit days. (£0.084m) vacancy savings relating to the Corporate Finance Review. (£0.018m) other minor variances.	Finance to investigate alternatives to Royal Mail. The additional workforce costs relating to welfare reform are one-off and will be reduced where possible.

CORPORATE SERVICES

APPENDIX 5

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Legal & Democratic Services	3.397	3.329	(0.068)	0.012	£0.010m pressure translation of Constitution. (£0.034m) other minor variances. (£0.119m) Members Special Responsibility Allowances. £0.015m Civic facilities. £0.060m Salary changes.	
Human Resources & Organisational Development	2.169	2.224	0.055	0.059	£0.051m pressure CRB checks. £0.019m pressure Corporate Training. £0.032m loss of income from external organisations. (£0.045m) Vacancy Savings. (£0.002m) other minor variances.	A budget pressure for CRB checks has been submitted as part of the 2013/14 budget process.
ICT & Customer Services	5.234	5.231	(0.003)	(0.009)	£0.006m pressure relating to the final Design & Print costs. (£0.030m) vacancy savings relating to ongoing service reviews. £0.041m pressure relating to internal admin support recharges. (£0.014m) efficiency in relation to additional registrars income.	
Total :	17.447	17.766	0.319	0.397		

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Financing & Funding (insurance, banking etc.)	2.365	2.154	(0.211)	(0.211)	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	
					Additional windfall income of £0.090m is anticipated in respect of settlement of an outstanding claim re. overpayment of VAT due to the impact of legal challenges to custom and practice elsewhere.	A number of outstanding VAT claims which may result in "windfall" income will be kept under review pending legal determinations and possible appeals.
					An overspend on additional superannuation costs of £0.044m in respect of added years granted to former employees early retirements prior to the 1996 Local Government reorganisation.	All significant overspends will be monitored monthly. Opportunities for budget realignment within the Central & Corporate Finance budgets will be explored and actioned where possible.
					A decrease in other miscellaneous Expenditure of £0.023m.	

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Corporate - other	3.765	3.629	(0.136)	0.140	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.
					A reduced projected overspend of £0.023m against the phased funding strategy to address the Council's share of the Clwyd Pension Fund deficit following the 2010 actuarial valuation.	All significant overspends will be monitored monthly. Opportunities for budget realignment within the Central & Corporate Finance budgets will be explored and actioned where possible.
					Central budget to fund one-off corporate-wide investment costs not required going forward - all investment costs now included separately. (£0.240m)	
					Other minor variances amounting to a net overspend of £0.002m.	
Central Loans & Investment Account	14.200	14.066	(0.134)	(0.134)	Increased interest received on temporary investments £0.060m, increased internal interest received on prudential borrowing £0.025m. Reduction in interest payable on variable rate market loans and internal interest payable £0.036m, reduction in Minimum Revenue provision (MRP) £0.013m.	

Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Central Service Recharges	(1.968)	(1.691)	0.277	0.192	Shortfall of £0.192m of internal income recovered from trading accounts and the HRA, plus £0.085m impact of review of internal recharges from Service Level Agreements.	Support Service basis and allocations are currently being reviewed as part of the Finance Workstream of Flintshire Futures.
Other variances - aggregate	6.726	6.725	(0.001)	(0.001)		
Total :	25.088	24.883	(0.205)	(0.014)		

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APPENDIX 7

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)	<u>(5.564)</u>	
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)	
Less allocation from contingency reserve as a one-off investment to support the new Leisure facilities in their first year of operation (approved in Month 3 report)	<u>(0.361)</u>	
Amount available for delegation to Cabinet		0.631
Less Projected overspend as at 31 st March 2013	<u>(0.714)</u>	
Projected Level of Total Contingency Reserve as at 31st March 2013 (Overdrawn)		(0.083)

Note :-

See paragraph 3.04 of the report which sets out Management's intention to contain the projected variation within the overall agreed budget.

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HRA Budget Monitoring 2012/13 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Finance and Support	2.506	2.288	(0.218)	(0.223)	Support recharges revised downwards to reflect 2011/12 costs. £50k transferred from reserve to cover Redundancy costs	Work is ongoing to progress accuracy and timeliness of the HRA support recharges.
Repairs and Maintenance	8.778	8.725	(0.053)	0.026	Smoke alarm capital program undertaken by the DLO which has increased the income in responsive repairs	
Rents	(25.560)	(25.574)	(0.013)	(0.028)	Variance based on 14 more properties than anticipated at budget	
Capital Financing	2.349	2.281	(0.068)	(0.068)	Temporary Loans expected costs £32k lower than budgeted.	Monitor monthly for any variances.
Other variances (aggregate)	12.714	12.718	0.004	0.036		
Total :	0.787	0.438	(0.349)	(0.258)		

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 DECEMBER 2012**

REPORT BY: **HEAD OF FINANCE**

SUBJECT: **CAPITAL PROGRAMME 2012/13 (QUARTER 2)**

1.00 **PURPOSE OF REPORT**

1.01 To provide Members with the latest capital programme information for 2012/13.

2.00 **BACKGROUND**

2.01 The Council approved a Housing Revenue Account capital programme for 2012/13 of £9.398m at its meeting of 21st February 2012, and a Council Fund capital programme of £23.825m at its meeting of 1st March 2012.

3.00 **CONSIDERATIONS**

3.01 **Programme - Movements**

3.01.1 The table below sets out how the programme has changed during 2012/13.

	Council Fund	Housing Revenue Account	Total
	£m	£m	£m
Council 21.02.12. (HRA) and 01.03.12. (Council Fund)			
Original Capital Programme	23.825	9.398	33.223
	23.825	9.398	33.223
Cabinet 16.10.12			
Revised Capital Programme	29.882	10.888	40.770
Latest Monitoring			
As Previously Reported	29.882	10.888	40.770
Change this Period	0.194	0	0.194
	30.076	10.888	40.964
Identified Savings	0	0	0
Revised Programme	30.076	10.888	40.964

- 3.01.2 From the table it can be seen that the overall programme total of £40.770m reported at quarter 1 has increased to £40.964m by way of net increased Council Fund schemes of £0.194m.
- 3.01.3 Detailed cumulative information relating to each programme area is provided in Appendix A, and summarised below –

REVISED PROGRAMME	Original Budget 2012/13	Rollover from 2011/12	Changes	Not Yet Committed	Rollover to 2013/14	Savings	Revised Budget
	£m	£m	£m	£m	£m	£m	£m
Corporate Services	3.458	0.697	(0.271)	0	0	0	3.884
Clwyd Theatr Cymru	0.025	0.050	0.095	0	0	0	0.170
Community Services	3.669	0.321	0	0	0	0	3.990
Environment	9.124	1.404	1.080	0	0	(0.008)	11.600
Lifelong Learning	7.549	3.800	(0.917)	0	0	0	10.432
Council Fund Total	23.825	6.272	(0.013)	0.000	0	(0.008)	30.076
Housing Revenue Account	9.398	1.490	0	0	0	0	10.888
Programme Total	33.223	7.762	(0.013)	0.000	0.000	(0.008)	40.964

3.02 Changes During This Period

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

3.03 Not Yet Committed (Generally Financed) Budgets

- 3.03.1 Work continues in 'Stage profiling' all programme schemes i.e. assessing at what stage each scheme is at in terms of readiness for letting contracts and commencing works. This information together with the 'time profiling' of all anticipated funding resources assists the capital monitoring/management and reporting processes.
- 3.03.2 At this point in time, no programme budgets have been identified as not yet committed (and thereby available for release), but work continues in this respect (as part of the process identified in 3.03.1 above).

3.04 Identified Savings

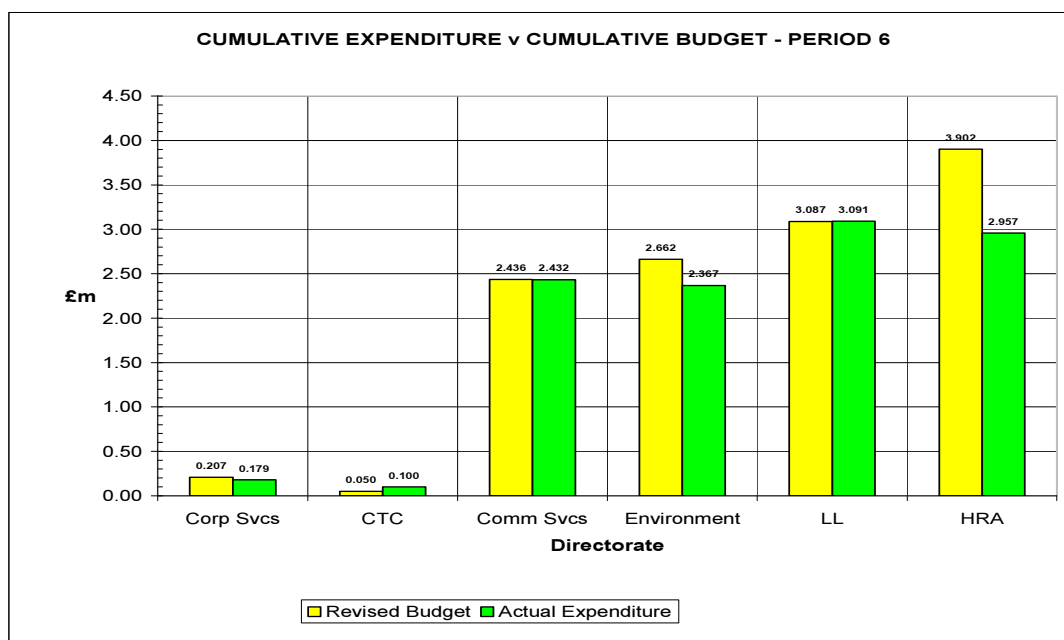
- 3.04.1 No new savings have been identified in the current quarter, though, as with uncommitted sums, work continues in this respect.

3.05 Capital Expenditure v Profiled Budget

- 3.05.1 Recorded capital expenditure across the whole programme stands at £11.126m at Quarter 2 (as detailed in the table below), representing 27.16% of the revised budget total of £40.964m.

EXPENDITURE	Revised Budget	Cumulative Profiled Budget Quarter 2	Cumulative Expenditure Quarter 2	Variance Expenditure v Profiled (Under)/Over
	£m	£m	£m	£m
Corporate Services	3.884	0.207	0.179	(0.028)
Clwyd Theatr Cymru	0.170	0.050	0.100	0.050
Community Services	3.990	2.436	2.432	(0.004)
Environment	11.600	2.662	2.367	(0.295)
Lifelong Learning	10.432	3.087	3.091	0.004
Council Fund Total	30.076	8.442	8.169	(0.273)
Housing Revenue Account	10.888	3.902	2.957	(0.945)
ProgrammeTotal	40.964	12.344	11.126	(1.218)

- 3.05.2 More specifically, the table also provides details of cumulative expenditure compared to the profiled budget; the profiled budget total (i.e. that part of the total budget forecast to be spent during the reporting period) stands at £12.344m; recorded expenditure represents 90.13% of the profiled budget total, a net variance (underspend) of £1.218m. The cumulative position (by directorate) is displayed in the chart over page.
- 3.05.3 The significant variances (those greater than £0.025m) are individually listed in Appendix C, together with the reasons for such, and the required remedial action.
- 3.05.4 All other variances (those less than £0.025m), are aggregated within Appendix C, for each directorate. The aggregated figures include nil variances in some cases (such as Flintshire Connects within Corporate Services), which are listed in order to account for the total budget element (£0.521m in the case of Flintshire Connects) which forms part of the overall budget total of £40.964m, as recorded in the above table and throughout the report.
- 3.05.5 Quarterly capital programme management meetings form part of the ongoing capital monitoring procedures which have been established in order to provide tight project management and discipline, and to ensure a continuing reduction in the level of year-end rollover. The latest round of meetings took place at the end of November, the feedback from which confirms that progress continues to be made in programme delivery.



