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Pennaeth Gwasanaethau Cyfreithiol a Democraataidd



To: Cllr Richard Jones (Chairman)

CS/NG

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

8 March 2013

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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, 14TH MARCH, 2013** at **10.00 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

AGENDA

- 1 **APOLOGIES**
- 2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**
- 3 **MINUTES** (Pages 1 - 18)

To confirm as a correct record the minutes of the meetings held on 28th January, 31st January and 14 February 2013.

- 4 **IMPROVEMENT ASSESSMENT LETTER (WAO)** (Pages 19 - 32)

Report of Chief Executive enclosed.

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

- 5 **PROPOSED REGIONAL EMERGENCY PLANNING SERVICE** (Pages 33 - 64)
Report of Member Engagement Manager enclosed.
- 6 **REVENUE BUDGET MONITORING 2012/13(MONTH 9) AND CAPITAL PROGRAMME 2012/13 (QUARTER 3)** (Pages 65 - 134)
Report of Head of Finance enclosed.
- 7 **QUARTER 3 SERVICE PERFORMANCE REPORTS** (Pages 135 - 192)
Report of Member Engagement Manager enclosed.
- 8 **FORWARD WORK PROGRAMME** (Pages 193 - 198)
Report of Member Engagement Manager enclosed.

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE **28 JANUARY 2013**

Minutes of the meeting of the Corporate Resources Overview and Scrutiny Committee of the Flintshire County Council held at County Hall, Mold on Monday, 28 January 2013

PRESENT: Councillor R.B. Jones (Chairman)

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

ALSO PRESENT:

Councillors R.J.T. Guest, C.M. Jones and D.E. Wisinger

APOLOGY:

Councillor M. Bateman

CONTRIBUTORS:

Leader of the Council, Cabinet Member for Corporate Management, Chief Executive, Head of Finance, Head of Human Resources and Organisational Development, Head of ICT and Customer Services, Head of Legal and Democratic Services and Finance Manager – Corporate Accounting and Systems

IN ATTENDANCE:

Member Engagement Manager and Committee Officer

63. DECLARATIONS OF INTEREST

No declarations of interest were made.

64. BUDGET PROCESS FOR 2013/14

The Chairman welcomed the contributors to the meeting.

The Head of Finance explained that an overview of the budget was to be provided for each Overview & Scrutiny Committee with the budget proposals for the specific area covered by each Committee detailed at the meetings.

The Chief Executive explained that he and the Head of Finance would be making a similar presentation to each of the Overview and Scrutiny Committees. Thereafter, officers from Corporate Services would present on directorate specific aspects of the budget. The main features of the presentation were as follows:-

- Council Fund Budget Strategy & Financial Overview
- Corporate Services – Budget Proposals & Key Service Issues
- Live Issues for this Committee
- Next Steps

The officers continued with the directorate specific contents of the presentation.

The comments and questions which were raised by Members of the Committee, and the responses given are attached at Appendix 1 to 31st January 2013 minutes.

RESOLVED:

That the presentation be noted.

65. DURATION OF MEETING

The meeting commenced at 2.00 p.m. and ended at 3.55 p.m.

66. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

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Chairman

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE
31 JANUARY 2013

Minutes of the meeting of the Corporate Resources Overview and Scrutiny Committee of the Flintshire County Council held at County Hall, Mold on Thursday, 31 January 2013

PRESENT: Councillor R.B. Jones (Chairman)

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

SUBSTITUTIONS:

Councillor M. Reece for H.T. Howorth

ALSO PRESENT (as all Members were invited to attend):

Councillors R.C. Bithell, D. Butler, C.A. Ellis, R.J.T. Guest, C.M. Jones, C. Legg, D.I. Mackie, N.M. Matthews, M.J. Peers, H.G. Roberts C.A. Thomas and M. Wright

Co-optees from Lifelong Learning: D. Hytch, R. Price and R. Stark

APOLOGY:

Councillors: I. Smith

CONTRIBUTORS:

Leader of the Council, Deputy Leader, Cabinet Member for Corporate Management, Chief Executive, Director of Environment, Director of Lifelong Learning, Head of Finance, Head of Legal and Democratic Services, Head of Assets and Transportation, Head of Development and Resources, Finance Manager – Corporate Accounting and Systems and Finance Officers

IN ATTENDANCE:

Member Engagement Manager and Committee Officer

67. DECLARATIONS OF INTEREST

No declarations of interest were made.

68. BUDGET PROCESS FOR 2013/14

The Chairman welcomed the contributors to the meeting.

The Director of Environment and Head of Finance provided a presentation on the Council Fund Capital Strategy & Capital Programme 2013/14 to 2022/23, the main features of which were:

- Capital Strategy
- Capital Programme Process
- Sources of Funding
- Indicative General Funding Figures (Post Final Settlement)
- Proposed 2013/14 Programme

- Summary
- Next Steps

The Chief Executive and Head of Finance then provided a presentation on the Council Fund Revenue Budget 2013/14, the main features of which were:

- Subjects covered in scrutiny meetings
- The importance of Scrutiny
- 2013/14 Budget Strategy
- Outcome from Scrutiny meetings
- Requested information – Budget Breakdown by Scrutiny Committee
- Live issues by Committee
- Balancing the budget
- Potential new pressures
- Equalities Impact Assessment
- Budget Consultation
- Next steps for 2013/14 and Medium Term

The comments and questions which were raised by Members, and the responses given are attached at Appendix 1.

The Chairman read out a statement about the budget proposal meetings which had been held.

RESOLVED:

That the presentation be noted.

69. DURATION OF MEETING

The meeting commenced at 10.00 a.m. and ended at 12.57 p.m.

70. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

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Chairman

OVERVIEW & SCRUTINY
Corporate Services - Initial Budget Proposals 2013/14

No.	Comments and Questions:	Responses:
PART ONE - Corporate Services		
<u>Corporate Comments / Issues</u>		
1.0		
1.1	<ul style="list-style-type: none"> Can the reduction in the budget gap from £11m in July to £1.5m at 18th December be explained? 	<ul style="list-style-type: none"> The £11m budget gap as at July was the starting point prior to a rigorous examination of pressures. This include a lengthy review and challenge process leading to identification of efficiencies totalling £5m and a reduction of £4.5m in the value of pressures.
1.2	<ul style="list-style-type: none"> Has the recent Welsh Government announcement on Welfare Reform relating to the removal of the need for some people who previously received 100% Council Tax benefit to pay 10% in the future changed the Council tax base for those Town and Community Councils which had made provision for bad debt? 	<ul style="list-style-type: none"> Although the Council Tax base cannot be changed, there will be a beneficial impact for Flintshire in terms of bad debt. We had made provision for collecting 97.5 % of Council Tax as opposed to our customary 99 %, so it is possible that there will now be a surplus achieved on Council Tax collection in 2013/14.
1.3	<ul style="list-style-type: none"> Please clarify the difference between this being a “stepping stone” budget between the previous and the new Council as stated in the report to Cabinet on 18th December. 	<ul style="list-style-type: none"> At a time of volatility we are aware of potential pitfalls and we need to ensure that we prepare properly for the future. Flintshire Futures is a key part of our strategy to protect front line services. The status quo is not an option and we will need to become more radical in aligning finances with the new challenges.
1.4	<ul style="list-style-type: none"> Is the assumption of a 3% increase in a Band D property a new proposal? 	<ul style="list-style-type: none"> This is consistent with the approach which has been adopted in previous years and the Council’s Medium

OVERVIEW & SCRUTINY
Corporate Services - Initial Budget Proposals 2013/14

No.	Comments and Questions:	Responses:
1.5	<ul style="list-style-type: none"> Why is there an assumption that we will budget at £1.738m below Standard Spending Assessment (SSA)? 	<p>Term Financial Strategy (MTFS).</p> <ul style="list-style-type: none"> This is because if we were to spend up to our standard spending assessment, we would actually need to increase Council Tax by 6% rather than 3% to achieve it because of the amount of Revenue Support Grant (RSG) we receive from Welsh Government.
1.6	<ul style="list-style-type: none"> Is a 1% pay award realistic? 	<ul style="list-style-type: none"> Yes. However, the amount of budget provision doesn't necessarily influence the amount of any pay award. The amount of any pay award will be determined by national negotiations.
1.7	<ul style="list-style-type: none"> Do we use our office space as efficiently as possible? 	<ul style="list-style-type: none"> We have done some rationalisation but we have to recognise that our buildings are old and reworking them for modern use is costly. We are bringing more people into County Hall to free up other buildings.
1.8	<ul style="list-style-type: none"> How much does the Council contribute to Clwyd Theatr Cymru (CTC)? 	<ul style="list-style-type: none"> The Council currently contributes £1.034m to CTC which is around 40% of their running costs. The remaining 60% comes from the Arts Council. CTC is the only local authority producing house in Wales and one of only two in the UK.
1.9	<ul style="list-style-type: none"> Why are we making provision for the former Municipal Mutual Insurance company (MMI)? 	<ul style="list-style-type: none"> MMI faced bankruptcy in 1992. The run-off arrangements which were put in place at the time were intended to ensure that the company would still be able to meet its

OVERVIEW & SCRUTINY
Corporate Services - Initial Budget Proposals 2013/14

No.	Comments and Questions:	Responses:
1.10	<ul style="list-style-type: none"> When we have previously received a specific (hypothecated) grant, which is subsequently subsumed into the non-hypothecated settlement, do we honour the notional amount? 	<p>historic obligations. However, the extent of recent claims has shown that this is no longer possible. Those Authorities which were covered by MMI (most in the UK including Flintshire's constituent Authorities) are effectively being asked for a retrospective premium payment to enable the insurer to meet the needs of former insurance holders.</p> <ul style="list-style-type: none"> Yes we do. The transfer of the finance which was previously a specific grant into the settlement means that its use now becomes an issue of local choice as to how that money is spent. One of the principles contained within our Medium Term Financial Strategy is that we "passport" and thus protect formerly hypothecated sums.
2.0 2.1 2.1.1	<p><u>Corporate Services Comments / Issues</u> <u>Human Resources and Organisational Development</u></p> <p><u>Pressures</u></p> <ul style="list-style-type: none"> Why are we showing a budget pressure of £0.070m for Criminal Records Bureau (CRB) checks and also an efficiency of £0.035m? 	<ul style="list-style-type: none"> This could have been netted off as a pressure of £0.035m but was shown as it has been for the sake of transparency.

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CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE
14 FEBRUARY 2013

Minutes of the meeting of the Corporate Resources Overview and Scrutiny Committee of the Flintshire County Council held at County Hall, Mold on Thursday 14 February 2013

PRESENT: Councillor C.S. Carver (Vice-Chairman in the Chair)

Councillors: G.H. Bateman, M. Bateman, P.J. Curtis, A.I. Dunbar, R.G. Hampson, P.G. Heesom, R. Lloyd, P. Shotton, I. Smith, N.R. Steele-Mortimer and A. Woolley

SUBSTITUTION:

Councillor J. Johnson for H.T. Howorth

ALSO PRESENT:

Councillor V. Gay

APOLOGY:

Councillor R.B. Jones

CONTRIBUTORS:

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

Finance Manager - for minute number 75

Interim Manager – Finance Department and Benefits Manager – for minute number 76

Head of Human Resources and Organisational Development – for minute number 77

IN ATTENDANCE:

Member Engagement Manager and Committee Officer

71. DECLARATIONS OF INTEREST

No declarations of interest were made.