3.06 Financing

3.06.1 The capital programme is financed as summarised below –

FINANCING RESOURCES			
	General Financing	Specific Financing	
	Supported Borrowing / General Capital Grant / Capital Receipts	Grants & Contributions / CERA / Reserves / Prudential Borrowing	Total Financing
	£m	£m	£m
Latest Monitoring			
Council Fund	20.509	9.575	30.084
Housing Revenue Account	1.752	9.136	10.888
	22.261	18.711	40.972
Savings			
Council Fund	(0.008)	0	(0.008)
Housing Revenue Account	0	0	0
	(0.008)	0.000	(0.008)
Total Financing Resources	22.253	18.711	40.964

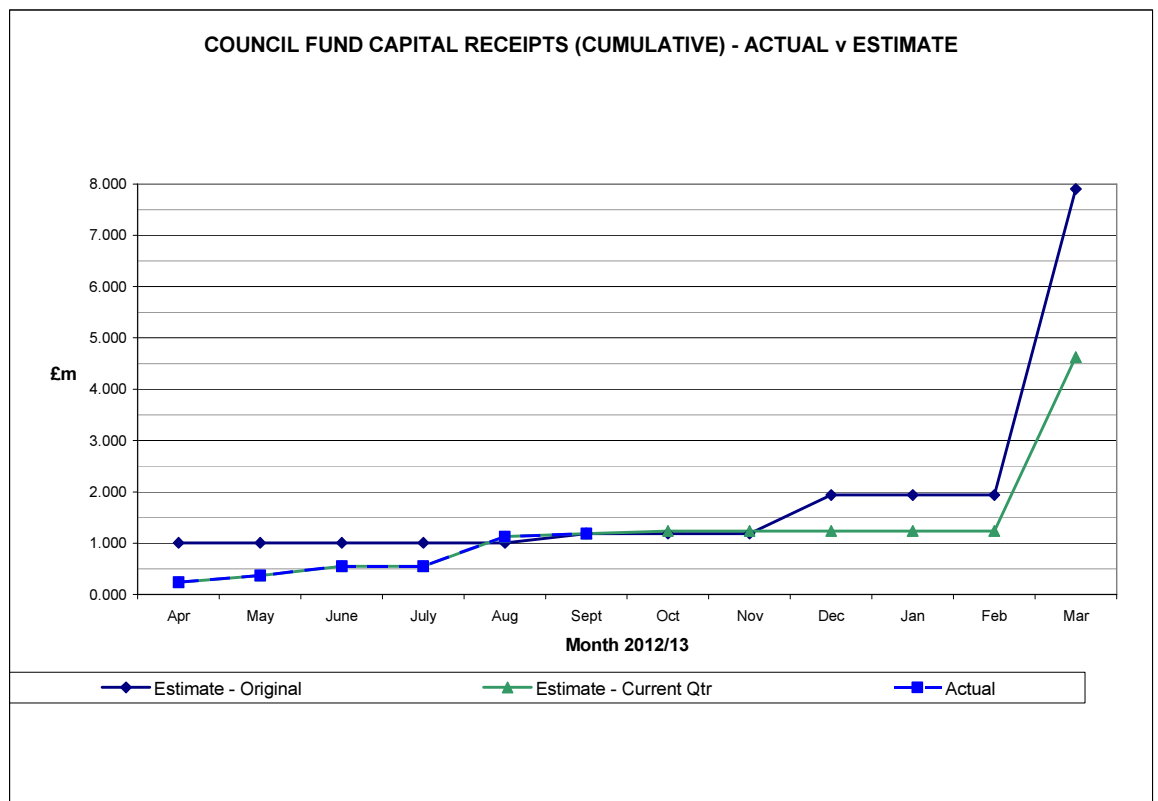
3.06.2 That element of the Council Fund total financed from general (non-specific) financing resources, relies in part on the generation of capital receipts from asset disposals. The continuing harsh economic climate is impacting on the ability to achieve the budgeted level of anticipated capital receipts, a situation that is likely to continue until the economy picks up at some future point. The capital receipts situation is being closely monitored as part of overall capital monitoring arrangements.

3.06.3 The chart below provides details of the moving (cumulative) capital receipts position – 3 line graphs, 2 of which record the moving estimate and 1 recording actual receipts. The positions are summarised as –

Estimate (Original) – The opening anticipated capital receipts total (£7.903m including the rolled over requirement from 2011/12), with anticipated receipts due in April, September, December, and more significantly so in March 2013.

Estimate (Current Quarter) – The latest reviewed position (reflecting the economic conditions referred to in 3.06.2 above), indicating an altered profile and a reduced total (£4.629m), with the major part of the receipts total anticipated in March 2013.

Actual – The value of actual receipts received as at Quarter 2 (£1.189m).



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

4.00 **RECOMMENDATIONS**

4.01 Cabinet is requested to note and approve the report.

5.00 **FINANCIAL IMPLICATIONS**

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

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

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

8.00 EQUALITIES IMPACT

8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 None.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 Appendix A : Capital Programme – Changes During 2012/13
Appendix B : Changes During This Period
Appendix C : Variances

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

Capital Programme Monitoring Papers 2012/13

Contact Officer: Ian Llewelyn Jones
Telephone: 01352 702207
Email: ian_ll_jones@flintshire.gov.uk

CAPITAL PROGRAMME - CHANGES DURING 2012/13

Council Fund :

Corporate Services

Information Technology

Original Budget 2012/13	Rollover from 2011/12	Changes (Previous)	Changes (Current)	Revised Budget	Not Yet Committed 2012/13	Rollover to 2013/14 (Previous)	Rollover to 2013/14 (Current)	Savings	Projected Outturn 2012/13
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
2.918	0.282	0	0	3.200	0	0	0	0	3.200
0.250	0.271	0	0	0.521	0	0	0	0	0.521
0.290	0.144	(0.127)	(0.144)	0.163	0	0	0	0	0.163
3.458	0.697	(0.127)	(0.144)	3.884	0.000	0.000	0.000	0.000	3.884

Flintshire Connects

Corporate Finance

Original Budget 2012/13	Rollover from 2011/12	Changes (Previous)	Changes (Current)	Revised Budget	Not Yet Committed 2012/13	Rollover to 2013/14 (Previous)	Rollover to 2013/14 (Current)	Savings	Projected Outturn 2012/13
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
0.025	0.050	0	0.095	0.170	0	0	0	0	0.170
0.025	0.050	0.000	0.095	0.170	0.000	0.000	0.000	0.000	0.170

Theatre

Clwyd Theatr Cymru

Community Services

Private Sector Renewal/Improvement

Depot (Housing)

Learning Disability

Children's Services

Physical & Sensory Disability

Travellers' Sites

Original Budget 2012/13	Rollover from 2011/12	Changes (Previous)	Changes (Current)	Revised Budget	Not Yet Committed 2012/13	Rollover to 2013/14 (Previous)	Rollover to 2013/14 (Current)	Savings	Projected Outturn 2012/13
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
3.619	0.319	0	0	3.938	0	0	0	0	3.938
0.000	(0.001)	0	0	(0.001)	0	0	0	0	(0.001)
0.000	(0.001)	0	0	(0.001)	0	0	0	0	(0.001)
0.050	0.000	0	0	0.050	0	0	0	0	0.050
0.000	0.004	0	0	0.004	0	0	0	0	0.004
0.000	0.000	0	0	0	0	0	0	0	0
3.669	0.321	0.000	0.000	3.990	0.000	0.000	0.000	0.000	3.990

Key to Headings {

(Changes : Previous = Cumulative as at previous quarter
 (Current = As at this quarter (See Appendix B)
 (Not Yet Committed : Cumulative (See Section 3.03)
 (Savings : Cumulative (See 3.04)
 (

APPENDIX A (Cont'd .)

CAPITAL PROGRAMME - CHANGES DURING 2012/13

	Original Budget 2012/13	Rollover from 2011/12	Changes (Previous)	Changes (Current)	Revised Budget	Not Yet Committed 2012/13	Rollover to 2013/14 (Previous)	Rollover to 2013/14 (Current)	Savings	Projected Outturn 2012/13
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Environment										
Administrative Buildings	2.975	0.200	0	0	3.175	0	0	0	0	3.175
Cemeteries	0	0	0	0	0	0	0	0	0	0
Industrial Units	0	0.027	0.003	0	0.030	0	0	0	0	0.030
Public Conveniences	0	0	0	0	0	0	0	0	0	0
Sustainable Waste Management	0	0.008	0.075	0.041	0.124	0	0	0	(0.008)	0.116
Engineering	1.735	0.403	0	(1.232)	0.906	0	0	0	0	0.906
General Environmental Enhancement	0.300	0.008	(0.300)	0	0.008	0	0	0	0	0.008
Highways	1.925	0.229	0.007	2.300	4.461	0	0	0	0	4.461
Planning Grant Schemes	0	0	0.011	0	0.011	0	0	0	0	0.011
Ranger Services	0	0.010	0.004	0	0.014	0	0	0	0	0.014
Regeneration	0.489	0.519	0	0.050	1.058	0	0	0	0	1.058
Transportation	1.700	0	0	0.121	1.821	0	0	0	0	1.821
	9.124	1.404	(0.200)	1.280	11.608	0.000	0.000	0.000	(0.008)	11.600

APPENDIX A (Cont'd .)

CAPITAL PROGRAMME - CHANGES DURING 2012/13

	Original Budget 2012/13	Rollover from 2011/12	Changes (Previous)	Changes (Current)	Revised Budget	Not Yet Committed 2012/13	Rollover to 2013/14 (Previous)	Rollover to 2013/14 (Current)	Savings	Projected Outturn 2012/13
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Lifelong Learning										
Leisure Centres	0	0	0.025	0	0.025	0	0	0	0	0.025
Swimming Pools	0.150	0	0	0	0.150	0	0	0	0	0.150
Community Centres	0.045	0	0	0	0.045	0	0	0	0	0.045
Countryside and Heritage	0	0.009	0	0	0.009	0	0	0	0	0.009
Recreation - Other	0.060	0	0	0	0.060	0	0	0	0	0.060
Recreation Grounds	0	0.001	0	0	0.001	0	0	0	0	0.001
Play Areas	0	0.004	0	0	0.004	0	0	0	0	0.004
Libraries	0	0	0	0	0	0	0	0	0	0
Education - General	3.700	0.002	(3.105)	0.018	0.615	0	0	0	0	0.615
Primary Schools	0.080	0.582	1.599	0.195	2.456	0	0	0	0	2.456
Schools Modernisation	3.444	1.221	0	(1.242)	3.423	0	0	0	0	3.423
Community Youth Clubs	0	0	0	0.001	0.001	0	0	0	0	0.001
Secondary Schools	0	0.915	0.835	(0.173)	1.577	0	0	0	0	1.577
Special Education	0	1.030	0.766	0.163	1.959	0	0	0	0	1.959
School Improvement	0	0	0	0.001	0.001	0	0	0	0	0.001
Minor Works, Furniture & Equipment	0.070	0.001	0	0	0.071	0	0	0	0	0.071
Schools - Additional Funding	0	0.035	0	0	0.035	0	0	0	0	0.035
	7.549	3.800	0.120	(1.037)	10.432	0.000	0.000	0.000	0.000	10.432

CAPITAL PROGRAMME - CHANGES DURING 2012/13

Original Budget 2012/13	Rollover from 2011/12	Changes (Previous)	Changes (Current)	Revised Budget	Not Yet Committed 2012/13	Rollover to 2013/14 (Previous)	Rollover to 2013/14 (Current)	Savings	Projected Outturn 2012/13
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Housing Revenue Account :									
Housing Revenue Account Programme									
9.398	1.490	0	0	10.888	0	0	0	0	10.888
9.398	1.490	0.000	0.000	10.888	0.000	0.000	0.000	0.000	10.888

Totals :

Council Fund	23.825	6.272	(0.207)	0.194	30.084	0	0	0	(0.008)	30.076
Housing Revenue Account	9.398	1.490	0	0	10.888	0	0	0	0	10.888
Grand Total	33.223	7.762	(0.207)	0.194	40.972	0.000	0.000	0.000	(0.008)	40.964

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CHANGES DURING THIS PERIOD					
	Detail (With General Funding Unless Specified)	Increase *	Decrease	Net	Total
		£m	£m	£m	£m
Council Fund :					
Corporate Services					
Corporate Finance	Movement of budget to Clwyd Theatr Cymru for Health & Safety (£0.095m).		(0.095)	(0.095)	
	Movement of budget for Feasibility studies, Flying Start centres £0.008m, Northop Hall CP £0.002m, Abermorddu CP £0.002m, Hope Castell Alun £0.018m, Highways £0.015m and Regeneration Tree Planting £0.004m.		(0.049)	(0.049)	
		0.000	(0.144)	(0.144)	(0.144)
Clwyd Theatr Cymru					
	Health & Safety funded from Corporate Provision	0.095		0.095	
		0.095	0.000	0.095	0.095
Community Services					
		0.000	0.000	0.000	0.000
Environment					
Sustainable Waste Management	Sandycroft Regional Capital Access Fund (RCAF) funding introduced	0.041		0.041	
Highways	Highways Asset Management Plan - budget no longer needed (£0.415m). £0.015m Feasibility Study for Junction improvements Cymau Lane, Abermorddu. Local Government Borrowing Initiative (LGBI) funding from Welsh Government (WG) £2.7m	2.715	(0.415)	2.300	
Engineering	WG funding for drainage/flood alleviation works re-profiled from 2012/13 to 2013/14.		(1.232)	(1.232)	
Regeneration	Funding introduced from Heritage Lottery Fund (HLF) for Holywell THI £0.046m and £0.004m from the Corporate Provision for the Town Centre tree planting feasibility study.	0.050		0.050	
Transportation	Funding introduced from WG for Safer Routes in the Community	0.121		0.121	
		2.927	(1.647)	1.280	1.280

CHANGES DURING THIS PERIOD (continued)					
	Detail (With General Funding Unless Specified)	Increase *	Decrease	Net	Total
		£m	£m	£m	£m
Council Fund :					
	Lifelong Learning				
Education - General	Early Years funding from WG for Gronant Info Centre £0.010m, Flying Start Feasibility Study £0.008m funded from Corporate provision	0.018		0.018	
Primary Schools	Feasibility Studies funded from the Corporate Provision for Northop Hall CP £0.002m and Abermorddu CP £0.002m.	0.004		0.004	
School Modernisation	Reduction in 2012/13 Unsupported (Prudential) Borrowing funding requirement to bring budget in line with spending/grant profile- Shotton Infants (£0.383m), 21st Century Schools (£0.650m), Custom House/Dee Road (£0.046m).		(1.079)	(1.079)	
Community Youth Clubs	Introduction of funding from WG for Holywell Youth Club	0.001		0.001	
Secondary Schools	Hope Castell Alun £0.018m - Feasibility studies, funded from corporate provision.	0.018		0.018	
School Improvement	Funding introduced from WG for Buckley Elfed	0.001		0.001	
		0.042	(1.079)	(1.037)	(1.037)
Total - Council Fund					0.194
Housing Revenue Account :					
	Housing Revenue Account				
				0.000	
		0.000	0.000	0.000	
					0.000
Grand Total					0.194

* Increases reflect new funding

CORPORATE SERVICES

Capital Budget Monitoring 2012/13 (Quarter 2)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (Under)/Over (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
ICT & Customer Services	3.200	0.207	0.179	(0.028)	(0.070)	Expenditure slightly behind profile at quarter 2.	
Other Variances (Aggregate)*	0.684	0.000	0.000	0.000	0.000		
Total:	3.884	0.207	0.179	(0.028)	(0.070)		

CLWYD THEATR CYMRU

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (Under)/Over (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
Other Variances (Aggregate)*	0.170	0.050	0.100	0.050	0.000	50% funding from Welsh Government/Arts Council for Wales yet to be received	
Total:	0.170	0.050	0.100	0.050	0.000		

* See Section 3.05.4 of the Report

Variance = Expenditure v Profiled Budget

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COMMUNITY SERVICES

Capital Budget Monitoring 2012/13 (Quarter 2)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (Under)/Over (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
Private Sector Renewal and Improvement :							
Other Variances (Aggregate)	3.938	2.408	2.402	(0.006)	(0.017)		
Other Programme Areas :							
Other Variances (Aggregate)*	0.052	0.028	0.030	0.002	0.002		
Total :	3.990	2.436	2.432	(0.004)	(0.015)		

* See Section 3.05.4 of the Report

Variance = Expenditure v Profiled Budget

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ENVIRONMENT

Capital Budget Monitoring 2012/13 (Quarter 2)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (Under)/Over (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
Administrative Buildings	2.155	0.413	0.445	0.032	(0.007)	Expenditure slightly in advance of profile	
Highways	2.741	0.114	(0.029)	(0.143)	(0.044)	Accrual of £0.035m for Padeswood Bridge works cleared in Period 7 and further £0.045m of expenditure slightly delayed into October Works of £0.050m slightly behind schedule at Halkyn Street,	Ensure programmes are managed in line with expenditure profiles
Transportation	1.821	0.783	0.476	(0.307)	(0.162)	Burton Point Cycle Path has been delayed due to Planning consents which have now been granted; £0.150m was the anticipated spend to date on this scheme at Per 06. It is anticipated that the contract will be let in late November and is expected to be complete before end of March, 2013.	Ensure programmes are managed in line with expenditure profiles

ENVIRONMENT

Capital Budget Monitoring 2012/13 (Quarter 2)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (Under)/Over (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
						Route Treatment and Traffic Calming projects have been slightly delayed with £0.122m of expenditure in Period 7.	
Neighbourhood Services	1.970	0.918	1.042	0.124	(0.178)	Highways Infrastructure Works slightly ahead of programme	
Other Variances (Aggregate)*	2.672	0.434	0.433	(0.001)	(0.022)	Cumulative variances over the remaining capital programme within the Environment Directorate	
TOTAL:	11.600	2.662	2.367	(0.295)	(0.376)		

* See Section 3.05.4 of the Report

Variance = Expenditure v Profiled Budget

LIFELONG LEARNING

Capital Budget Monitoring 2012/13 (Quarter 2)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (Under)/Over (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
Primary Schools	2.456	0.539	0.482	(0.057)	0.000	Various. Largely from R&M backlog.	Finance to closely monitor.
Play Areas	0.004	0.000	0.035	0.035	0.000	Budget to be introduced Qtr 3 (held within Balance Sheet / Revenue)	Finance to action.
Schools Modernisation	3.422	2.013	1.979	(0.034)	(0.036)	Uncleared accrual	Finance to investigate.
Other Variances (Aggregate)*	4.550	0.535	0.595	0.060	(0.007)	Various. Possible miscodings.	Finance to investigate.
Total:	10.432	3.087	3.091	0.004	(0.043)		

* See Section 3.05.4 of the Report

Variance = Expenditure v Profiled Budget

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HOUSING REVENUE ACCOUNT (HRA)

Capital Budget Monitoring 2012/13 (Quarter 2)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (Under)/Over (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
Major Works	5.246	1.534	1.111	(0.423)	(0.186)	As a result of good value for money tendering the Heating Programme will now fully complete under budget.	Funding will be utilised to bring forward Kitchen Replacements from 2013/14 programme into this years programme.
WHS HQ Improvements Page 67	4.100	1.520	1.049	(0.471)	(0.084)		Kitchen Replacement Programme will be re-profiled in Qtr 3/4. 1400 Kitchen will now be completed rather than original 922 committed.
Other Variances (Aggregate)*	1.542	0.848	0.797	(0.051)	0		
Total:	10.888	3.902	2.957	(0.945)	(0.270)		

* See Section 3.05.4 of the Report

Variance = Expenditure v Profiled Budget

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

DATE: THURSDAY, 13 DECEMBER 2012

REPORT BY: MEMBER ENGAGEMENT MANAGER

SUBJECT: QUARTER 2 SERVICE PERFORMANCE REPORTS

1.00 PURPOSE OF REPORT

To note and consider the 2012/13 Quarter 2 service performance reports produced at the Head of Service/Divisional level under the adopted business model of the Council. The reports cover the Quarter 2 period (July to September 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 2 (July to September 2012) performance reports are attached at Appendix 1.1 – Finance, Appendix 1.2 – Human Resources & O.D. , Appendix 1.3 – ICT and Customer Services Appendix 1.4 - Legal & Democratic

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 2.

4.00 RECOMMENDATIONS

That the Committee consider the 2012/13 Quarter 2 performance reports produced by the Heads of Service, highlight and monitor poor performance and feedback details of any challenge to the Policy Performance & Partnerships Team.

5.00 FINANCIAL IMPLICATIONS

None as a result of this report.

6.00 ANTI POVERTY IMPACT

None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

None as a result of this report.

8.00 EQUALITIES IMPACT

None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

None as a result of this report.

10.00 CONSULTATION REQUIRED

Not applicable

11.00 CONSULTATION UNDERTAKEN

Not applicable

12.00 APPENDICES

Appendix 1.1 - Finance
Appendix 1.2 – Human Resources & O.D.
Appendix 1.3 – ICT and Customer Services
Appendix 1.4 - Legal & Democratic
Appendix 2 – SARC

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

None.

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Quarterly Performance Report – Finance

Report Author	Head of Finance
Report Date	October 2012
Report Period	Quarter 2: 1 st July 2012 to 30 th September 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 2 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	Of the 3 key performance indicators over which Finance has complete control two met the target for the quarter, with a green RAG status and one (CFH/006) missed the target - see section 3.1 for commentary.
Flintshire Futures	<p>Following the Leadership sessions that took place earlier this year, the Corporate Change sub-programme was split further into 5 work streams, 1 of which is the Finance work stream. The Finance work stream has been set up with 4 goals / milestones:</p> <ul style="list-style-type: none"> • New ways of funding key capital priorities • Improving the efficiency and cost effectiveness of internal processes • Stretching the existing finance programmes, Invest to save, Income maximisation, Corporate Debt • Developing a Value For Money approach <p>During the quarter work begun in assessing and planning the work that needs to be done to achieve these goals / milestones.</p>
Finance Function Review	The Review has been in the final phase for some time with employees assimilated to posts (subject to job evaluation) having been completed some months ago. During the quarter job evaluation scores were released to the Head of Finance and a number of management led appeals were submitted. The results, following appeals, will be released to staff in October along with an implementation date for the review.

Other highlights by service area are as follows: -

Corporate Finance	<p>Quarter 2 saw the final audited version of the Statement of Accounts 2011/12 being presented to the Audit Committee and subsequently approved by the Council. The Accounts have now been published and are available on the website.</p> <p>The Treasury Management Mid Year report for 2012/13 was approved by the Audit Committee on the 25th September, progression of which to be reported to Cabinet and Council 16th October and 13th November.</p> <p>Attention during the quarter turned towards developing and updating the Medium Term Financial Plan 2013/14 – 2017/18, and preparations begun for balancing and setting the 2013/14 revenue budget and 10 year Capital Strategy. Notification of funding from Welsh Government will be received in Q3 through the Welsh Local Government Settlement with initial budget proposals for 2013/14 planned for Cabinet in December.</p>
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	Corporate Finance continues to provide significant support to the Single Status and Equal Pay Project through financial modelling of data and advising on the affordability strategy.
Revenues & Benefits	<p>The Revenues and Benefits Service are maintaining performance. During quarter 1 and quarter 2 the Revenues Service has been piloting Agile and Home working which has proved to be effective. This will be extended to the Benefits Service in quarter 3 and will assist with plans to reduce office accommodation.</p> <p>Revenues and Benefits Services have been working on the Welfare Reform project which will change the amount of financial support given to council tax payers. This will adversely affect council tax collection rates in 2013/14. Work has begun to determine the effect on the Council's finances and what the extent of the reduction will mean for individuals affected.</p> <p>The Revenues Service commenced a project to improve the Council's Cash Receipting System. This will ensure that the authority complies with banking standards and will enable payments to be taken through 'Service Pay' which enables payment in advance for goods and services over the web. The project is due to be completed by March 2013.</p>
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

2.1 Improvement Plan Monitoring

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









KEYS

Progress RAG

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

Outcome RAG




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

Council Priority	Target Date	Progress RAG	Outcome RAG	Commentary
1. To be a modern, efficient and cost effective public organisation through our four resource strategies - the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy - whilst ensuring our local taxes and fees and charges are fair and affordable				
1.2 To adopt an accurate forecasting model for finances and costs for the medium term.	Sept 2011			Completed but subject to ongoing refinement and development
1.3 To reduce asset costs and maximise income and receipts	December 2016			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	March 2013			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	October 2013			See section 3.2

2.2 Strategic Assessment of Risks and Challenges (SARC)







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

KEY

	High Risk
	Medium Risk
	Low Risk

Commentary is included in section 3 for those SARCS: -

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

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



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	16.06 days	18 days	17.05 days		Downturn from previous quarter but still on target
DWP 2* Time taken to process housing / council tax benefit changes of circs	9 days	9.11 days	9 days	8.03 days		Improved
CFH/007 Percentage of 2012/13 Council Tax collected in year (cumulative)	97.6%	n/a	58.70%	58.26%		Not applicable
CFH/008 Percentage of 2012/13 Business Rates collected in year (cumulative)	99.0%	n/a	60.80%	62.32%		Not applicable
CFH/006* Percentage of undisputed invoices paid on time (30 days)	95.0%	86.5%	95.0%	78.8%		Downturn (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	Turnaround times are monitored weekly and resources allocated to achieve the annual target	✓
DWP 2	Turnaround times are monitored weekly and resources allocated to achieve the annual target	✓
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	✓	On track See section 3.1
Review usage and functionality of corporate grants register	✓	On track See section 3.1
Collaborative Planning Software Project	✗	Delayed See section 3.1
Revenues & Benefits:		
Universal Credit and Council Tax Replacement Scheme	✗	See section 3.2
Corporate Debt Review including Corporate Debt Policy	✓	See section 3.2
Develop and implement technologies to deliver efficiencies and to support the Corporate Web Development Programme.	✓	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	Housing Benefit – August 2012	Limited Assurance
Wales Audit Office	Audit of Financial Statements 2011/12 – September 2012	Unqualified