72. MINUTES

The minutes of the meeting of the Committee held on 17 January, 2013 had been circulated to Members with the agenda.

Accuracy

Councillor A. Woolley referred to the first paragraph under the bullet points on page 8 and suggested that the word 'part' should read 'party'.

Matters Arising

Councillor M. Bateman thanked officers for the answer that she had received to her question on the overspend of £0.044m in relation to additional superannuation costs. In response to a question from Councillor Bateman, the Head of Finance said that the cost was for people who had been granted additional years. It was a variance on a budget as a result of the amount of payments going through. She added that she would provide more detail on the additional superannuation costs.

Councillor G.H. Bateman explained that he had received further information on the problems with the gas engines at landfill sites and asked for more details on the consequences of contamination. The Chief Executive responded that the equipment had been inherited by Flintshire County Council and the gas produced by the waste had reduced in quality.

Councillor A. Woolley said that he had not yet received an answer to his question on the update on the early introduction of P2P in Leisure Centres. The Chief Executive said that the original P2P roll-out plan scheduled a 'go live' date of September/October 2013 for Lifelong Learning but that the capacity to bring this forward for Leisure Services was being explored. The Member Engagement Manager advised that the answer had been provided in the information sent out to Members by email on 13 February 2013. Following a discussion, it was agreed that in future the information to Members would be sent to both their Flintshire County Council and private email addresses.

Councillor P.G. Heesom referred to the minute on Asset Management. He asked for assurance that vacating County Hall was not being considered as it was a central point for all council services. He also referred to an external Facilities Management service which he felt was critical and suggested that it was worthy of further discussion. In response the Chief Executive said that updates on Flintshire Futures were reported to Members and that even though there would be differing views on the use of County Hall, some services were being moved out to other council locations with others being brought in to make better use of the remaining space. He added that the design and future of the building was a major asset liability for the future.

The Member Engagement Manager reminded Members that they had agreed to have six monthly updates on the Flintshire Futures Workstreams.

Councillor Heesom welcomed the detailed set of minutes and asked that his thanks be passed on. The Member Engagement Manager confirmed that he would speak to Jane Davies, the Committee Officer who had prepared the minutes to let her know of the comments that had been made.

RESOLVED:

- (a) That the word 'part' be changed to 'party' in the first paragraph after the bullet points on page 8;

- (b) That subject to the suggested amendment, the minutes be approved as a correct record and signed by the Chairman; and
- (c) That the thanks of the Committee be passed on the Jane Davies, the Committee Officer, for the detailed set of minutes.

73. ADDITIONAL ITEM

The Chairman explained that a request had been received that an urgent item 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 was considered as the first item.

74. PROPOSED REGIONAL EMERGENCY PLANNING SERVICE

The Chief Executive explained that the item was being considered at Cabinet on 19 February 2013. It was felt that it was appropriate that this Committee consider the report as it was within the Terms of Reference of the Committee. Copies of the report were circulated for Members and it was suggested that it be considered at the next meeting of the Committee on 14 March 2013 and that Cabinet be made aware of this at its meeting on 19 February 2013.

RESOLVED:

That the report on the Proposed Regional Emergency Planning Service be considered on the 14 March 2013 meeting of this Committee and that Cabinet be made aware of this at its meeting on 19 February 2013.

75. REVENUE BUDGET MONITORING 2012/13 (MONTH 8)

The Head of Finance introduced a report to provide Members with the Revenue Budget Monitoring 2012/13 (Month 8) report which was being submitted to Cabinet on 19 February 2013.

The projected year end underspend of £0.611m on the Council Fund was a significant improvement to the projected overspend of £0.516m reported at Month 7. The significant in-year projected variances to date were detailed in appendices 2 to 6 and the table in the report showed the changes from Month 7 to Month 8. The improving position of the Out of County Placements underspend was as a result of smarter procurement from the continued involvement of Commercial and Clinical solutions and reduced numbers of placements which had been influenced by the development of in-county provision from foster care and within special schools.

The Contingency Reserve projected at year end as a result of the projected underspend was £1.267m but it was being recommended to Cabinet that an allocation of £0.770m from the reserve be made in 2012/13 to make provision for the triggering of the Municipal Mutual Insurance (MMI) scheme of

arrangements which was now needed in accordance with Accounts & Audit regulations. This would leave an estimated balance of £0.497m in the Contingency Reserve at 31 March 2013. The Head of Finance explained that a report on MMI was being submitted to Cabinet on 19 February 2013 and that she had copies available for Members if required.

The Chief Executive highlighted the underspend of Out of County Placements which was due to positive management of the placements as identified by the Head of Finance. The issue was still reported as a risk as the effect of future placements was unknown.

Councillor P.G. Heesom expressed concern at the build up of underspends, which was a change in philosophy from the previous administration, and also at the carry forward request for Housing Services (Homelessness). Councillor N.R. Steele-Mortimer commented on the successful work undertaken on Out of County Placements which had resulted in the underspend. He asked whether the Chief Executive felt that the improved position meant that all of the needs could be catered for in-county. The Chief Executive responded that Out of County Placements was one of the most significant in year budget shifts and was partly due to investment in special schools, challenging the need to use placements not in county and working with those who provided the services to get a better deal. He spoke of the need to provide more regional solutions and more general longer term solutions but added that he was confident that the process had left the authority with a more manageable budget.

The Leader of the Council responded to the comments by Councillor Heesom and said that the current years budget had been set in March 2012 and had crossed two council administrations. It was important to protect core key services and the opportunity to use monies from the reserves for the MMI challenge would ensure that the authority was prepared should the payment need to be made. On the issue of Out of County Placements, he said that recognition had to be given for the work which had been undertaken which was welcomed. The carry forward for Homelessness was for the known cost for additional staff to provide additional resource to the existing staff in dealing with the impacts of Welfare Reform and had been discussed by the Welfare Reform Board. The Chief Executive reminded Members that the Contingency Reserve was a figure which was separate from the base level figure of £5.476m. He said that homelessness would be prioritised as it was a statutory duty on the authority but was a significant pressure as the amount which could be required was unknown.

The Cabinet Member for Corporate Management understood the concerns raised but said that the full impact of the Welfare Reform was not yet known and that the authority could not return to the days of significant bed and breakfast spends of the past.

In response to a question from Councillor R.G. Hampson on funding for special schools, the Chief Executive said that extra provision for special

schools had been included in the draft budget and that this would continue to be a priority.

Councillor P.J. Curtis suggested that landlords should be encouraged to reduce the costs of rental properties to alleviate some of the problems which would arise from the Welfare Reform changes. The Chief Executive said that the authority was as prepared as it could be but that it had been a national government decision to undertake the reform and that the risk had not been created by local authorities.

Councillor M. Bateman commented that there would also be additional pressure on the authority as a result of the health reforms proposed by Betsi Cadwaladr University Health Board.

In response to the comments made, the Leader of the Council said that it was important to map out the impact on local people and local need of the changes proposed by the Welfare Reform and the pressures being put on Council Tax payers.

Councillor A. Woolley asked whether the impact of the 'bedroom tax' had been considered, and highlighted in particular the number of people who could be affected by the changes but would not be able to move, even though they wanted to, as the Council did not have the appropriate size of property available. The Leader of the Council responded that the issue of the allocations policy had been raised by the Welfare Reform Board and that a national debate was required on the issue. He added that it was interlinked with the Discretionary Housing Payment Policy report which was to be considered as the next item on this agenda. The Chief Executive explained that there had been a change in benefits but no changes on the issue of housing supply. He said that a Fair Debt Policy was being developed. The Head of Finance explained that a report on the policy would be submitted to the March 2013 meeting of the Committee.

In response to a question from Councillor G.H. Bateman on the pressure of £0.042m relating to additional audit days, the Head of Finance said that it was due to the amount of days spent on a complex investigation. The Chief Executive said that he had sanctioned the extra expenditure and had discussed it with the Chair and Vice-Chair of the Audit Committee. It had also been the subject of a specific recommendation from the Audit Committee.

RESOLVED:

That the report be noted.

76. DISCRETIONARY HOUSING PAYMENT (DHP) POLICY 2013/14

The Interim Manager (Finance Department) introduced a report for the Committee to consider and discuss Flintshire County Council's revised Discretionary Housing Payment (DHP) Policy for 2013/14. The comments raised would be reported to Cabinet at its meeting in March 2013.

The Interim Manager (Finance Department) detailed the background to the report, explaining that the Department for Work and Pensions (DWP) allocated extra funding to local authorities to provide all claimants with further financial assistance with their Housing Costs. The DWP annual funding for DHP across England and Wales was £20m up to April 2011 and to help local authorities manage the impact of the reforms, DHP funding had increased to £30m in 2011/12 and to £60m for 2012/13 and for the remainder of the Spending Review period. She explained that the DHP payments were only for the short term and examples of where a DHP may be used were reported. Each year the DWP allocated funding to Local Authorities for DHP; authorities were allowed to award up to 2.5 times the government allocation of DHP. For the financial year 2013/14 Flintshire County Council had been allocated £242,119 which meant that the overall expenditure limit for DHP was £605,298. The 2013/14 budget contained a provision for Flintshire County Council to contribute £167,526 which would provide a total of £409,645. The Interim Manager explained that this meant that there was insufficient budget to help all those who would be affected by the changes to Welfare Benefits. Applications for DHP would be looked at subjectively with the individual circumstances being considered.

Councillor A.I. Dunbar welcomed the report but in highlighting paragraph 3.05, raised concern about the lack of cheaper alternative accommodation available to those affected by the Welfare Reform changes and the inability for people to increase their income which was also suggested as a way to reduce the amount of shortfall between their Housing Benefit and their rent. He asked about the consequences of not awarding a DHP and in response the Interim Manager spoke of the proactive work on personal budgeting which had been undertaken. However, she reminded Members that the Council would not be able to help all claimants but would still need to pick up the pieces following the Welfare Reform changes.

In response to questions from Councillor A. Woolley, the Interim Manager said that the amount of DHP allocated to Flintshire County Council in 2012/13 was £114,000 and that £24,000 remained unawarded. She explained that she would provide details of the number of people who had been helped in 2012/13 after the meeting.

Councillor P. Shotton paid tribute to the Benefits Section. He referred to the Flintshire County Council bond scheme for deposits and asked what level of assistance was available. The Interim Manager indicated the team worked closely with Housing colleagues and that she would provide a response after the meeting on the bond scheme.