3. Exception Reporting

3.1 Corporate Finance

Improvement Plan Monitoring

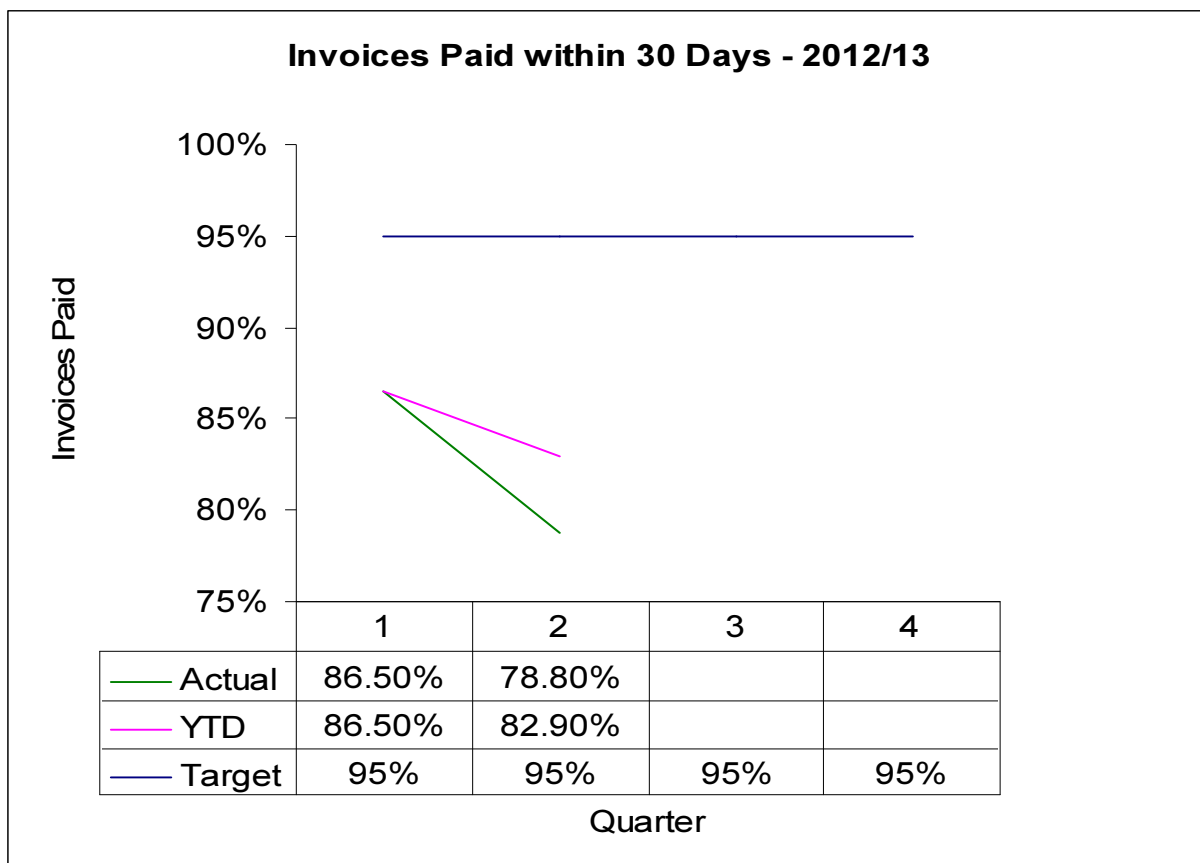
Adopt a corporate fees and charges / income maximisation policy and review fees and charges and maximise income

Deloitte were commissioned to assist with this work, building on a Pan Wales study of income generation opportunities. A Member workshop on 24th November 2011 received details of opportunities available to increase existing or introduce new fees and charges. Following this, Members agreed not to pursue this work immediately as part of the 2012/13 budget strategy. Maximising opportunities to increase income coming in to the Council is a critical aspect of the financial strategy to improve services and balance future years budgets. In recognition of how important this is 'Income maximisation' has been included in the 'stretching the existing finance programmes' goal / milestone of the Flintshire Futures – Finance Workstream.

As part of the 2013/14 budget strategy the Deloitte work has now been revisited and a number of proposals will be included in the 2013/14 budget considerations. Work on a corporate charging policy is scheduled to be progressed in the final quarter of the financial year.

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 78.8%, quarter 2 performance was disappointing and fell short of the challenging target of 95% that has been set for this year.

Quarter 2 performance was adversely affected by the late processing of external files from key suppliers that make up approximately 18% of all invoices paid. As these invoices are processed upon receipt of the electronic file from the suppliers usually 100% of these invoices are paid on time. Unfortunately a technical problem resulted in these invoices being paid after the due date. Actions have been put in place to ensure that this does not re-occur.

If these invoices had been paid on time the performance for quarter 2 would have been 88.0% which, although still falling short of the target, would represent an improvement over the last two quarters (quarter 4 2011/12 - 80.6%, quarter 1 2012/13 - 86.5%). It is hoped that the actions put in place to address this issue and the wider initiatives relating to the new Purchase 2 Pay system and the implementation of the Finance Function Review will help to continue this underlying improvement.

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 ongoing benefits from the implementation of the new system will be demonstrated in future final accounts activity. During quarter 2 a post implementation system review took place to build on progress made to date. Training from the software provider is being arranged for November.

Review of Corporate Grants Register

Internal Audit have reviewed the Corporate Grants Register during quarter 2. Work can now progress in the second half of 2012/13 to plan to implement any necessary changes and make improvements to the system.

Collaborative Planning Software

The delay in implementing the Finance Function Review has meant it has not been possible to begin work on this project. Completion of the project requires that staff are working in the new structure, post Finance Function Review. It is hoped that the project can begin in latter part of 2012/13, once the Review's implementation date has been decided, and it will form part of our 2013/14 service plan.

3.2 Revenues & Benefits

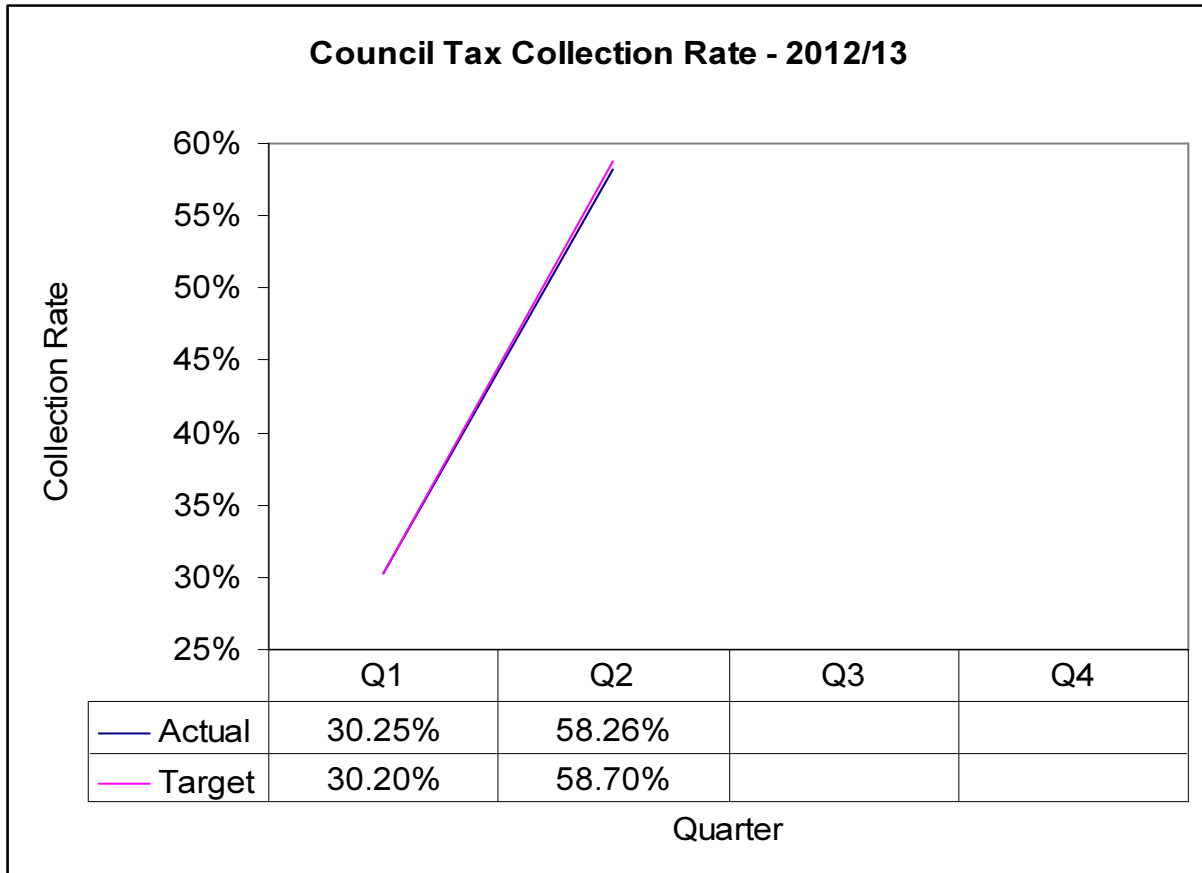
Improvement Monitoring and Strategic Assessment of Risks and Challenges (SARC)

Welfare Reform

The first board meeting took place in quarter 2 which involves elected members. Presentations were made to various groups including Team Talk, Town and Community Councils to raise awareness of the significant changes coming. The SARC has been revised to reflect emerging risks in the project. Authorisation has been given to commence the recruitment of 2 officers whose roles will involve making contact with individuals affected by the changes in the benefit system.

Performance Indicator and Outcome Measures

CFH 007 - Percentage of 2012/13 Council Tax collected in year (cumulative)



At 58.26% the collection rate for Council Tax was just short of the target set of 58.7% for quarter 2, despite being on track in quarter 1. Performance has improved after the end of quarter 2.

Service Action Plan Monitoring

Universal Credit and Council Tax replacement scheme.

Whilst the task is still broadly on track the risks to the service remain high. The scheme details are very late when considering that our systems need to be amended to ensure we deliver the new benefit system on time.

Corporate Debt Review

Consultation on the Corporate Debt Policy has been concluded and the Policy will be reported to Overview and Scrutiny in November and to Cabinet in December for final approval.

Work continues on the Corporate Debt project and it is pleasing to report positive results in chasing outstanding debts. A case has been made for additional resources to follow up old debts and recruitment for this post will begin in quarter 3.

Collaborative Working

As part of the Welfare Reform project there has been active collaborative working in Wales amongst Benefit Managers to provide Wales Government with data to make decisions on the revised Council Tax Benefit Replacement Scheme.

Regulatory reports

Internal Audit report – Housing Benefit – 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 Housing Benefit internal audit report can be found in reports updating the Audit Committee on the work of Internal Audit.

Quarterly Performance Report – Human Resources & Organisation Development

Report Author Helen Stappleton
Report Date November 2012
Report Period Quarter 2 (1st July 2012 to 30th September 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)

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:

<p>Customer</p>	<p>Within the implementation of Phase II of HRMIS (iTrent) the Manager Self Service is complete to all IT users. The expenses module to Corporate Services is complete and the next phase of roll out to nominated service areas will commence from the middle of November 2012.</p> <p>Progress continues to be made on the HR and OD review. JE questionnaires are completed and are scheduled for evaluation by panel in November. A revised implementation date has been agree of March 2013.</p>
<p>Change</p>	<p>Preparation work is taking place on developing guidance for managers on Organisational Design principles and in managing change successfully. This is scheduled to be complete by the end of November 2012.</p> <p>To support Managers in the delivery of effective service reviews, there is ongoing work to design and deliver a coaching and development programme focusing on organisation design and change. The design of the programme is scheduled to complete in March 2013.</p>
<p>Capacity</p>	<p>The current appraisal process has been reviewed by a working group of managers and team leaders. This review has considered the inclusion of behaviour competencies within the appraisal process. A revised process will be reviewed by Senior Managers in November 2012.</p>
<p>Consolidation</p>	<p>Single Status and an Equal Pay claim settlement strategy are continuing. The conclusion of the Council's approach to the Equal Pay settlement is dependent upon the completion of pay modelling for single status. Pay modelling and Part III negotiations have recommenced and will continue into November 2012.</p>
<p>Collaboration</p>	<p>There are a number of collaborative approaches across North Wales including the development of a commissioning model for learning and development. A North Wales coaching framework is in place and effectively delivering Institute of Leadership and Management (ILM) Level 5 coaching programmes.</p>

2. Performance Summary

2.1 Improvement Plan Monitoring

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







KEYS

Progress RAG

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

Outcome RAG

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







Council Priority	Target Date	Progress RAG	Outcome RAG	Commentary
3. To be a modern, caring and flexible employer with fair and equal terms and conditions of employment under a Single Status Agreement				
3.1 Achieve a legal, acceptable and affordable Single Status Agreement	'effective' date by June 2013			Project Plan revised to reflect new timeframes – Please see paragraph 3a
3.2 Negotiate an Equal Pay Settlement	To follow effective date of 3.1			Project Plan revised to reflect new timeframes - Please see paragraph 3a
3.3 To complete the review of human resources policies as a modern employer	On-going			The review of HR policies is an on-going process

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			Mar 13
CG11 Terms and Conditions of Employment			Jun 13
CG16 Workforce and Succession Planning			Mar 13

2.3.1 Performance Indicators and Outcome Measures

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

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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	2.54	2.00	2.3	A	Although this is an improvement on the first quarter's data it is indicating a downward trend over the year. (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. Absences reporting, containing trigger reports, produced on a monthly basis are issued to managers. With the support of the HR team focus is	✓

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 on track for completion.
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. This work will carry forward into the new 2013 – 2016 People Strategy.
Capacity		
To promote desired behaviours, in line with the 'Flintshire Competency Dictionary' across the organisation	x	This project has been integrated with the development of a new competency based Appraisal system under the Council's People Strategy / Workforce Worksteam (Flintshire Futures Programme). 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. This work will carry forward into the new 2013 – 2016 People Strategy.
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

		<p>Councils', this is to be adapted for use within Flintshire County Council.</p> <p>This work will carry forward into the new 2013 – 2016 People Strategy.</p>
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	✓	<p>Full participation in Collaborative working – e.g. sharing and co-development of HR policy and Outplacement services.</p> <p>Work has taken place to identify the policies that will be developed collaboratively.</p> <p>A Working group has been set up to identify areas of priority.</p> <p>This work will carry forward into the new 2013 – 2016 People Strategy.</p>

To develop good practice principles and capacity to lead and participate effectively in collaborative working projects	✓	<p>Development and implementation of a Human Resources Toolkit for Collaboration and Integration Projects is under development.</p> <p>Initially the toolkit has been developed to support Conwy and Denbighshire Highways and Infrastructure Integration Project.</p> <p>This toolkit will be further developed for wider use across North Wales. For example Schools Improvement Project and the North Wales Support Services Review.</p>
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 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	Agency Staff - September 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). The original target date for full implementation was set at November 2012 and will not be achieved, although the Council is entering the closing stages of the project. The Council has reviewed the Project Plan and a full report will be submitted to Cabinet in November 2012 to set out the new timeframe and key milestones to be completed. The Council is making good progress and aims to complete the pay modelling (the output of which will be a new Pay and Grading Structure) and negotiations on Part 3 (terms and conditions of employment) by the end of November 2012. The Officer Executive Group (part of the project's governance arrangements) are confident about the quality of the work that has been undertaken in preparation for proceeding with pay modelling and negotiations. The target 'effective' date will be no later than June 2013. Further details can be found in the Single Status Project Update Cabinet report.

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. Given that this project is directly linked to achieving a Single Status Collective Agreement, the negotiations of an Equal Pay Settlement Strategy has to coincide with the new target effective date for Single Status of June 2013. It should be noted that implementing the settlement strategy will only take place once Single Status is implemented later in 2013. The definitive date for this is yet to be determined.

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 to address poor attendance. This includes first stage disciplinary through to dismissal. 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.

The downturn in performance for CHR/002 focuses on each Directorate and the actions being taken to improve performance is as follows:

Community Services

Overall within Community Services, the absence levels have increased in comparison to the same quarter last year. To date Community Services has the highest, of all the Directorates, total number of days lost per FTE at 7.79.

The Directorate Management Team continues to carry out actions as identified in the Attendance Management Strategy; however the late return of paperwork continues to have an impact on the figures and is skewing the data.

Absence levels have increased again in Housing Services, although it must be noted that within Housing, two departments have had a decrease in absence levels which is a positive improvement. Short term absence within Housing Services continues to decrease, whilst the long term sick is having an impact on the absence figures. Managers continue to carry out actions under the Attendance Management Strategy and additional HR support has been identified to support managers to tackle long term sickness.

Corporate Services

Attendance levels in Corporate Service continue to be comparatively better than other Directorates. Absence is pro-actively managed by respective Directorate Management Teams in line with the Attendance Management policy. Days lost have reduced marginally on a like-for-like basis when compared with 2011/12 and show little seasonal variation.

Whilst there are relatively few employees within Corporate Services whose absence hits the short and long term sickness absence triggers, there is no complacency and attendance remains high on respective agendas.

Environment

Managing attendance remains a priority for the Environment Directorate with the main focus continuing to be on Streetscene. Managers and Supervisors responsible for completing and submitting the relevant returns (Return to Work interview forms and Self – Certification forms) have been told not to accept ‘other’ as a reason for absence and have been encouraged to establish the actual cause of absence.

Historically, in excess of 50% of absences have been recorded as ‘other’ which makes it difficult for us to establish if any of our working practices are contributing to the absence so that we can mitigate the impact. Collating and understanding the actual causes of absence will also help us better evaluate the impact of the physiotherapy pilot which is to be run in partnership with Occupational Health and our external provider, Pen Y Lon.

Lifelong Learning

There has been a slight increase in the absence levels in Lifelong Learning in quarter 2 although the rate is small. This is reflective of the ongoing approach within the Directorate to continue to manage cases as the trigger reports are produced. Monthly meetings within each service are held to discuss absence levels and there has been an increased focus on managing long term absence cases. This has resulted in one case resulting in dismissal on capability grounds.

3c - Service Plan Monitoring.

As reported in the end of year Performance Report, the People Strategy Action Plan was reviewed in September 2012 to better reflect the organisation's priorities. The project relating to competencies has been incorporated into the development of a new competency based Appraisal system. The competency framework is currently under review, to identify the behaviours required from employee and managers to meet the challenges and work differently in the future. The new competency framework and Appraisal system will be ready to commence the implementation process by February 2013.

3d - Internal and External Regulatory Reports

Agency Staff - Final Internal Audit Report - HR0160R1

The Final Internal Audit Report set out to evaluate the Management of the contract for agency workers to ensure service delivery of contract requirements and compliance with established policies, procedures, laws and regulations and the Integrity and reliability of information, accounts and data

The conclusion made in relation to Agency Staff was as follows:

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

Quarterly Performance Report – ICT & Customer Services

Report Author Head of ICT & Customer Services
Report Date September 2012
Report Period Quarter 2: July - September 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)

1. Foreword

ICT

Service Performance

Performance for Quarter 2 showed an average of 92% for calls resolved in agreed timescales slightly below the target of 94%. This is a considerable improvement over Q1 figures though we continue to be vigilant to ensure that targets are once again met.

Calls resolved at first point of contact are up on the previous quarter at 33%. This is a welcome improvement in this KPI and is related to work being undertaken to move more calls from 2nd Level support to the Helpdesk as part of the Helpdesk Improvement Plan.

Call volumes were 8,075 in Q2 compared with 7,301 in Q1, a rise of 10.6%

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 4.7.

A review has been undertaken of the Helpdesk provision and a Helpdesk Improvement Plan is being implemented 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 – more details in section 3.1.3

Capita One schools management system regional hosting – Flintshire is Hosting the system on behalf of the 6 North Wales Authorities. 5 of the 6 are now live as of September and Conwy are planned for mid-October based upon their own business decision. The going Live of the 6 authorities marks the end of the implementation phase of a 14 month project which Flintshire successfully managed. The solution will become the subject of a Case Study to be shared nationally, promoting best practice for shared and collaborative projects.

ICT Digital Print

The new arrangements for the ICT Digital Print service have bedded in well and a vision for the service has been designed and implementation is underway. Discussions are taking place with Xerox to reduce the overall number of Large System Printers from 7 to two or three more capable and cost effective machines providing significant additional value to the organisation. The vision will promote print on-demand but emphasise printing only the volumes needed now with no cost penalty for printing more later.

Mobile Working

The council has raised its profile in relation to progress it has made with a range of mobile working projects funded through the Welsh Government Invest to Save initiative. Along with colleagues from Building Control, we recently presented the Building Control solution at the NDL national conference in London which was picked up by the “Guardian” newspaper for a feature on their website. We have also worked with Wales Government to produce a case study which has formed part of its series of publications highlighting the success of the Invest to Save initiative.

ICT & Customer Services Quarterly Performance Report

Client Devices

- iPad's rolled out to CMT to reduce meeting papers and move to electronic style of working. Looking to rollout on a wider basis where there is a solid business case.
- As part of the any device culture, iPad's and Lenovo Tablet devices being tested to provide access from anywhere.

Service Review

- External report and staff feedback being considered together with thoughts on future structures.
- Service Review ongoing.
- During Q4 of 2012/13 there will be full a review of the ICT Strategy, alongside the ICT Service Review which has recently commenced.

Customer Services.

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

- The new contact centre facilities for the Streetscene Service have now been implemented and the service is now fully operational.
- The Flintshire Connects facility in Holywell which will provide improved face to face access for customers is opening in October 2012 with the official launch scheduled for 30th November, 2012.
- Procurement of the new Content Management System for the website in partnership with Denbighshire and Gwynedd is nearing completion

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 is 50% completed, Community Services and Lifelong Learning will then follow

The Proactis e-sourcing software suite has now been procured, covering e-Sourcing, Contract Management and Approved List Management. A project definition workshop has been held in September, as well a successful showcase event which demonstrated the solution benefits to 50+ staff across all Directorates. Further Design workshops have also taken place with key officers from various service areas.

The national pilot involving Flintshire, Swansea and Merthyr for a national e-invoice scanning solution sponsored by the Welsh Government with Remploy being the service provider, is ongoing with successful outcomes achieved so far e.g. invoice image can be accessed from P2P solution. Further volume of invoices, need to be introduced in order to further test the performance of the solution.

An extensive supplier classification exercise has now been completed, which will improve the expenditure analysis reporting.

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
- A request has been received by the PSLB for the Authority to confirm sign up to the NPS. A Report is being considered by CMT and Cabinet, which supports signing up the NPS.
- New arrangements unlikely to be in place until November 2013.
- Service to cover 20% of total public sector spend across repetitive spend categories

Regional Shared Services on Procurement

Further work to the Outline Business Case has been undertaken by Capita involving a workshop attended by officers from Economic Development and Procurement. The revised outline business case is scheduled to be discussed by Chief Executives in their November meeting.

ICT & Customer Services Quarterly Performance Report

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

<p>ICT Helpdesk Performance</p>	<p>Call volumes were 8,075 in Q2 compared with 7,301 in Q2, a rise of 10.6%. Calls continue to rise as expectations grow based upon an improvement in calls dealt at first point of contact. Whilst the Division is actively trying to drive call volumes down as this is considered failure demand in LEAN terms, it is nevertheless pleasing to note that the KPI's have improved steadily and that Customer Satisfaction with calls remains high at 4.7 to 4.8 out of 5.0</p>
<p>Customer Services - Complaints Handling</p>	<p>Looking at customer complaints completed within 10 working days across the Council as a whole, the overall performance for complaints for quarter two has improved by 3.8% (now at 70.17%) compared to quarter one. The number of complaints received in quarter two has increased by 23% compared to the previous quarter from 223 to 289.</p> <p>The area which received the greatest number of complaints was Streetscene with 52.4% of the overall complaints received. (Breakdown: Refuse Collection 22%; Missed Collection 14.8%; Refuse & Recycling 8.3%; Assisted Collection 4.5%)</p> <p>The Environment directorate, despite receiving the highest number of complaints for the quarter returned the best percentage of complaints completed within timescale at 72.3%</p>
<p>Customer Services - Telephone responses</p>	<p>In terms of telephone responses, Switchboard once again provided high levels of performance, continuing to maintain a performance figure of 97.5% in quarter two, which is in line with both the annual and quarterly target set at 98%.</p> <p>Looking at direct dialled calls to the council across all areas for quarter two, the performance results measured against quarter one remained the same at 91.7%.</p>
<p>Customer Services - Virtual Contact Centre</p>	<p>The number of enquiries received both via the website and directly into the Virtual Contact Centre system has decreased once again during quarter two. This reduction of 308 enquiries is a combination of web users finding the answer to their question online as well as a reduction in the number of Streetscene related enquiries submitted by customers.</p> <p>Performance in quarter two has been maintained with only a marginal change from 97.2% in quarter one to 96.7% in quarter two.</p>
<p>Customer Services - Website</p>	<p>The number of visitors and page views to the website has reduced during quarter two by 21.1% and 11% respectively compared with the figures for quarter 1.</p> <p>Much of the increase in traffic in Q1 was in relation to customers visiting the website on Friday 4 May to obtain results of the Local Government elections the previous day.</p> <p>Comparing the web traffic for Q2 with a 'typical' period with no significant events such as Q4, shows that visitors to the website continue to increase by around 17%, although the number of pages each visitor looks at when visiting the site is only increasing by a small margin of around 3%</p>

2. Performance Summary

2.1 Improvement Plan Monitoring

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













KEYS

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

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

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

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

Council Priority	Target Date	Progress RAG	Outcome RAG	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 <i>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.</i>	Mar-15			
1.6 To improve procurement practice and efficiency with the implementation of modern electronic systems	Mar-13			
4. To achieve the highest standards of customer services and care through our Customer Service Strategy				
4.2 To shift more customers to self service forms of doing more business using new technology (Channel Shift)	Ongoing			
4.3 To improve standards of customer service including the development and implementation of the Customer Contact Centre	Mar-13			
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			
5.8 Promote the new Streetscene Customer Contact Centre and develop the Streetscene Service changes	Feb-12			

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			↔
CG09 Information Governance See ICT Section 3.1.2			↔
CG13 Customer Focus			↔
CG18 Procurement			↔

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:




	0		5		3
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Graphs and commentary are included section 3 for those indicators shown with a RAG status of either Amber or Red. An asterisk (*) indicates that the indicator is an *improvement* target.