Councillor P.G. Heesom welcomed the report and thanked officers in Benefits for their work. He asked for further information on the work undertaken with other authorities to deal with the pressures from the changes. The Interim Manager explained that working groups at officer level across North Wales had been established and a workstream was being set up on DHP and how it would work.

The Leader of the Council said that this issue was a significant challenge for the Council and that the work of the Welfare Reform Board needed to be reported to this Committee to show how it fitted into the overall challenge. He felt that some individuals would be hit by all of the changes detailed in paragraph 3.01.

Councillor J. Johnson referred to the underspend on the 2012/13 allocation and asked whether many claimants had been turned down for DHP. The Interim Manager responded that the DHP was a last resort that was used as a short term measure and that it helped those that it could. However, a small number of claimants were turned down because alternative and more sustainable solutions had been identified without the need for DHP.

Councillor R. Lloyd queried the figures reported in the financial implications section of the report and asked who set the overall limit. In response the Interim Manager said that Flintshire County Council had the ability to top up the allocation of £242,119 to £605,298 and that the limit was 2.5 times the allocation made by the DWP. The Chief Executive said that there was a need to track the impacts of the reform and he predicted that DHP would be heavily used. He said that the top up provided by local authorities was a way of subsidising national budget problems and that he had received feedback from other Councils about the good practice being used by Flintshire County Council.

Councillor M. Bateman asked for further information on the increase by DWP of the funding for DHP from £20m up to April 2011 to £60m for 2012/13. The Interim Manager said that a number of criteria were taken into account such as demographic and the case load for each authority. She added that she would provide further information on the calculations.

The Chief Executive reminded Members of the importance of tracking the spend in year as the gap between the allocation and the limit identified by DWP had to be found by the authority.

Councillor Heesom suggested that an update report be provided in due course. The Chairman suggested that the draft minutes for this item be made available to Cabinet so the comments from Committee Members could be used in their consideration of the item at its March 2013 meeting.

RESOLVED:

- (a) That the report be noted;
- (b) That the Committee's comments in the form of the draft minutes be made available to Cabinet for its meeting in March; and
- (c) That the Committee be provided with an update report in due course.

77. WORKFORCE AS A FLINTSHIRE FUTURES WORKSTREAM

The Head of Human Resources and Organisational Development introduced the report to provide Members with an overview of the Workforce Workstream within the Flintshire Futures Programme and provide a progress report.

The report detailed the key objectives and the progress to date for each of the four areas of the workstream. The Head of Human Resources and Organisational Development explained that Organisation Design and Development would have a significant impact on the Council and would assist in looking at the size and shape of organisation going forward. She stated that £4m savings had already been achieved across the Council but that there was now the need review service delivery models, the integration of business units, review of management layers and overhead costs. On readiness to change, it was reported that the behavioural competencies had been redrafted to define the competencies required for employees at every level to meet the organisational challenges of the future. The Head of Human Resources and Organisational Development advised that Members would receive regular updates and an appraisals workshop was to be held for Members in March 2013. The implementation of iTrent, which Members would also receive updates on, would encourage the move to a paperless environment. The fourth key objective was Consultants, Interims & Agency – Procurement and Expenditure and the Head of Human Resources and Organisational Development explained that a significant amount of work had been undertaken to understand the level of use and the spend incurred and ways of reducing the dependency. Details of efficiency targets would be shared with Members when these were available.

The Cabinet Member for Corporate Management thanked the Head of Human Resources and Organisational Development for the report and said that it was essential to modernise, work together and adapt to move forward.

In response to a question from Councillor P. Shotton on collaboration with other authorities, the Head of Human Resources and Organisational Development said that collaboration and partnership working was always part of the considerations when looking at redesign. A number of examples across the organisation had been successful and included the collaboration for Occupational Health Services with Wrexham County Borough Council and the training arrangements in place with Deeside College. She spoke of the ongoing work to review the classification and categorisation of consultants and it was reported that it was intended to start up a working group to undertake an options appraisal to identify the most effective means for procuring and managing consultants in the future.

On the issue of iTrent, the Chief Executive said that the saving was in time and process and that some of the bigger consultancy costs were linked to big projects which would end when the project ended. On collaboration, in his experience, sharing experience created bigger savings.

Councillor P.G. Heesom welcomed the report and commented on previous problems with the HR service and the much improved service which was in place today. He referred to the use of consultants and interim post holders and said that it was important to ensure that the skills of staff employed by the Council were also utilised. The Chief Executive explained that a significant amount of progress had taken place in HR but that there was still work to do. He spoke of the consultants who had been brought in for specific projects highlighting in particular the project manager for P2P who had been a valuable consultant as there was nobody within the authority with the expertise needed. He said that the amount spent on consultants was sometimes over-exaggerated and reiterated his earlier comment that consultants brought in for specific projects would leave at the end of the project.

The Leader of the Council shared Councillor Heesom's concerns over consultancy costs. Within Organisation Design and Development, he felt that the review of management and supervision was the key objective but said that it was important that it was undertaken in a measured and orderly way whilst protecting front line services. The Chief Executive referred to the savings of over £4m which had been made as a result of significant changes to the senior management/leadership structure and a large number of service reviews. The Cabinet Member for Corporate Management said that it was easy to criticise the amount spent on consultants but spoke of their knowledge and expertise in their field which had been a tremendous asset to the council. Councillor P.J. Curtis felt that it was important to look for the skills and talents of the employees of the Council and the need to assist and train them to progress within the authority.

The Leader of the Council said that there was a need to approach the redesign of the management structure in a methodical manner and spoke of the opportunity to export and import good practices. The Head of Human Resources and Organisational Development commented on the work being undertaken to develop skills of employees and to improve succession planning which would assist the Council in developing and growing its own employees within the Council thereby attracting and retaining talented people.

In response to a question from Councillor R.G. Hampson about collaboration, the Chief Executive commented on a regional framework to deliver savings through procurement and other areas such as ICT.

Councillor A. Woolley welcomed the report and highlighted the transformation of working practices to focus on customer requirements and deliver 'value for money' and the redrafting of the appraisal process. The Leader of the Council said that it was important that value for money was an overarching philosophy in all of the Flintshire Futures Workstreams.

RESOLVED:

- (a) That the report be noted; and

- (b) That a progress report be submitted to the September 2013 meeting of the Committee.

78. FORWARD WORK PROGRAMME

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

The Member Engagement Manager explained that the Appraisals Workshop had been scheduled for 10am on Thursday, 28 March 2013 in the Alyn & Deeside Room. He detailed the items identified for the next scheduled meeting of the Committee on 14 March 2013 and explained that during earlier discussions, the Head of Finance had indicated that a report on the Fair Debt Policy was to be submitted to the March meeting. It had also been agreed that the Proposed Regional Emergency Planning Service report would be considered at the March meeting.

Due to the number of items scheduled for the 14 March 2013 meeting, the Member Engagement Manager suggested that the report on Procurement as a Flintshire Futures Workstream be moved to the meeting scheduled for 16 May 2013. A report on the Medium Term Financial Plan was also suggested and it was agreed that this would be submitted to the July 2013 meeting of the Committee.

RESOLVED:

- (a) That the report be received;
- (b) That reports on the Proposed Regional Emergency Planning Service and Fair Debt Policy be scheduled into the Forward Work Programme for the 14 March 2013 meeting;
- (c) That the report on Procurement as a Flintshire Futures Workstream be moved from 14 March to the 16 May 2013 meeting of the Committee; and
- (d) That the Medium Term Financial Plan be the subject of a report to the July 2013 meeting of the Committee.

79. DURATION OF MEETING

The meeting commenced at 10.00 a.m. and ended at 12.31 p.m.

80. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There were no members of the public and one member of the press in attendance.

.....
Chairman

FLINTSHIRE COUNTY COUNCIL

REPORT TO: CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE
DATE: THURSDAY, 14 MARCH 2013
REPORT BY: CHIEF EXECUTIVE
SUBJECT: IMPROVEMENT ASSESSMENT LETTER (WAO)

1.00 PURPOSE OF REPORT

- 1.01 To advise Corporate Resources Overview & Scrutiny Committee of the Council's Improvement Assessment Letter January 2013 from the Auditor General for Wales.
- 1.02 Corporate Resources Overview & Scrutiny Committee to note the report and the Council's response.

2.00 BACKGROUND

- 2.01 The Auditor General is required by the Local Government (Wales) Measure 2009 (the Measure) to report any audit and assessment work which informs judgement as to whether a Council has discharged its duties and met the requirements of the Measure.
- 2.02 This is the second letter that the Council has received; The first letter was reported to Cabinet in December 2012 and summarised the Auditor General's views on i) the Council's compliance with requirements to make arrangements to secure continuous improvement, and ii) any relevant issues since the last Auditor General's report. There were no further recommendations or proposals for improvement.
- 2.03 This second letter covers an assessment of both the Council's Improvement Plan and the Annual Performance Report. It also comments on compliance with the Measure.
- 2.04 Reporting on the financial audit was undertaken by receipt of the Annual Audit Letter in November last year and presented to the Audit Committee in December.

3.00 CONSIDERATIONS

- 3.01 The letter summarises the Auditor General's views on:
- whether the Council has discharged its statutory duties in

- respect of improvement planning;
- whether the Council has discharged its statutory duties in respect of improvement reporting;
- views, and the views of relevant regulators, on the reliability of the Council's self-evaluation; and
- further proposals for improvement.

3.02 The full letter is attached at Appendix 1.

3.03 The Auditor General has made no new statutory recommendations but has proposed four proposals for improvement in the letter. These are as follows:

Improvement Planning

- P1 Within the context of its medium-term corporate planning, the Council should define a set of annual Improvement Objectives that encapsulates its ambitions for the year and communicate them in a form that enables the public to hold the Council to account for its performance.
- P2 Ensure that the Improvement Plan available to the public on the Council's website reflects any changes resulting from reviews during the year, and that any revised Plan includes a record of any such changes.

Improvement Reporting

- P3 Increase the use of relevant data to support the Council's evaluation of outcomes in relation to its Improvement Objectives
- P4 Improve the balance of the narrative supporting each assessment, drawing out the lessons learned from particularly successful work and from work that has not gone as well as intended.

3.04 As good practice, the Council always makes a full response. The response is attached at Appendix 2.

3.05 The letter and the Council's response have been to Cabinet 19th February and will be reported to Audit Committee in March.

4.00 RECOMMENDATIONS

4.01 To advise Corporate Resources Overview and Scrutiny Committee of the Council's Improvement Assessment letter received from the

Auditor General for Wales.