ICT						
Indicator	Annual Target	Previous Quarter Outturn	Current Quarter Target	Current Quarter Outturn	RAG	Changes eg: Improved / Downturned
ICTM1 Helpdesk Calls fixed on time	94%	88.33%	94%	92%		Improved
ICTM2 Helpdesk Calls resolved at first point of contact	35%	25.33%	35%	33%		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%	97.93%	98.0%	97.52%		Maintained
Answer direct dialled telephone calls within 15 seconds	No target set	91.71%	No target set	91.74%		Maintained
Aim to respond to letters, e-mails and faxes within 10 working days (Virtual Contact Centre only)	93.0%	97.27%	93.0%	96.72%		Marginal Downturn

ICT & Customer Services Quarterly Performance Report

Percentage of Contact Centre calls answered in under 20 seconds	75%	47.91%	75%	61.75%		Improved
Percentage of Contact Centre 'lost' calls (abandoned after 20 second threshold)	5%	19.24%	5%	13.73%		Improved
*CUSM1 % of Complaints completed within 10 working days (all directorates)	80%	66.38%	80.0%	70.17%		Improved

2.3.2 Improvement Target Action Plan Monitoring

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

2.4 Key Actions from Service Plan Monitoring

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

Improvement Area	Progress	Commentary
ICT		
1. Organisational Change 1a. Support Organisational and Service change 1b. Enable the corporate Agile Working project and implement associated technology changes	✓	

ICT & Customer Services Quarterly Performance Report

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
42. Collaboration Proactive engagement and involvement in regional and collaboration activities	✓	See ICT Section 3.1.3
43. New Systems	✓	
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.	x	Ongoing
Revise customer care policy and standards to meet the requirements of the Cabinet Office Government Standard – Customer Service Excellence and the Welsh Assembly Government’s Building Better Customer Service Principles.	x	Work hasn't started yet but not considered a priority
Launch a Customer Relationship Management System.	✓	Went live in March alongside contact centre for Street Scene.
Increase use of the Council Website. Increase the range of electronic services and improve design and content quality with the objective of attracting more visitors to the website away from the traditional customer access channels. Ensure other methods of electronic access are given equal consideration e.g. text and social networking sites.	✓	Dependant upon procurement of new Web Content Management System (CMS) in collaboration with other North Wales Councils.

ICT & Customer Services Quarterly Performance Report

Gather information relating to service specific customer satisfaction levels and introduce methods for measuring customer satisfaction where there are gaps.	x	Being included within various projects e.g. Flintshire Connects & Channel Shift.
Implement the outcome of the review of the customer services team structure.	x	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
None		


3. Exception Reporting

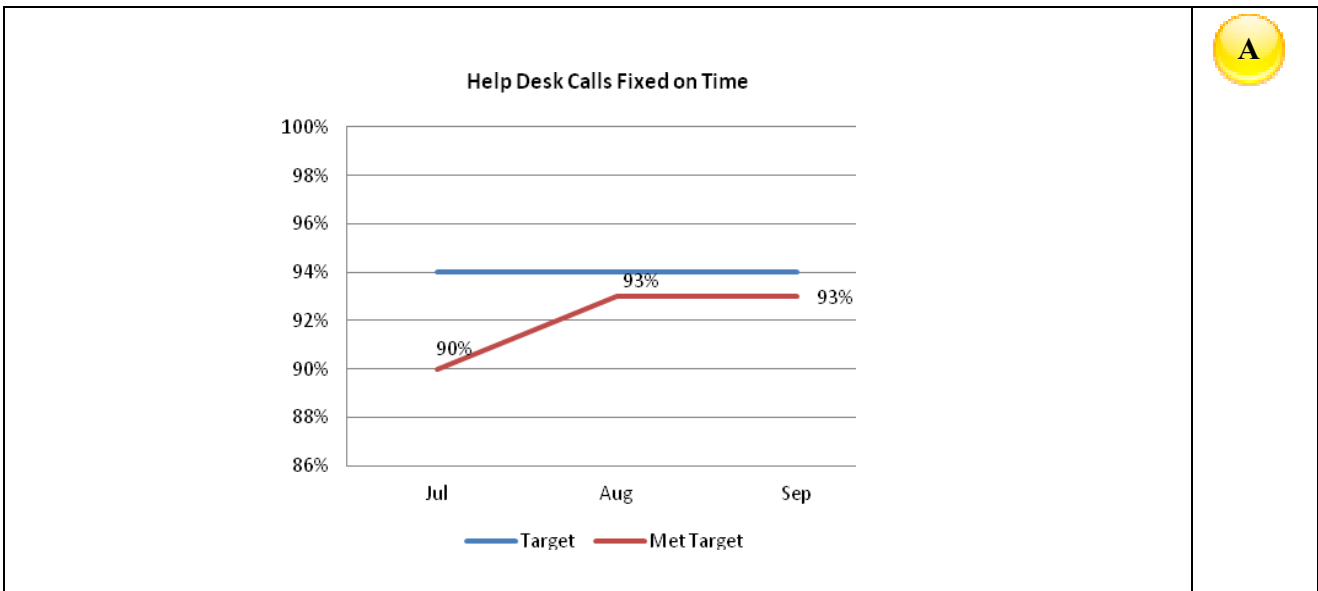
3.1 ICT


3.1.1 Performance

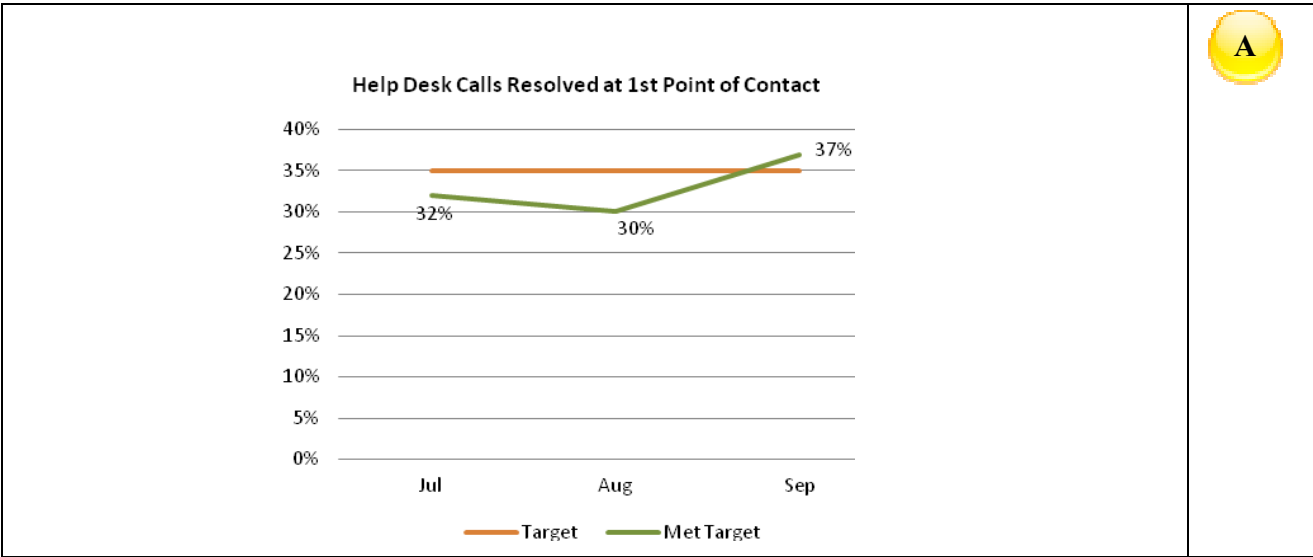
Performance for Quarter 2 showed an average of 92% for calls resolved in agreed timescales slightly below the target of 94%. This is a considerable improvement over Q1 figures though we continue to be vigilant to ensure that targets are once again met.

Calls resolved at first point of contact are up on the previous quarter at 33%. This is a welcome improvement in this KPI and is related to work being undertaken to move more calls from 2nd Level support to the Helpdesk as part of the Helpdesk Improvement Plan.

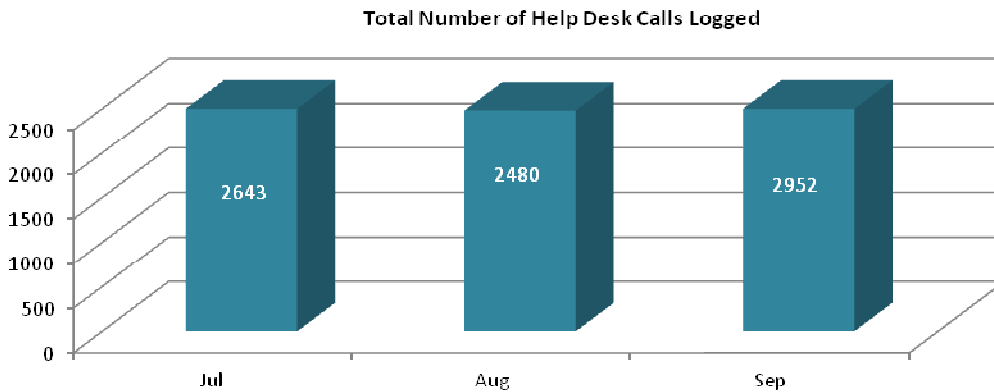
	ICTM1 Helpdesk Calls fixed on time
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	<p>ICTM2 Helpdesk Calls resolved at first point of contact</p>
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Call volumes were 8,075 in Q2 compared with 7,301 in Q1, a rise of 10.6%



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 4.7 out of a maximum of 5.0, and for second level support 4.61.


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

ICT & Customer Services Quarterly Performance Report

	Helpdesk Service Satisfaction
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Helpdesk Service Satisfaction

	The speed of answering your telephone call to the Help Desk	The Help Desk Analyst's understanding of your problem or request	The Help Desk Analyst's courtesy and professionalism	The time it took the Help Desk Analyst to resolve your problem or request	The overall service provided by the Help Desk on this occasion
Jul	4.4	4.7	4.8	4.8	4.8
Aug	4.5	4.8	4.8	4.9	4.9
Sep	4.5	4.8	4.8	4.9	4.8

	2 nd Level Support Satisfaction
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2nd Level Support Satisfaction

	Following your telephone call to the Help Desk, the time it took for an ICT Analyst to make initial contact with you	The ICT Analyst's ability and knowledge	The ICT Analyst's courtesy and professionalism	The ICT Analyst in keeping you up to date with progress	The time it took the ICT Analyst to resolve your problem or request	The overall service we provided on this occasion
Jul	4.6	4.8	4.8	4.6	4.7	4.7
Aug	4.6	4.8	4.8	4.7	4.7	4.7
Sep	4.7	4.9	4.9	4.8	4.8	4.8

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

The IPT with Unified Communications 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

ICT & Customer Services Quarterly Performance Report

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

- Capita One schools management system regional hosting – Flintshire is Hosting the system on behalf of the 6 North Wales Authorities. 5 of the 6 are now live as of September and Conwy are planned for mid-October based upon their own business decision. The going Live of the 6 authorities marks the end of the implementation phase of a 14 month project which Flintshire successfully managed. The solution will become the subject of a Case Study promoting best practice for shared and collaborative projects.
- Service desk – collaborative project to standardise systems across 6 North Wales authorities. Contract signed with software provider by 3 Councils.
- Web Content Management – procurement process almost completed with implementation due to begin in early 2013.
- Desktop Software Project – looking at 3 areas. Office Productivity Suite, Security Products, Email
- Disaster Recovery – Looking at a roadmap to reciprocal arrangements across the region to improve resilience and co-operation
- Regional Directory Project – looking at integration of Directory services across the regional and cross sector where possible to provide the underpinning infrastructure to better support business led regional shared services projects

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.

3.3 Customer Services

Supporting Information

	CUSM1 % of Complaints completed within 10 working days (all directorates)
	Local Indicator Aim to answer switchboard telephone calls within 15 seconds
	Local Indicator Aim to respond to letters, e-mails and faxes within 10 working days (Virtual Contact Centre only)
	Corporate Answer direct dialled telephone calls within 15 seconds
	Local Indicator Contact Centre calls answered in under 20 seconds
	Local Indicator Contact Centre 'lost' calls (abandoned by customer after 20 seconds)

Virtual Contact Centre

The number Virtual Contact Centre enquiries for Q2 once again shows a decrease in the number of enquiries received against the previous quarter (from 3178 to 2870).

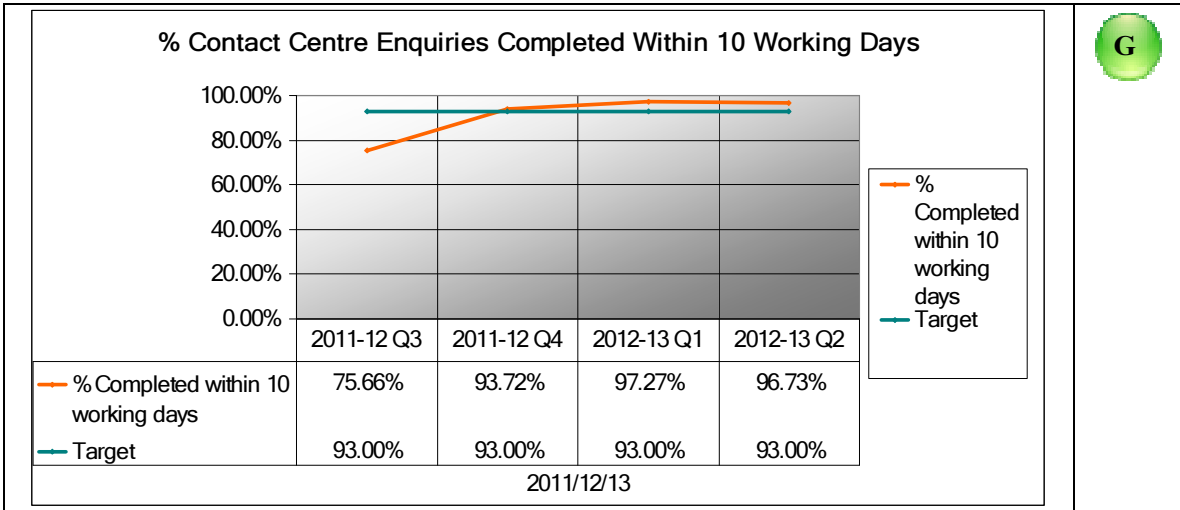
The most popular enquiries listed by type received into the Virtual Contact Centre for Q2 period:

Refuse / Recycling - Order Items	694
Kerbside Recycling	207
Missed Collection (Refuse / Recycling)	132

The greatest majority of enquiries received are for Streetscene services, with 1496 (over 47%) of enquiries received in Q2 being for this service area.