4.02 Corporate Resources Overview and Scrutiny Committee to note the report and the Council's response.

5.00 FINANCIAL IMPLICATIONS

5.01 The letter has no direct implication in relation to finance.

6.00 ANTI POVERTY IMPACT

6.01 The letter has no direct implication in relation to poverty.

7.00 ENVIRONMENTAL IMPACT

7.01 The letter has no direct implication in relation to environmental impact.

8.00 EQUALITIES IMPACT

8.01 The letter has no direct implication in relation to equalities.

9.00 PERSONNEL IMPLICATIONS

9.01 The letter refers to the Council's work on implementing Single Status.

10.00 CONSULTATION REQUIRED

10.01 None required.

11.00 CONSULTATION UNDERTAKEN

11.01 Senior officers have had input into this report.

12.00 APPENDICES

12.01 **Appendix 1:** The Auditor General's Improvement Assessment Letter (January 2013)

Appendix 2: The Council's response to the Auditor General's Improvement Assessment Letter (January 2013)

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

None

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Mr C Everett
Chief Executive
Flintshire County Council
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CH7 6NB

Reference	115A2013
Date	28 January 2013
Pages	1 of 7

Dear Colin

Improvement Assessment

This letter summarises the key conclusions arising from my work in respect of improvement planning and reporting under the Local Government (Wales) Measure 2009 (the Measure).

I am required to report my audit and assessment work in relation to whether Flintshire County Council (the Council) has discharged its duties and met the requirements of the Measure.

Further to my earlier Improvement Assessment letter of 25 October 2012, this letter summarises:

- my views on whether the Council has discharged its statutory duties in respect of improvement planning;
- my views on whether the Council has discharged its statutory duties in respect of improvement reporting;
- my views, and the views of relevant regulators, on the reliability of the Council's self-evaluation; and
- my further proposals for improvement.

Further to this I will undertake more detailed work on the arrangements that support the Council's performance management and reporting over the coming months.

I shall summarise all of my work and that of relevant regulators during 2012-13 and publish an Annual Improvement Report for the Council by the end of March 2013.

Improvement Planning

The Council has discharged its improvement planning duties under the Measure but it should ensure that it acts more in accordance with Welsh Government Guidance

I have reached this conclusion because:

- the 2012-13 Improvement Plan meets the requirements of the Measure in all but one respect; but
- aspects of the Improvement Plan's structure, content and publication arrangements do not promote public engagement with the Council's priorities as well as they might.

The 2012-13 Improvement Plan meets the requirements of the Measure in all but one respect

The Council published this year's Improvement Plan (the Plan) on its website in late October 2012. Following the May elections, the decision to defer the publication of the Plan enabled the Council to consider how its Improvement Objectives might better reflect the manifesto commitments of the new political leadership. While the Measure requires councils to publish their improvement plans as soon as possible after the beginning of the financial year, I reported in my October letter that the Council's approach in 2012 was reasonable and understandable.

The Plan sets out the Council's priorities for the period 2012-2017. These 10 priorities, which also represent the Council's Improvement Objectives, are wide-ranging. As required, each Improvement Objective complies with at least one of the seven 'aspects of improvement' described in the Measure. The Flintshire Local Service Board has endorsed the Council's Improvement Objectives as supporting the 'County Vision' as set out in the Community Strategy 2009-2019.

The Measure requires councils to report in their Improvement Plans their proposed actions in response to any statutory recommendations received during the preceding year. The Plan does not include this information in relation to the two recommendations contained in my January 2012 Annual Improvement Report. However, the required information is included in the Council's Annual Performance Report, published at the same time as the Plan.

Aspects of the Improvement Plan's structure, content and publication arrangements do not promote public engagement in the Council's priorities as well as they might

The Council's 10 Improvement Objectives are phrased in a way that reflects the Council's ambitions to improve outcomes for citizens over the five years to 2017. For example, the Council has said that it intends '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'. To support this and its other nine Improvement Objectives, the Council has defined 66 Secondary Priorities which set out in more detail the Council's intentions. These Secondary Priorities are described mainly in terms of actions that the Council plans to take, but each is supported by a small number of planned 'outcomes' and associated 'strategic targets' and 'key evidence'. Many of the targets are quantitative, referring, for example, to an increase or decrease in national or local performance indicators. However, in many cases, the Plan does not include enough information about current performance to enable councillors and readers of the Plan to hold the Council to account for its performance at the end of the year.

In producing a five-year plan, the Council has set out what it intends to achieve before the next local government elections in 2017. Longer-term planning such as this is clearly beneficial. The Plan aims to fulfil two functions; on the one hand, it is an internal management tool while, on the other, it aims to be a vehicle by which Flintshire citizens might better understand what the Council intends to achieve and hold it to account for doing so. In seeking to address these two aims, there is room for improvement in the presentation and content of the Plan.

Though it lacks certain information, the Plan contains more detail than is necessary in order to communicate effectively with citizens. The Council decided not to produce a summary of its Plan and, in doing so, missed an opportunity to engage with the public and to promote its aims and objectives more widely.

The Council acknowledges that, in any particular year, some of its Improvement Objectives will receive greater attention and priority than others. Given that the Measure requires councils to set their Improvement Objectives annually, the Council has agreed that it might usefully consider choosing fewer objectives from among its current priorities so that its focus in a single year is more sharply defined and to encourage citizens to engage more fully with the Council's planning and performance.

Improvement Reporting

The Council has discharged its improvement reporting duties under the Measure but it should ensure that it acts more in accordance with Welsh Government guidance

I have reached this conclusion because:

- the Annual Performance Report for 2011-12 meets the requirements of the Measure; but
- the Annual Performance Report makes too little use of data and other information to support a balanced narrative evaluation of the Council's work in addressing its Improvement Objectives.

The Annual Performance Report for 2011-12 meets the requirements of the Measure

The Council published its Annual Performance Report (the Report) in English and Welsh on its website ahead of the statutory 31 October deadline. Meeting this deadline represents an improvement on last year and partly addresses one of my previous proposals for improvement.

As is required, the Report provides the Council's assessment of its performance against the Improvement Objectives set in the 2011-12 Improvement Plan. The Report includes an explanation of how its content contributes to the Council's statutory duty to 'make arrangements to secure continuous improvement and account for it'.

The Report also includes, as required, an account of the Council's performance as measured by the full set of statutory performance indicators and a range of non-statutory indicators. The data enable readers to judge the Council's performance against the average performance of other councils in Wales and in relation to the Council's own past performance. Flintshire's performance in 2011-12 was better than the national average in over two-thirds of the statutory and non-statutory national indicators. The Council's performance shows an improvement in 28 (72 per cent) of the 39 national performance indicators for which comparison with previous years is possible.

The Annual Performance Report makes too little use of data and other information to support a balanced narrative evaluation of the Council's work in addressing its Improvement Objectives

The Report provides a clear overall assessment, using a 'Red, Amber, Green' (RAG) colour coding, of how well the Council considers that it performed during 2011-12 against each of its 10 Improvement Objectives. Two RAG assessments for each Improvement Objective distinguish helpfully between 'progress' and 'outcomes'. The two overall RAG assessments for each Improvement Objective are underpinned by similar assessments for each of the 61 'Improvement Activities' associated with the Improvement Objectives.

A further RAG assessment of the risks associated with each Improvement Objective contributes to the overall picture, along with a report of any performance indicators associated with each Improvement Objective.

The Council's overall assessment of its performance against each Improvement Objective is broadly consistent with its assessment of the success or otherwise of the contributory improvement activities. However, the narrative in support of each assessment tends to focus too heavily on success; even in those objectives and activities rated as amber, it is difficult for the reader to understand what has been less successful than planned and the lessons that might be learned as a result. The narrative also refers almost exclusively to activity rather than outcomes. As a result, the Council's RAG assessments of the 'outcomes' of its work during the year are not fully supported by the evidence in the Report.

The Council acknowledges in the introduction to the Report that, in its 2011-12 Improvement Plan, the quantitative success measures associated with its Improvement Objectives were limited to a small number of national performance indicators. The Report on performance in 2011-12 reflects the 2011-12 Plan; the measures and improvement targets associated with each Improvement Objective do not, in general, reflect the breadth of ambition implied by the wording of the Objective. None of the measures reported relate, for example, to customer satisfaction or other data stemming from the Council's engagement with its citizens.

The Report is a long and detailed document. Though clearly written on the whole, it does not enable the reader to grasp readily a succinct evaluation of what the Council intended to achieve during the year, the resulting benefits to the public and what needs to be improved in future. The Council has produced a summary report, which is much shorter than the full Report. However, the summary does not succeed in fully overcoming the weaknesses in the full Report as outlined above.

The Report does not, therefore, do as much as it should to enable the Flintshire public to hold the Council to account for its performance. This accountability is further limited by the fact that the Council, in reviewing its work during the year, made changes to its plans and targets, which were not then incorporated into the version of the 2011-12 Improvement Plan published on its website. This process of review and, where necessary, modification of plans represents sound practice. However, readers making a detailed comparison of the Annual Performance Report against the Improvement Plan would find misleading and unhelpful discrepancies between the two documents.

The Council is able to produce balanced, well-evidenced self-evaluations of specific services but its Annual Performance Review is less robust

Social Services and education have produced mature service-specific analyses of their performance, but this maturity is not fully replicated in the Council's Annual Performance Report

The Care and Social Services Inspectorate Wales (the CSSIW) has judged that the annual report written by the Council's Director of Social Services provides a comprehensive and accurate account of the service's performance in 2011-12. The CSSIW also said that, in its self-evaluation, the Council had carefully aligned its evidence to support its evaluation, which was increasingly outcome-focused with measurable targets, underpinned by clearly-defined timescales and lines of accountability for delivery.

Similarly, in October 2011, Estyn described the Council's self-evaluation process with regard to its education services for children and young people as 'adequate' (strengths outweigh areas for improvement). Estyn reported that much of the Council's self-evaluation report was evaluative and used a range of evidence, including appropriate data. As a shortcoming, Estyn found that the Council had not included other stakeholders and agencies or young people well enough in making judgements about quality and standards.

However, within the Council's Annual Performance Report, the evaluations of those Improvement Objectives to which Social Services and education services contribute most extensively are, as described earlier, too focused on activity rather than on outcomes. They offer the reader too little insight into those aspects that have been less successful than planned.

The Council's on-going review of its governance arrangements is wide-ranging and well-evidenced

The Council is undertaking a self-evaluation of its governance, as well as its strategic and service performance and the performance of partnerships to which it contributes. We continue to provide support and challenge to this work and will provide feedback in due course. At the time of drafting this letter, the Council's leadership has yet to decide how best to involve councillors fully in the self-evaluation. However, our early impressions suggest that officers have drawn on a wide range of evidence thus far.

The accuracy of the Council's performance data has improved but there remains scope to improve the use of data in the Council's self-evaluation

I proposed in my 2012 Annual Improvement Report that the Council should improve quality assurance arrangements to ensure that data used to support performance management is accurate and robust.

In July 2012, we reported the results of our audit of the accuracy of a sample of the Council's performance indicators. Though our sample was smaller this year than in the past, the results were encouraging. This year, we qualified none of the Council's performance indicators and we amended only one indicator. The robustness of performance data represents a key building block in enabling the Council and its citizens to place reliance on the Council's assessment of its own performance. However, we have referred earlier in this letter to areas in which the Council might improve and extend the way in which it uses data to evaluate its performance and improve the management of services.

Further proposals for improvement

We suggest four new proposals for improvement in this letter. We will continue, as necessary, to monitor and report on the progress made by the Council in implementing these proposals and others set out in my previous reports and letters.

Proposals for improvement

Improvement Planning

- P1 Within the context of its medium-term corporate planning, the Council should define a set of annual Improvement Objectives that encapsulates its ambitions for the year and communicate them in a form that enables the public to hold the Council to account for its performance.
- P2 Ensure that the Improvement Plan available to the public on the Council's website reflects any changes resulting from reviews during the year, and that any revised Plan includes a record of any such changes.

Improvement Reporting

- P3 Increase the use of relevant data to support the Council's evaluation of outcomes in relation to its Improvement Objectives.
- P4 Improve the balance of the narrative supporting each assessment, drawing out the lessons learned from particularly successful work and from work that has not gone as well as intended.
-

Yours sincerely



Huw Vaughan Thomas
Auditor General for Wales

Cc Carl Sargeant, Minister for Local Government and Communities

Wales Audit Office Improvement Assessment Letter 2013

Cabinet Response

A: Formal Recommendations

There were no statutory formal recommendations made in the letter.

B: Proposals for Improvement

The Council has the discretion to adopt the proposals made in the letter.

Ref	Proposal for Improvement	Response
P1	<p>Improvement Planning Within the context of its medium-term corporate planning, the Council should define a set of annual Improvement Objectives that encapsulates its ambitions for the year and communicate them in a form that enables the public to hold the Council to account for its performance</p>	<p>The Council will be publishing its Improvement Plan 2013-2017 early in the new financial year of 2013/14. Within the Plan the Council will highlight the priorities of greatest importance for the year. This will meet the proposal to improve public accountability.</p> <p>A public summary will be published on the Council's website and distributed to partners and stakeholders.</p>
P2	<p>Improvement Planning Ensure that the Improvement Plan available to the public on the Council's website reflects any changes resulting from reviews during the year, and that any revised Plan includes a record of any such changes.</p>	<p>Progress against the Improvement Plan is reported to Cabinet on a twice yearly frequency. The Plan, where amended in year, will be refreshed on the website with a 'log' of any in-year changes.</p>
P3	<p>Improvement Reporting Increase the use of relevant data to support the Council's evaluation of outcomes in relation to its Improvement Objectives.</p>	<p>The Council will continue to develop its data set to inform reporting against its priorities (Improvement Objectives). This is work in progress. The Council will review how it uses this data and other information/evidence to provide a comprehensive and balanced narrative. The Wales Audit Office is invited to contribute to improving the internal business model.</p>
P4	<p>Improvement Reporting Improve the balance of the narrative supporting each assessment, drawing out the lessons learned from particularly successful work and from work that has not gone as well as intended.</p>	

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CORPORATE RESOURCES OVERVIEW & SCRUTINY
COMMITTEE
DATE: THURSDAY, 14 MARCH 2013
REPORT BY: MEMBER ENGAGEMENT MANAGER
SUBJECT: PROPOSED REGIONAL EMERGENCY PLANNING
SERVICE

1.00 PURPOSE OF REPORT

To enable the committee to comment on the report which was submitted to Cabinet on 19th February.

2.00 BACKGROUND

At the meeting of the committee which was held on 14th February, a report which was to be submitted to the Cabinet the following week was raised as an urgent item. The committee resolved to consider the report at the March meeting.

3.00 CONSIDERATIONS

The committee is invited to consider the report, which was approved by the Cabinet subject to the comments of this committee. If necessary, the committee's comments can be fed back to the Cabinet.

4.00 RECOMMENDATIONS

That the committee consider the attached report.

5.00 FINANCIAL IMPLICATIONS

None arising directly from this report for consultation.

6.00 ANTIPOVERTY IMPACT

None arising directly from this report for consultation

7.00 ENVIRONMENTAL IMPACT

None arising directly from this report for consultation

8.00 EQUALITIES IMPACT

None arising directly from this report for consultation

9.00 PERSONNEL IMPLICATIONS

None arising directly from this report for consultation

10.00 CONSULTATION REQUIRED

Publication of this report constitutes consultation.

11.00 CONSULTATION UNDERTAKEN

Please see report to Cabinet

12.00 APPENDICES

Report to Cabinet 19th February 2013

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

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: Cabinet

DATE: 19 February 2013

REPORT BY: CHIEF EXECUTIVE

SUBJECT: Proposed Regional Emergency Planning Service

1.0 PURPOSE OF REPORT

1.01 The report provides the final business case for a regional emergency planning service for approval.

2.0 BACKGROUND

2.01 The Emergency Planning Service is a discrete but essential service. In North Wales the configuration is five separate service units with a shared service in Flintshire and Denbighshire. The total employer complement is 16.5 full time equivalent (FTC) with a combined budget (in scope of the review) of £722,000.

2.02 Local Authorities are category 1 responders as defined by the Civil Contingencies Act 2004. The act sets out the duties of local authorities and emergency services in preventing, preparing for and responding to emergencies. Duties include:-

- assessments of risks in the local authority area
- maintaining emergency plans
- business continuity arrangements
- liaising with other public services who are category one responders e.g. Police, Fire and Health Services
- advising businesses on business continuity arrangements.

2.03 The core functions of the service are: -

- assessing risk
- preparing plans (emergencies and business continuity)
- liaising with emergency services
- advising senior management on emergency planning
- training employees and volunteers on emergency procedures and plans
- planning resources for responding to an emergency.

- 2.04 Given growing responsibilities over recent years the services have come under strain. Resilience, and best use of resources are challenges to be met.
- 2.05 The key respondent partners are organised on a regional basis e.g. North Wales Police and the Emergency Planning Service lends itself to a collaborative model of working. The rationale for a collaborative model is further demonstrated by the Local Resilience Forum which assesses risks, prepares plans and reviews the operation of plans in real emergencies on a regional basis; the experience is that major emergencies and climatic events can affect more than one county area simultaneously and mutual aid agreements for councils to assist each other in responding to emergencies are enacted.
- 2.06 The regional partners identified the service as one for a convenient and effective collaboration model with the aims of improving prevention of and preparation for emergencies; standardisation of common policies and plans; having a more resilient service through the shared and flexible use of expertise and limited human resources.
- 2.07 The Chief Executives of the six councils commissioned the development and testing of a business case for a single service, with sub-regional teams, and an officer presence within each authority to ensure local expertise and knowledge and local service continuity.
- 2.08 The Welsh Government – Local Government Compact has since included emergency planning as a recommended regional collaborative service.

3.0 CONSIDERATIONS

- 3.01 The business case (attached) proposes a regional service with: -
- a sub-regional service structure
 - one hub led by a Regional Manager and the other by a Deputy Regional Manager
 - an Emergency Planning Officer in each local authority
 - common policies, processes and plans and shared resources in a single management structure.
- 3.02 The regional service would be commissioned and overseen by an operational board of commissioning officers. Periodic performance reports would be made to the constituent authorities for accountability.
- 3.03 The locally placed officer would be responsible for: -
- Engagement with managers, employees and elected members in their host authority
 - Supporting risk identification locally
 - Putting emergency plans into action

- Developing local business continuity plans

3.04 The sub-regional hub officers would:-

- deliver plans
- provide training
- develop and deliver test exercises
- work with the Local Resilience Forum
- provide administrative and management support.

3.05 The benefits of the proposals will be:-

- resilience and improved specialisation
- consistency
- sharing of best practice, capacity and capability
- better liaison with the LRF
- more capacity for working with service managers in each local authority.

3.06 The proposals suggest savings of up to £75,000 at around 10% of cost. Further savings may be possible from reduced duplication. Once the service is established consideration will have to be given to the potential of joint services with Police, Fire and Health.

3.07 The proposal needs to take account of the Compact agreement to:-

- establish a local authority shared service in 2013
- consider the establishment of a joint service serving local authorities, Police, Fire and other partners by September 2015.

3.08 The Welsh Local Government Association has offered £35k from the Improvement Fund to assist North Wales in the management of transition to a regional service. Flintshire County Council is acting as the lead authority for the project.

4.0 RECOMMENDATIONS

4.01 That the Council adopts the final business plan to join a regional emergency planning service on the basis that:-

- the new service will be established on a cost neutral basis and will aim for annual savings of 5% – 10% on existing costs (£35-£75,000 per annum)
- the service will be commissioned by a management board accountable to the constituent councils with regional oversight provided by the North Wales Safer Communities Board

- Flintshire will host the new service and lead the transition to the new service
- the cost of the new service will be recovered from the partners on the basis of population
- implementation will include transitional arrangements to ensure that no authority pays more than the current cost of the service
- the employment model will be decided as part of the transition plan
- current employees will be given prior consideration for posts in the new structure and the new service will be implemented in such a way as to maximise staff retention and redeployment.
- the Implementation Team will protect competition for the senior posts within the framework of prior consideration.
- each Local Authority will nominate to an Implementation Team. The Implementation Team to assist in the appointment of the temporary Project Manager.

4.02 Authority to approve the detailed transition arrangements to the new service and undertake all necessary tasks to establish the new service is delegated to the Chief Executive in consultation with the Portfolio /Cabinet Member.

4.03 The project works to the following timeline:-

- councils agree to join a regional service by end March 2013
- commencement of briefing and consultation of staff on the business case and proposals – February 2013
- each Council to nominate to an Implementation Team by February 2013
- appoint a project manager to deliver the project by end March 2013
- appoint Regional Manager and Deputy by June/July 2013
- employment model agreed by June/July 2013
- creation of operational structure, operating processes, development of the detailed budget and identification of accommodation by September 2013
- development of Service Level Agreement and Partnership agreement by September 2013
- employee selection and transfers made by September 2013
- new service operational from October 2013.

5.0 FINANCIAL IMPLICATIONS

- 5.01 The implementation of the service will be designed to be cost neutral to all partners and will endeavour to deliver savings to each of the partners in a range of a 5% - 10% reduction in gross costs regionally £35,000- £75,000 per annum

6.0 ANTI POVERTY IMPACT

- 6.01 Improving the quality of Emergency Planning will have a positive impact on vulnerable groups in society by reducing the potential for loss of home, possessions and harm that arise from emergencies.

7.0 ENVIRONMENTAL IMPACT

- 7.01 Preventing, managing and minimising the impact of emergencies will have a positive impact on the environment.

8.0 EQUALITIES IMPACT

- 8.01 Improving the quality of Emergency Planning will have a positive impact on vulnerable groups in society by reducing the potential for loss of home, possessions and harm that arise from emergencies.

9.0 PERSONNEL IMPLICATIONS

- 9.01 It is possible that a small number of employees may opt for early retirement or redundancy on a voluntary basis as a consequence of the re-organisation of this service.
- 9.02 Any costs will be met from future savings.
- 9.03 The new, regional service will be hosted and led by Flintshire.
- 9.04 There may be some Human Resource impact in managing transfers and ensuring that advantageous terms and conditions of transferring staff are protected in the TUPE process.