Performance for Virtual Contact Centre enquiries has been maintained in Q2 and exceeds the 93% target for the third consecutive quarter.

ICT & Customer Services Quarterly Performance Report

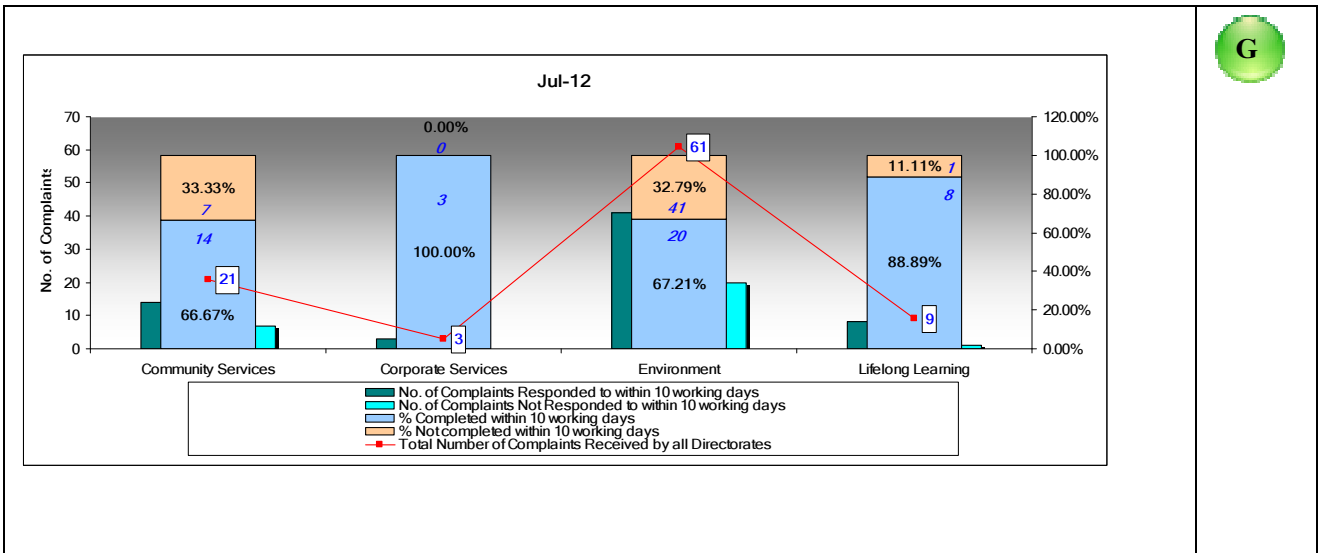


CUSM1

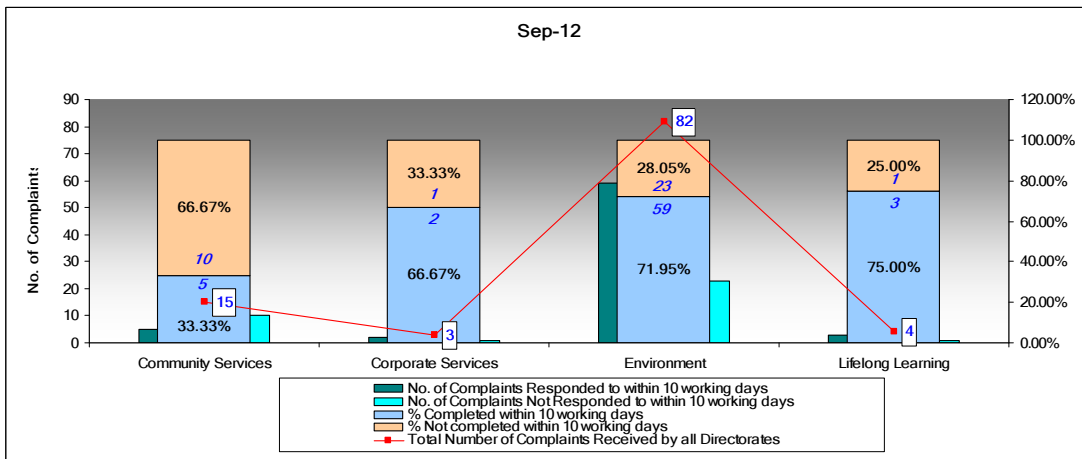
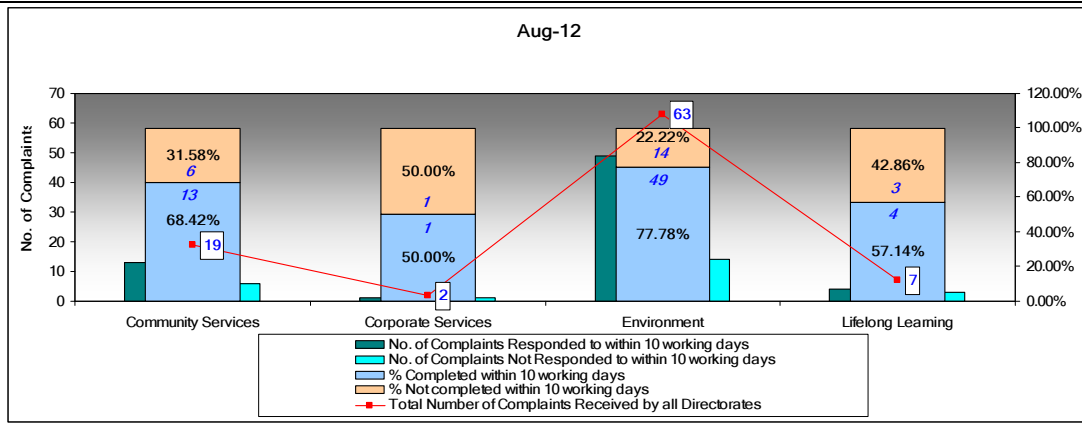
% of Complaints completed within 10 working days (all directorates)

Complaints

We have seen a further improvement in the number of complaints dealt with within 10 working days across the council as a whole. Corporate Services has made significant improvements from 57.14% in Quarter 1 to 72.22 % in Quarter 2; an improvement of 15.08%. However the performance within Lifelong Learning has dropped. The actual number of complaints was low within this division and generally in relation to a specific service area. The number of complaints to the Environment Directorate has increased in Q2 (from 167 in Q1 to 206 in Q2) and ongoing improvements in performance for this directorate have resulted in a 6.54% improvement during the last quarter.



ICT & Customer Services Quarterly Performance Report



Directorate Averages - Quarter 2 (2012-13)				
Complaints responded to in 10 working days				
(Compared to Q1)				
	Number of Complaints Q1	Number of Complaints Q2	% Responded to in 10 working days Q2	Performance trend
Community Services	33	55	56.14%	-1.06%
Corporate Services	11	8	72.22%	15.08%
Environment	167	206	72.31%	6.54%
Lifelong Learning	12	20	68.68%	-26.32%

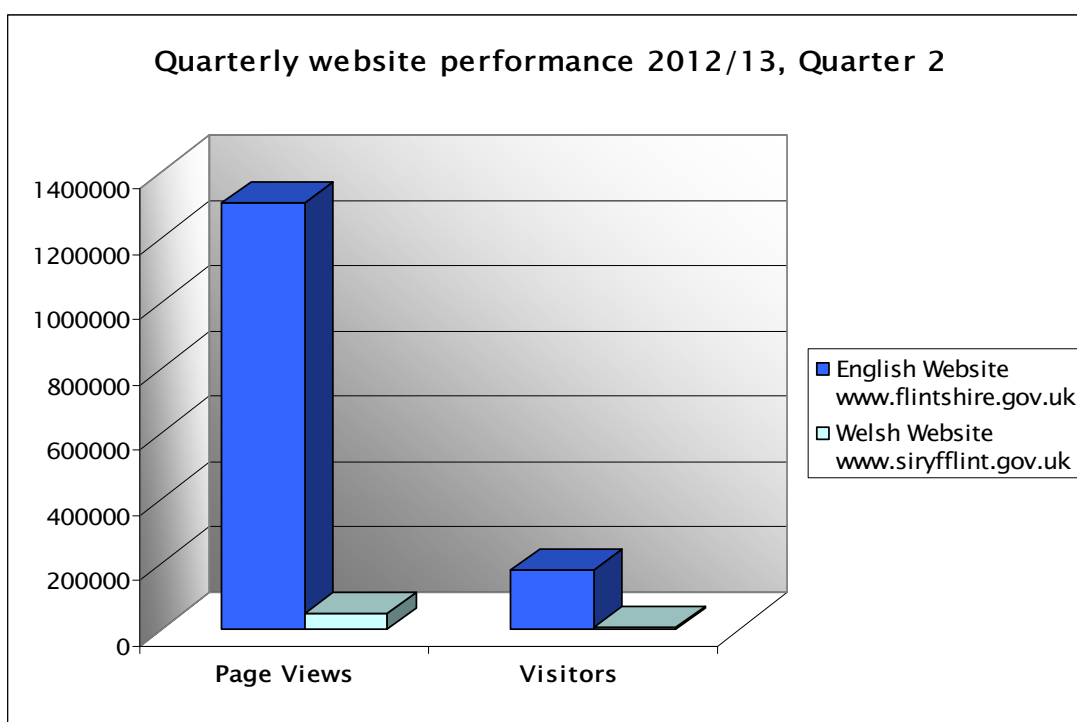
Additional service data for Customer Services areas which have no performance indicators:

Website

During the Report Period: Quarter 2; July – September 2012, we received nearly 293,000 (292,832) visitors to our website compared to Q1 of 371,474 visitors, showing a decrease of 21.17%. We also had nearly 1,359,000 (1,359,145) page views in Quarter 2 compared to 1,527,728 in Q1, showing a decrease of 11.03%.

Although this can be viewed as a significant reduction in website traffic, much of the increase in Q2 was attributed to Local Government elections taking place. In light of this, a realistic comparison would be Q2 with the Jan-Mar 2012 Q4 period (during which no significant events such as the elections occurred), which shows the number of site visitors has risen by just over 17%.

Once visitors are in the website however, the number of pages visited has reduced slightly by around 3% which may illustrate that customers are slowly becoming more focussed on the task they wish to undertake when visiting the Flintshire website.