10.0 CONSULTATION REQUIRED

- 10.01 There will be consultation with Trade Unions in each local authority on the implementation of the new service and potential TUPE transfers, with Trade Unions regionally and with each affected employee.
- 10.02 Flintshire County Council will co-ordinate consultation with employees and trade unions.

11.0 CONSULTATION UNDERTAKEN

11.01 The North Wales Police and Fire Services and the Betsi Cadwaladr University Health Boards have been consulted on this proposal.

11.01. The Chief Executive of each of the six North Wales Local Authorities was consulted on the Business Case.

11.03 The Business case was developed with the Heads of the Emergency Planning Services.

11.04 The Business Case has been shared with the Public Service Leadership Group which oversees the national Compact.

12.0 APPENDICES

Appendix 1: - The Business Case for Change.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 BACKGROUND DOCUMENTS

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A Collaborative Approach to Regional Emergency Planning

Final Business Case

January 2013

1 BACKGROUND

- 1.1 In September 2010, following some deliberation of the benefits of taking a more collaborative approach to the Emergency Planning Support function, the North Wales Chief Executives commissioned a piece of work to develop a collaborative model which would establish a single regional emergency planning service with two hubs, one led by a regional manager and the other led by a deputy, with a local presence in each authority.
- 1.2 Since that time, those involved with the Emergency Planning function have reviewed the business case and developed a model which would build on the current system and capitalise on benefits which might accrue by taking a more collaborative approach.
- 1.3 It is important to note also that the “Other Services Implementation Contract” in the Compact for Change agreed between Welsh Government and Welsh local government includes a commitment to regionalise the delivery of emergency planning service within 2 years and with other partners on a multi agency basis within 4 years where practicable.
- 1.4 This final business case lays out the business benefits which would accrue and outlines financial estimates for the implementation of the proposed solution.
- 1.5 Detailed financial analysis could only be undertaken once the project is in transition (e.g. detailed employee/employer exist costs).

2 EXECUTIVE SUMMARY

- 2.1 The Emergency Planning Support function for local authorities in North Wales is currently provided by five stand alone Emergency Planning Units typically staffed by between 1.5 and 3 people with two authorities (Denbighshire and Flintshire) having a joint arrangement.

- 2.2 Across North Wales therefore, 16.5 FTEs are involved in the provision of Emergency Planning support at an overall cost of £885,000 representing a figure of £1.29 per head of population.
- 2.3 A self-appraisal of the current arrangements by the emergency planning community shows that current arrangements exhibit:-
- Duplication and repetition of tasks;
 - Lack of harmonisation and resilience;
 - Inconsistency of response (suggesting a lack of systematic dissemination of best practice); and
 - Lack of integration and inter operability.
- 2.4 Effort is being expended by staff employed in these units in developing plans and protocols which are effectively the same from authority to authority, and whilst individual detail and implementation methods may vary between authorities, greater collaboration would reduce duplication.

Proposals contained in the business case

- 2.5 The proposed model would create a single emergency planning support function for local authorities in North Wales formed around two hubs – one in the East and one in the West.
- 2.6 A Civil Contingency Officer would be located at each authority who would be responsible for:-
- general liaison of emergency planning and recovery planning;
 - supporting local authorities in risk identification;
 - ensuring that strategies, plans, and exercises developed by the hubs are converted into local action at local authority level; and
 - ensuring that local authorities develop their business continuity plans.
- 2.7 These individuals would be supported by officers/assistants located at the two hubs charged with developing plans in particular areas and ensuring that we promote best operating practice.
- 2.8 The service would be managed by a manager located at one sub-regional hub area and they would have a deputy who, in order to ease administration and facilitate the distribution of workload, would be located at the other hub area.
- 2.9 Commissioning the required service would need to remain with individual authorities (as they would still be responsible individually for

meeting their statutory duties) and the purpose of the new service would be to ensure that each authority was in the optimum state of readiness to cope with an emergency; thus each authority would be able to agree their requirements at an appropriately senior level.

- 2.10 The business case leaves the exact nature of the commissioning arrangements to the next stage in the process.

Business benefits

- 2.11 The Emergency Planning Officer review identifies that there would be a number of advantages which would arise were we to change to a more collaborative model of delivery:-

- Improved resilience for partner councils due to the team's size (effectiveness);
- Improved focus of available resource by sharing specialist support and common tasks (efficiency);
- Ensuring greater consistency of response and dissemination of best practice amongst authorities (effectiveness); and
- Improved communication channels between the LRF individual authorities (effectiveness).

- 2.12 In the longer term there may also be some benefit both in effectiveness and efficiency in merging the secretariat of the North Wales Resilience Forum with the Unit. This has not been considered as part of this review as it was outside of its remit.

Financial benefits

- 2.13 The proposed model would reduce the staffing complement from 16.5 to 14.

- 2.14 Whilst this may be a conservative estimate of the available reduction, no further savings are proposed before greater assurance of our readiness for emergencies.

- 2.15 Whilst more detailed costing will be required as part of the next stage e.g. on grading assumptions, it is estimated at this stage that that as a result of the reduced staffing and consequent gradings the ongoing saving from the model could be around £75,000 with a further £12,500 accruing after disturbance and protection arrangements had expired (estimated three years).

- 2.16 The distribution of the £75,000 saving if the cost of the new model were distributed according to population are shown below although the business case also offers an alternative financing model which ensures a cost neutral position for Flintshire.

	Current Budget *	Distribution of costs (**)	(Saving)/ Cost
Conwy	133,760	106,010	(27,750)
Denbighshire (***)	104,460	93,030	(11,430)
Flintshire (***)	125,160	142,150	16,990
Gwynedd	138,200	112,510	(25,690)
Wrexham	134,970	127,640	(7,330)
Ynys Mon	85,330	65,540	(19,790)
Total	721,880	646,880	(75,000)

(*) excluding recharges

(**) following immediate savings of £75,000

(***) Denbighshire's contribution assumed to meet the Flintshire support recharge 50:50

- 2.17 It is possible that a small number of employees may opt for early retirement or redundancy on a voluntary basis as a consequence of the re-organisation of this service. There will be some Human Resource impact in managing transfers and ensuring that advantageous terms and conditions of transferring staff are protected in the TUPE process.
- 2.18 Any costs will be met from future savings.

3 BACKGROUND INFORMATION ON THE EMERGENCY PLANNING FUNCTION

- 3.1 Local Authorities are category 1 responders as defined by the Civil Contingencies Act 2004. The act sets out the duties of local authorities and emergency services in preventing, preparing for and responding to emergencies. Duties include:-

- Assessments of risks in the local authority area
- Maintaining emergency plans
- Business continuity arrangements
- Liaising with other public services who are category one responders e.g. Police, Fire and Health Services
- Advising businesses on business continuity arrangements.

- 3.2 The Emergency Planning Support function for local authorities in North Wales is currently provided by five stand alone Emergency Planning Units typically staffed by between 1.5 and 3 people with two authorities' (Denbighshire and Flintshire) support function being provided under a joint arrangement.
- 3.3 The typical Emergency Planning support function involves an Emergency Planning manager with one or two assistants who endeavour to ensure that an authority has adequately planned ahead to prepare for the occurrence of an event, which would be classed as an emergency, along with the other statutory functions.
- 3.4 This entails detailed work on specific areas of activity (such as preparing plans, preparing exercises, mapping out resources etc) and will invariably involve ensuring that council services are themselves ready to respond in the event of an emergency, and facilitating individual service ability to do so.
- 3.5 It is not only local authorities which have duties under the Civil Contingencies Act – the emergency services; health organisations and environment agency are all category 1 responders and must co-operate to enhance the ability to respond to deal in an optimum way with an emergency.
- 3.6 To ensure coordination of emergency planning efforts by the category 1 responders, the North Wales Resilience Forum has been established on which local authorities have one representative (currently the Chief Executive at Conwy County Borough Council). The Forum aims to ensure a coordinated and integrated approach to collective emergency planning work.
- 3.7 The North Wales Resilience Forum is supported by a lower tier North Wales Co-ordinating Group which has a number of sub-groups looking at various issues (for example dealing with fatalities; training; recovery plans etc) and officers from local authority emergency planning units play a leading role in the activities of these sub-groups.
- 3.8 In the event of a major emergency, there is a process whereby co-ordination would be facilitated by a Strategic Co-ordinating Group (SCG) which would meet at the SCG Centre in Colwyn Bay. Each authority would be represented at this group at a senior level (usually a Chief Executive or Senior Director) supported by emergency planning unit staff from their own individual authorities.

- 3.9 The current staffing establishment of the emergency planning support function for local authorities across North Wales is shown in table 1.

Table 1
Emergency Planning establishments 2011/12

	Manager	Assistants	Total
Conwy	1	2	3
Denbighshire	1	5	6
Flintshire			
Gwynedd	1	2	3
Wrexham	1	2	3
Ynys Mon	0.5	1	2
Total	4.5	12	16.5

- 3.10 The costs of the Emergency Planning Function are shown in table 2 below.

Table 2
Emergency Planning budgets 2011/12

	Employees	Other	Recharges	Income	Total	Pop (*)	Per head **
Conwy	114,920	18,840	1,590		135,350	112,347	£1.20/£1.19
Denbighshire		137,390			137,390	98,589	£1.19/£0.92
Flintshire	200,430	32,300	65,850	(140,500)	158,080	150,637	
Gwynedd	121,270	16,930	29,060	-	167,260	119,227	£1.40/£1.16
Wrexham	103,420	31,550	28,800	-	163,770	135,263	£1.21/£1.00
Ynys Mon	78,670	6,660	38,130	-	123,460	69,460	£1.78/£1.23
Total	618,710	243,670	163,430	(140,500)	885,310	685,523	£1.29/£1.05

(*) population figures used are the are used in the 2011/12 SSA for RSG distributional purposes

(**) Lower figure excluding recharges

- 3.11 Across North Wales therefore, 16.5 FTEs are involved in the provision of Emergency Planning support at an overall cost of £885,000, representing a figure of £1.29 per head of population.

4 THE CASE FOR CHANGE

- 4.1 A view has been expressed by some senior officers that effort is being expended by staff employed in these units in developing plans and protocols which are effectively the same from authority to authority and whilst individual detail and implementation methods may vary between authorities, there seems to be an argument that greater collaboration could lead to reduced duplication.

- 4.2 Experience at Strategic Coordination Group level has highlighted instances when having six individual authorities, each with their own plans with varying responses to particular issues and each requiring their own support tasks to be undertaken 6 times, has not been effective nor efficient.
- 4.3 For example, at a Pandemic Flu exercise back in 2009 (Exercise Taliesin) a key question was asked during the exercise over local authority plans for educating children in the event that their schools were temporarily closed. Each of the senior officers present had to reference six different plans.
- 4.4 Experience at that exercise also highlighted that each authority having its own support function was inefficient and indeed during the exercise, authorities re-modelled the support function available on an ad-hoc basis in order to make better use of the support which individual authorities had brought with them.
- 4.5 More recently this has led to the development of a new process for local authority liaison arrangements which centres around greater a single liaison function if a Strategic Coordination Group were called and liaison support required. We are already following a collaborative approach in this defined area of activity.
- 4.6 To test the hypothesis that a more collaborative approach would be more effective and efficient, the Emergency Planning managers from the six authorities conducted a self-appraisal of the current arrangements and they were asked to identify in what way they considered a more collaborative approach would change the situation. The result of that appraisal is shown in Appendix 1.
- 4.7 The key issues identified in this appraisal are:-
- Duplication and repetition of tasks;
 - Lack of harmonisation and resilience;
 - Inconsistency of response (suggesting a lack of systematic dissemination of best practice); and
 - Lack of integration and inter operability.
- 4.8 It should be recognised that local authorities can be faced with many difficulties when it comes to emergency planning which are not necessarily constraints for other organisations.

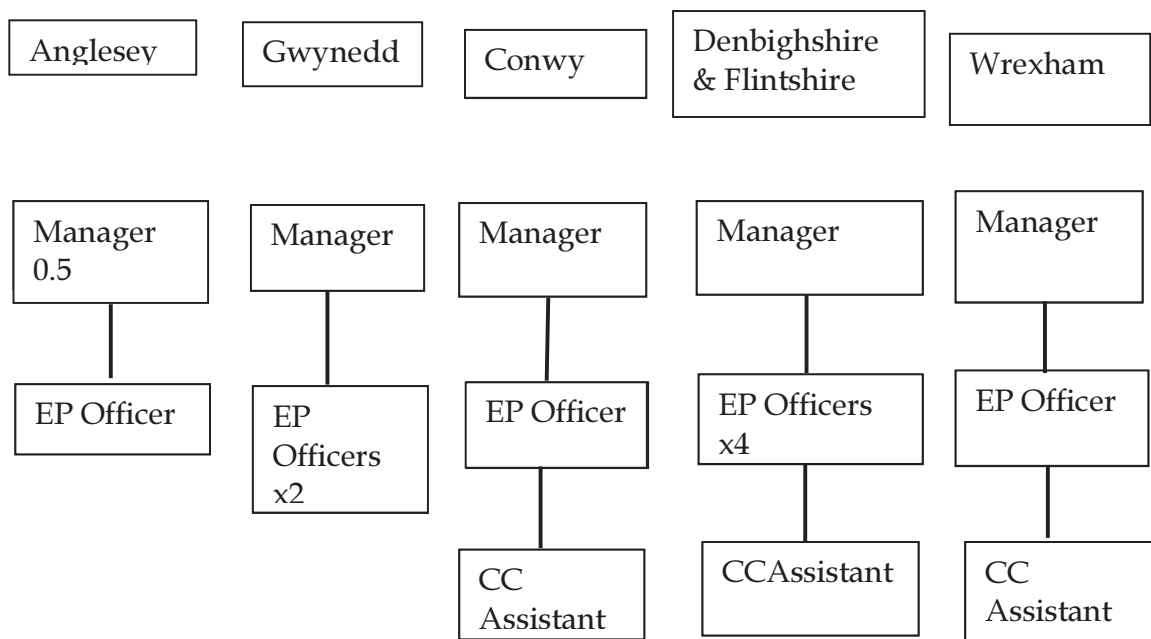
- 4.9 In particular, discussion with Emergency Planning managers highlighted the problem they face of the historical perception of the role of Emergency Planning function. Every one of the Emergency Planning managers identified to greater or lesser degrees the challenge of services owning emergency planning as part of business continuity.
- 4.10 There is also the challenge of immediacy. In times of increasing pressure on resources it is difficult to give priority to an issue which rarely, if ever, happens.
- 4.11 Authorities are embedding an empowering culture into their command and control culture which in itself can prove problematic.
- 4.12 The Emergency Planning Officer review suggests therefore that there would be a number of advantages from a collaborative model of delivery. These can be seen in Appendix 1. The main benefits are:-
- Improved resilience for partner councils due to the team's size (effectiveness);
 - Improved focus of available resource by sharing specialist support and common tasks (efficiency);
 - Ensuring greater consistency of response and dissemination of best practice amongst authorities (effectiveness);
 - Improved communication channels between the LRF and individual authorities (effectiveness).

5 OPTIONS

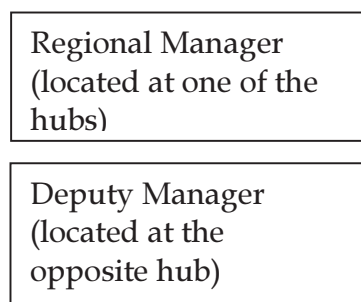
- 5.1 The key driver from the original commission was to make better use of the resource currently utilised for emergency planning.
- 5.2 This entails getting better results for the expenditure incurred or getting the same results for less resource (or a combination of both).
- 5.3 The Chief Executives considered 4 options:-
- Retain the existing provision;
 - Develop three emergency planning units pairing two neighbouring authorities;
 - Develop two emergency planning units each covering three local authorities; and
 - Develop a single regional group with outposted officers.

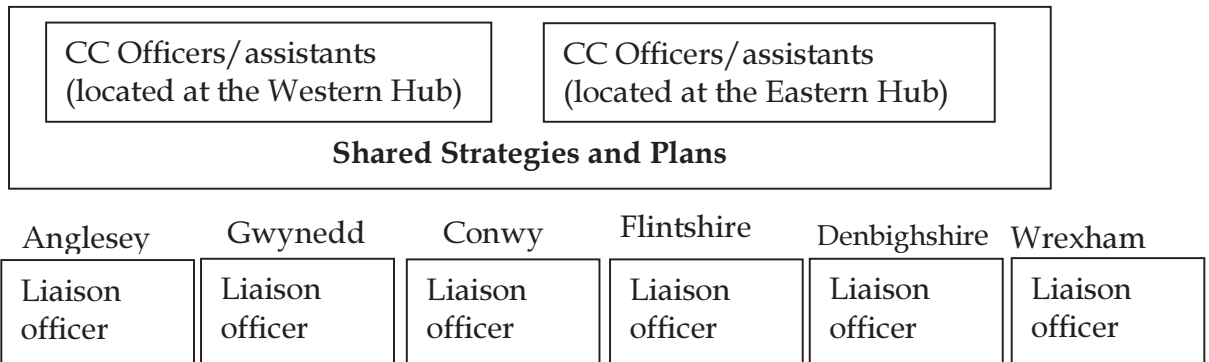
- 5.4 The paper considered by the Chief Executives contained an analysis of the strengths and weaknesses of the options.
- 5.5 Having considered the paper, the Chief Executives commissioned this business case to examine the viability of establishing a single regional service centred around two hubs - one for the East and one for the West with the manager of the service located in one area and the deputy in another.
- 5.6 This is effectively a hybrid of the last two options noted in 5.3 above and this business case centres completely on the commissioned option.
- 5.7 A summary of the proposed operating model and staffing structure for the new model is set out below.

Current organisational chart



New Organisational Chart





5.8 The proposed model would locate a Civil Contingency Officer at each authority who would be responsible for:-

- General liaison for emergency planning and recovery planning;
- Supporting local authorities in risk identification;
- Ensuring that strategies, plans, and exercises developed by the hubs are converted into local action at local authority level; and
- Ensuring that local authorities developed their business continuity plans.

5.9 These individuals would be supported by officers/ assistants located at the two hubs which would be charged with developing plans in particular areas and ensuring that we identify, and promote best practice.

5.10 All officers would be overseen by a regional manager located at one hub area and they would have a deputy who, in order to ease administration and facilitate the distribution of workload, would be located at the other hub area.

5.11 The general model would need to ensure that the linguistic characteristics of the service provided for Gwynedd and Ynys Mon Councils could be fully conducted in Welsh and a bilingual service would have to be available for all areas should they require such a service.

6 BENEFITS

6.1 The Emergency Planning Managers consider that the proposed model would have the potential to realise all of the benefits noted in 4.13 above.

- 6.2 It is clear to see the way in which the proposed model could lead to improved effectiveness in terms of resilience (due to a larger operating unit) and dissemination of best practice (as all authorities would be following the same practice).
- 6.3 In the longer term there may also be some benefit in effectiveness and efficiency from merging with the secretariat of the North Wales Resilience Forum.
- 6.4 It is clear to see how the new model could lead to efficiency savings by avoiding duplication.
- 6.5 The model would reduce the staffing complement from 16.5 to 14.
- 6.6 There is no doubt that reducing duplication should lead to a release of the staffing resource needed to fulfil current activities.
- 6.7 The staffing model is based on developing shared strategies and training through 4 FTEs. Taking into account that this activity is currently undertaken 5 times (assuming that Denbighshire and Flintshire's planning operations are already integrated) then one could raise an argument that this could potentially be reduced to 20% of the FTEs currently undertaking the work.
- 6.8 However, there will still be some degree of tailoring for individual authorities and coordination. Thus, on a superficial analysis a reduction of 2.5 FTEs is a realisable target.
- 6.9 Whilst we currently have a response capability across all authorities, there remains some question as to whether all authorities are implementing the actions and planning activities they should be doing in order to fully comply with best practice.
- 6.10 Initially therefore there could be some work in ensuring consistency of ability to respond across all authorities.
- 6.11 In the short term, therefore, the Emergency Planning Managers believe that the proposed reduction in resource implied by the new model should not be reduced further until such time as the new unit had managed to get all authorities up to speed and that only then should the new manager be charged with the aim of achieving further financial savings (as a longer term objective).

- 6.12 In essence this revolves around what the partner authorities want to achieve from this proposal – is it to ensure that the service is made more resilient and improved, or is it to get the current level of service at a reduced cost. This is a matter for each authority to determine but the EP Managers themselves recognise that there is some way to go before we can all be fully satisfied that our emergency readiness is as it could be.
- 6.13 There is some comparative data for a unit of this size. For example we are aware that in East Riding, they provide the EP support for 4 unitary authorities with an establishment of 14. However in Cleveland, they provide a service for 4 unitary authorities with an establishment of 10.

7 COSTS AND FINANCIAL BENEFITS

- 7.1 Any change will involve ongoing financial costs and benefits along with one off costs of change.
- 7.2 In terms of hosting the new model, staff would need to be transferred to a host authority and the relevant pay grade for the posts would be dependent upon that authority's pay evaluation mechanism.
- 7.3 In order to inform the decision making process, the proposed model has been fed through a council job evaluation mechanism. Based on outline job descriptions it is estimated that as a result of the staffing and the consequent gradings the ongoing saving from the model could be around £75,000 with a further £12,500 accruing after disturbance and protection arrangements had expired (say after three years).
- 7.4 This assumes that no central recharges or other operating costs could be saved. It also assumes that there would be no additional unforeseen costs e.g. ICT or at least that these could be subsumed in other compensating savings which have not been taken into account.
- 7.5 As the loss of one or two staff rarely result in authorities being able to realise reductions in central support services any adjustments in these costs have been assumed to be effected at marginal cost (i.e. an authority hosting the function would only be recompensed for the marginal cost of any movements in posts).
- 7.6 The cost of change would depend greatly on the appointments made and any resultant redundancies.