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 -	140,794	+87.12%

ICT & Customer Services Quarterly Performance Report

Welsh website		
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Website Statistics - Quarter 2 (2012-13)		
(Compared to Q1)		
Visitors to English website	281,744	-20.16%
Visitors to Welsh website	11,088	-40.34%
Page Views – English website	1,308,247	-5.67%
Page views – Welsh website	50,898	-63.85%

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Quarterly Performance Report – Legal & Democratic Services

Report Author Gareth Owens
Report Date September 2012
Report Period Quarter 2: July - September 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)

1. Foreword

Report highlights for this quarter:-

<p>Corporate Governance</p>	<p>At its meeting on 17 July the Audit Committee approved the draft Annual Governance Statement with two minor amendments. Subsequently no amendments were requested by the Wales Audit Office and the final version was signed by the Chief Executive and Leader and agreed at the Council meeting on 25 September.</p>
<p>Members</p>	<p>The Democratic Services Committee met for the first time on 24 July when the Democracy & Governance Manager was appointed as Head of Democratic Services required under the Local Government (Wales) Measure 2011. That meeting also considered a report on the statutory guidance relating to training and development of members and the Democratic Services Committee which had recently been issued. It also considered the results of the member survey which was subsequently reported to the Council meeting on 11 September and reports relating to member development and training.</p> <p>At the Council meeting on 11 September consideration was given to consultation by the Independent Remuneration Panel for Wales on its proposed report for 2014/15. The representations agreed at the Council meeting have been submitted to the Panel.</p>
<p>Standards and Ethical Framework</p>	<p>A further revision to guidance on the Code of Conduct was issued by the Ombudsman following the “Calver” decision. Due to the protection afforded to political expression under the Human Rights Act the Ombudsman is now less likely to investigate allegations of disrespect between councillors. The guidance has been sent to all councillors for information.</p> <p>A separate guide to the Code of Conduct specifically for town and community councillors has also been issued by the Ombudsman. This has been distributed to all clerks.</p> <p>There were no referrals to the Ombudsman in respect of councillors during quarter 2. The Adjudication Panel for Wales hearing in respect of Councillor Heesom resumed on 17 September, and concluded taking oral testimony on 12 October. It sat for 14 days during that period.</p>

Other highlights by service area are as follows: -

<p>Legal Services</p>	<ul style="list-style-type: none"> • 2 new Employment Tribunal claims. • 570 existing equal pay claims made against the Council. • 89 new parking prosecutions, 114 concluded and 11 ongoing. • 14 new benefit fraud prosecutions, 19 concluded and 17 ongoing. • 0 education prosecutions re non attendance, 1 case concluded. • Health & Safety – Ongoing: 1 case, New: 1 case. • Agency work for Wales Illegal Money Lending Unit - 1 new case -
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	<p>1 concluded</p> <ul style="list-style-type: none"> • Planning enforcement – closed: 2 convicted, 1 withdrawn and resolved by alternative dispute resolution in favour of FCC. Ongoing: 1, New: 2 cases. • Prosecutions: closed: 1 Trading Standards – convicted. Ongoing: 1 Trading Standards and 1 private nuisance (defending) • 1 new and 1 other ongoing possession claim for anti-social behaviour. 1 ongoing claim disposed this quarter (by consent). ASB Injunctions were granted on a without notice urgent basis and a final order made for them to continue with powers of arrest attached on the return date. • A new civil claim (small claims court - not housing related) is also in progress. • 37 school admission appeals were heard • 12 new child protection cases on file. • Voluntary registration of Council land with HM Land Registry – 23 applications for registration in the last quarter, however one application can in fact contain numerous deed packets (eg over 30 deed packets in the case of a street in Flint). The Land Registry have approximately 50 applications outstanding. <p><u>Waste Partnership:</u> As scheduled, on the 1 August 2012 the NWRWTP Joint Committee made the decision to de-select one bidder so that two bidders (namely Sita UK and Wheelabrator) now remain in the competitive dialogue process. Legal, technical and financial dialogues have taken and continue to take place with the two remaining bidders to advance the proposals with a view to a call for Final Tenders taking place in the new year.</p> <p><u>North Wales Authorities Legal Services Collaboration:</u> The Project Team has continued to meet on a monthly basis. Whilst the resubmitted bid made by the Project for European Social Fund grant aid for a full-time, rather than part-time, Project Manager was approved in July, written confirmation is still awaited. Once that is received, Gwynedd Council (as the bidding authority) will be able to begin the recruitment process. In the meantime, the current Project Manager, Ian Simpson, continues to assist the project on an ad hoc basis.</p> <p>A week of training courses for staff from each of the six North Wales authorities, facilitated by ADAPT funding through Welsh Government, was held in Llandudno during the week beginning Monday 17th September. The training had been identified by the individual special interest groups set up as part of the project and proved to be very successful.</p>
<p>Democratic Services</p>	<p>Committee Services: At its meeting on 11 September the Council agreed that at the present time agendas and reports should be sent to Members either electronically or in paper format depending upon their individual wishes.</p>

2nd Quarter Meetings: During the 2nd quarter there were 30 meetings of the Council, Cabinet, Informal Cabinet, Overview and Scrutiny Committees and other committees serviced by the Committee Team.

Electoral Registration and Elections: The main focus in this quarter was the annual canvass to prepare the electoral register. Preparation has started in organising Police & Crime Commissioners to be held on 15 November and for which the Chief Executive is the Police Area Returning Officer.

Civic and Members' Services: The Chair was pleased to welcome Flintshire's Olympic and Paralympic heroes to the meeting of the Council on 24 September, before which a civic reception was held.

Other notable events during the quarter have been the 'Just Desserts' afternoon at the Corus Club in Shotton which raised £652 and the Chair's sponsored walk along all of the Flintshire section of the Wales Coastal path which raised £1000. In addition, the Chair has attended 108 events which have included civic services, agricultural shows, the Eisteddfod, North Wales Armed Forces day, several 100th birthdays; citizenship ceremonies; a civic reception for the Japanese Youth Exchange; school visits; the opening of Mold Food & Drink Festival as well as a number of Royal British Legion events. The Royal British Legion is the Chair's charity of the current municipal year.

The annual Best Kept Communities event, with two and a half days of judging in July and an awards evening in September, proved to be as popular as ever. There has been a change in emphasis to promote sustainability and the three new judges have made many suggestions for improvements to the 2013 competition.

Member and Support Development: During the period September to December phase 2 of the member induction programme is being delivered. There have also been other member training events covering planning, health and safety and data protection.

Two information workshops – on empty properties and gypsies and travellers – were organised and were well received. Fourteen Members of the Council attended the North Wales Councillor Induction Event which was held on 7 September at Venue Cymru in Llandudno. This was organised on behalf of the six North Wales authorities by the Member Engagement Manager and the feedback has been excellent.

Overview & Scrutiny: Whilst the 2nd quarter includes the August recess, there has still been a significant level of Overview & Scrutiny activity. In addition to formal committee meetings, three forward work programme work shops have been held. By holding bespoke workshops, Members are afforded a greater opportunity to determine the work programme than they are in the item which features at the

	<p>end of every overview & scrutiny agenda.</p> <p>A joint meeting of the Housing and Social & Health Overview & Scrutiny Committees was held to consider progress on disabled facilities grants. In addition, a special meeting of Social & Health was held to consider the Betsi Cadwaladr University Health Board proposals for changes in the National Health Service in North Wales. Given the significance of this topic, all Members of the council were invited to attend and contribute to the meeting.</p> <p>Samantha Roberts, the facilitator to the Environment and Housing Overview & Scrutiny committees left in mid September.</p> <p>RIPA: During this quarter there was one investigation authorised under the Regulation of Investigatory Powers Act. The Council also received a favourable report from the Office of Surveillance Commissioners on the way the Council complies with RIPA. This was reported to the Audit Committee meeting on the 25 September.</p>
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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)



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	Amber Predictive
CG23 Breach of the Data Protection Act by the Council			March 2013

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 July to September 2012

Directorate	July	August	September	Total
Chief Executive's	2	6	3	11
Environment	20	17	22	59
Finance	12	7	6	25
Housing	0	2	5	7
Human Resources	9	1	5	15
ICT Services	4	6	3	13
Legal & Democratic Services	7	5	9	21
Lifelong Learning	11	10	16	37
Social Services	8	9	9	26
TOTALS	73	63	78	214

Total Number of FOIs responded to by FCC between July - September 2012

Lead Directorate	Number of request received in period July to September	Number of requests determined within 20 day response time	Therefore % determined within the 20 day response time *
Chief Executive's	11	9	82%
Environment	59	48	81%
Finance	25	16	64%
Housing	7	7	100%
Human Resources	15	8	53%
ICT Services	13	7	54%
Legal & Democratic	21	20	95%
Lifelong Learning	37	34	92%
Social Services	26	25	96%
TOTALS	214	174	81%

FOI Requests to date:

	1.01.11 to 31.03.11	1.04.11 to 30.6.11	1.07.11 to 30.09.11	1.10.11 to 31.12.11	1.1.12 to 31.3.12	1.4.12 to 30.6.12	1.7.2012 to 30.9.2012
Number of requests received	211	170	181	186	209	175	214
Number of requests determined within time	200	164	168	165	189	163	174
% of requests determined within time	95%	96%	93%	88%	90%	93%	81%

Total number of EIRs received by FCC, by month July - September 2012

Directorate	July	August	September	Total
Chief Executive's				
Environment	47	47	46	140
Finance				
Housing				
Human Resources				
ICT Services				
Legal & Democratic Services				
Lifelong Learning				
Social Services				
TOTALS	47	47	46	140

Total Number of EIRs responded to by FCC between July – September 2012

Lead Directorate	Number of request received in period July-September	Number of requests determined within 20 day response time	Therefore % determined within the 20 day response time *
Chief Executive's			
Environment	140	138	98%
Finance			
Housing			
Human Resources			
ICT Services			
Legal & Democratic			
Lifelong Learning			
Social Services			
TOTALS	140	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 Progress Final – see 3.1 below
Internal Audit Report (LD0220R2) SARC CG23	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 – SARC CG23

Recommendation	Management Comment	Implementation Date
<p>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.</p> <p>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.</p>	A revised Data Protection policy and procedure has been approved by CMT incorporating audit recommendations. This has been sent to Heads of Service and is on the infonet.	Sept 2012

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

Risk Reference	Risk Title	2012-2013					Predictive Green/Amber
		Q2	Q3	Q4	Q1	Q2	
	Community Leadership	Sept 11	Dec 11	Mar 12	June 12	Sept 12	
CL04	Affordable Housing	A	A	A	A		
CL05	Social Care For Older People	A	A	A	A	A	TBC
CL07	Relationship with Local Health Board & Public & Primary Health	A	A	A	R	R	TBC
CL08	Climate Change & Flood Risk Management		A	A	A	A	SEPT 2017
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	2015/16
CL12	Skills Needs of Employers	A	G	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	G	SEPT 2012
	Council Delivery	Sept 11	Dec 11	Mar 12	June 12		Predictive Green/Amber
CD02	Streetscene	A	A	A	A	A	TBC
CD03	Transition from UDP to LDP	A	G	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 Arrangements For Service Users	A	A	A	A	A	DEC 2013
CD07	Depot Provision	A	A	A	A	A	DEC 2013
CD08	Connah's Quay, Shotton & Deeside Housing Renewal Area	A	A	A	A	A	MAR 2020
CD10a	Leisure - Revenue Funding	R	R	R	R	R	TBC
CD10b	Leisure - Capital Projects	A	A	A	A	A	TBC
CD10c	Leisure - Play Strategy	A	A	A	A	R	TBC
CD12a	Housing Strategy	A	A	A	A		
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		
CD12e	Sheltered Housing	A	A	A	A	A	NOV 2013
CD19	Gypsies and Travellers	A	A	A	A		
CD20	School Buildings/School modernisation		R	R	R	R	2018
CD22	School Improvement - Regional Project	A	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	SEPT 2011
CD34	Severe Winter Weather	A	A	A	A	A	TBC
CD37	Food Waste Treatment Project		A	A		G	SEPT 2012
CD38	Welfare Reform			R	R	R	TBC
	Council Governance	Sept 11	Dec 11	Mar 12	June 12	Sept 12	Predictive Green/Amber
CG05a	Asset Management - Strategic	A	A	A	A	A	2015/16
CG05b	Asset Rationalisation	A	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	G	G	G	G	DEC 2011
CG09	Information Governance	A	A	A	A	A	TBC
CG10	Human Resources and Management	A	A	A	A	A	MAR 2013
CG11	Single Status and Terms and Conditions of Employment	A	A	A	A	A	JUN 2013
CG13	Customer Focus	G	G	G	G	G	JUN 2011
CG16	Workforce and Succession Planning	A	A	A	A	A	MAR 2013
CG18	Procurement		A	A	A	A	MAR 2013
CG19	Business Continuity (including Winter Disruption)	A	A	A	A	G	SEPT 2012
CG22	Flintshire Futures	A	A	A	A		MAR 2013
CG23	Data Protection			R	R	R	TBC

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FLINTSHIRE COUNTY COUNCIL

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

DATE: **13 DECEMBER 2012**

REPORT BY: **MEMBER ENGAGEMENT MANAGER**

SUBJECT: **FORWARD WORK PROGRAMME**

1.00 PURPOSE OF REPORT

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

2.00 BACKGROUND

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

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

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

3.00 CONSIDERATIONS

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

4.00 RECOMMENDATIONS

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

5.00 FINANCIAL IMPLICATIONS

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

N/A

11.00 CONSULTATION UNDERTAKEN

Publication of this report constitutes consultation.

12.00 APPENDICES

Appendix 1 – Forward Work Programme

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

None.

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

	SUBJECT	O&S FOCUS	REPORT FROM
Thursday 17 th January 2013 10.00	Revenue Budget Monitoring 2012/13 Month 7 Appraisals, Assets (Flintshire Futures) work -stream and Management Aspiring Leaders Development Programme	Monitoring and development	HF
21 st – 28 th January 2013	Tuesday 22nd January PM Housing (GF and HRA) Thursday 24th January AM Environment Friday 25th January AM Lifelong Learning Monday 28th January AM Social & Healthcare Monday 28th January PM Corporate Resources (for central and Corporate Services budgets) Thursday 31st January AM Corporate Resources capital and 'mop up' meeting		CE/HF/MEM
Thursday 14 th February 2013 10.00	Revenue Budget Monitoring 2012/13 Month 8 Annual Improvement Report 2012 by the Auditor General for Wales	Monitoring and development	HF CE/PPPM
Thursday 14 th March 2013 10.00	Q3 performance reporting Revenue Budget Monitoring 2012/13 Month 9 Capital Programme 2012/13 Month 9	Monitoring and development	MEM HF
Thursday 18 th April 2013 10.00	Revenue Budget Monitoring 2012/13 Month 10	Monitoring and development	HF

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

Items to be scheduled as they become available
Asset Strategy, the Compact, Procurement, Flintshire Futures.