- 7.7 An evaluation of the nature of the revised jobs suggests that whilst the post of manager and deputy manager would be appointed from the current pool of emergency planning managers, those who were unsuccessful could be offered posts in the hub, which would not be classed as suitable alternative employment and as such they could claim constructive dismissal.
- 7.8 Various permutations have been calculated and on the information available the upper range of this cost could be of the order of £175,000.
- 7.9 Distributing the reduced service cost on the basis of population (which is the basis for the distribution of this element of the RSG) would result in the following budgetary effects. An alternative is shown which ensures that no authority pays more than they currently do (the protection being distributed to other authorities based on population).

Table 3
Assumed immediate and longer term budgetary savings

	Current Budget *	Distribution of costs (**)	(Saving) / Cost	Alternative
Conwy	133,760	106,010	(27,750)	(24,180)
Denbighshire (***)	104,460	93,030	(11,430)	(8,300)
Flintshire (***)	125,160	142,150	16,990	-
Gwynedd	138,200	112,510	(25,690)	(21,900)
Wrexham	134,970	127,640	(7,330)	(3,030)
Ynys Mon	85,330	65,540	(19,790)	(17,590)
Total	721,880	646,880	(75,000)	(75,000)

(*) excluding recharges

(**) following immediate savings of £75,000

(***) Denbighshire's contribution assumed to meet the Flint support recharge 50:50

- 7.10 It is likely however that the first two years savings would be required to meet the one off costs of change, and the savings would only accrue from year 3 onwards.

8 GOVERNANCE

- 8.1 As the new Unit would be delivering a service to six authorities there would need to be a provision whereby those authorities were able to feed into the commissioning process and hold the unit to account for performance. Clear commissioning arrangements at the outset will be essential.

- 8.2 Under the current arrangements, the governance arrangements are of course direct and straightforward.
- 8.3 More often than not, the Emergency Planning Manager is answerable to a senior officer in an authority and will be subject to the usual commissioning and performance management arrangements for that authority.
- 8.4 The governance arrangements for the revised model would need to be somewhat more sophisticated, and yet would need to be commensurate to the size of the service.
- 8.5 Commissioning services would need to remain with individual authorities (as they would still be responsible individually for meeting their statutory duties) and the purpose of the Unit would be to ensure that each authority was in the optimum state of readiness to cope with an emergency and thus each authority would need to be able to discuss their requirements at an appropriately senior level.
- 8.6 The Manager of the Unit would need to be answerable to a senior officer in the host authority.
- 8.7 Accordingly, one possible model is one whereby the host authority agreed to provide the service to all other authorities (backed up by a formal service level agreement) with the senior officer in the host authority along with the regional manager meeting the other senior officers from the other authorities on a periodic basis to discuss requirements and performance could be an appropriate model. In particular, they would need to agree far enough beforehand the demands to be placed on the service and the consequent resource implications.
- 8.8 Some consideration would also need to be given in the service level agreement to the day to day lines of communication between various officers in the new unit and commissioning officers at local authority level along with the arrangements for cost sharing and scope for additional work to be carried out for an authority at an additional cost.
- 8.9 For example the governance process outlined above might need to be supplemented by less formal meetings between the manager or his deputy at local level as required.

9 IMPLEMENTATION TIMELINE

- 9.1 Following agreement of the proposal there will need to be a more detailed costing undertaken once a host authority is known; detailed job descriptions formulated and the appropriate manager and deputy appointed.
- 9.2 Thus there needs to be a decision based on the factors highlighted in this outline case before we can proceed further (or any further work defined in order to come to a decision).
- 9.3 The following timeline is proposed -

Commencement of briefing and consultation of staff on the business case and proposals.	February 2013
Each Council to nominate to an Implementation Team.	February 2013
Councils agree to join a regional service.	End of March 2013
Appoint a project manager to deliver the project.	End of March 2013
Appoint Regional Manager and Deputy.	June/July 2013
Notice of Transfer.	End of July 2013
Creation of operational structure, operating processes, development of the detailed budget and identification of accommodation.	September 2013
Development of Service Level Agreement and Partnership agreement.	September 2013
New service operational.	October 2013

10 CRITICAL ASSUMPTIONS AND RISK ASSESSMENT

- 10.1 There are a number of critical assumptions and risks which need to be taken into account. These are highlighted below along with possible mitigating actions.

	Risk	Probability	Mitigating actions
1	Focus on the change process results in less focus on the delivery of the service.	Medium	The relatively short period of implementation and the number of staff involved in major change should in itself be a mitigating factor. However it must be recognised that any upheaval can result in a lower level of service – the new regional manager’s change management abilities must be paramount in mitigating this risk.
2	The anticipated service benefits are not realised.	Low	The size of the new service must result in greater resilience and reduced duplication. If it does not the relative small size of the service could be undone without too much difficulty.
3	Moving to a central service makes it even more difficult to get services to plan accordingly	High	This will depend upon the new unit’s ability to inspire and facilitate. One commentator from another authority already operating such arrangements has warned against “confused chains of command” and another has commented that central teams unfamiliar with individual authority working practices can lead to difficulties. The location of liaison officers at each individual authority is a key mitigating factor along with the governance arrangements which will involve a senior commissioning officer from each authority and the regional manager / deputy.
4	A deterioration in communication between the emergency planning community and services arises as a result of the centralisation	Medium	The location of liaison officers at each individual authority is a key mitigating factor along with the need to establish strong governance arrangements with clear lines of communication which will involve a senior commissioning officer from each authority and the regional

			manager / deputy.
5	Liaison Officers become isolated and follow a “local” agenda as opposed to the agreed programme	Medium	<p>There is some evidence from other collaborative ventures that liaison officers became isolated and started to go “native”.</p> <p>This would be mitigated by the fact that the line management for these individuals would be the Regional Manager or his/her deputy and they would have to have appropriate performance management arrangements in place to ensure that this did not happen.</p> <p>Strong commissioning and governance arrangements would also have to be in place to ensure that Liaison Officers were not deviated from the agreed programme.</p>
6	The loss of senior staff members leads to a reduction in the capability of the facilitation resource.	Unknown as yet	
7	The reduction in resource is too great.	Low	Data from areas such as East Riding and Cumberland suggest that the proposed solution is reasonable.
8	Authorities unable to deal with a commissioning approach and the service deteriorates due to loss of direct control.	Medium	<p>If an authority considers that it is insufficiently mature to manage such an arrangement then it should not subscribe.</p> <p>However differing priorities and political drivers could lead to friction and reduced buy in to the EP function in general.</p> <p>Simple and clear governance procedures should mitigate this risk.</p>
9	Costs are greater than anticipated	Low	A prudent approach has been taken to the costs but nevertheless there may be some hidden costs and some key information is unavailable until such time as more detailed job descriptions

			are available, and those applied through the host authority's job evaluation procedure. The gateway review by Chief Executives once this process has been undertaken should mitigate this risk.
10	Liaison Officers could find their pay grades changed as a result of the host authority's pay evaluation process putting them out of step in comparison with those with whom they work at an individual authority.	Low	This could work both ways. In practice, it is inconceivable that pay rates would be significantly different but it would be an unavoidable consequence of working for a different organisation. The only other mitigating action would be to choose a different operating model.
11	Greater concentration of expertise creates greater risk of loss should an individual officer retire / move on.	Low	This risk is already faced by individual authorities. A larger unit should facilitate the ability to have better workforce planning thus reducing the risk.

10.2 There is also a risk of course of not undertaking the project. It would directly undermine one element of the compact for change and one would have to ask whether the current 6 authority flavours of response is sustainable in the long term.

APPENDIX 1

NORTH WALES EMERGENCY PLANNING REVIEW

SERVICE TASK STATUTORY	CURRENT PROVISION	JOINT PROVISION
Control of Major Accident Hazards (COMAH) Regs, Pipeline Safety Regs; Radiation Emergency Preparedness and Public Information Regulations (REPPiR)	Each authority has well developed plans updated according to an agreed common approach. The individual Emergency Planning Units ensure that their plan matches the common template and the local authority has officers who are able to discharge their emergency response duties through the respective plans.	One emergency planning officer would act as lead officer for the six local authorities on each specific planning topic. This provides consistency and harmonisation with Category 1 organisations across North Wales and the Regulator resulting in a more resilient approach.
Mass Fatalities; Risk Assessment	A single plan covers North Wales but this entails the involvement of officers from each of the emergency planning units to develop the work, resulting in repetitive and duplicated actions.	One emergency planning officer would act as lead officer for the six local authorities. This removes duplication and provides a more resilient approach. Local planning liaison will be needed to address county logistical issues.
Warning & Informing; Business Continuity Promotion	Each authority has developed an individualistic approach to deal with their needs. This results in a considerable amount of duplication across North Wales. There has been collaboration on the production of information leaflets.	A common model would be developed and applied across all the communities in North Wales. This removes duplication and provides a more harmonised and resilient approach.
Nuclear Site Liaison (Wylfa & Trawsfynydd)	Gwynedd & Ynys Môn have collaborated and liaised in developing plans, but site specific arrangements	Specialization would be developed providing more resilience. These skills could also be provided to support

<p>EPCC)</p>	<p>necessitate some duplicated actions.</p>	<p>colleagues across Wales if necessary as part of regional collaboration.</p>
<p>Business Continuity, Fuel Plan, Severe Weather plans & Health</p>	<p>Each authority has developed plans updated according to local circumstances. The individual Emergency Planning Units ensure that each local authority has officers who are able to discharge their emergency response duties through the respective plans. This inconsistent approach results in each local authority possibly responding in a different manner to very similar circumstances.</p>	<p>A common approach would be developed with the Primary Liaison Emergency Planning Officer for each of the authorities to take into account local needs. This removes duplication and provides improved resilience. There will remain a need to embed business continuity within each authority's culture.</p>
<p>Flood Partnerships Reservoir Inundation, Resilient Communications</p>	<p>Existing flood partnerships have arisen due to local experience of flooding, currently only formalised in two authorities. The dissemination of this learning has not been extended to those areas where actual flooding has not yet regularly occurred, but the risk exists. Local flood plans are tailored to the specifics of the locality.</p>	<p>One emergency planning officer would act as lead working closely with the Primary Liaison Emergency Planning Officer for each of the authorities, to ensure that flood partnerships are developed across all risk areas, and flood plans, although specific to their area, follow a common template.</p>
<p>Community Resilience & Voluntary Sector</p>	<p>Each authority has developed an individualistic approach to deal with their needs in relation to community resilience. There has been collaboration in engagement with the voluntary sector.</p>	<p>One emergency planning officer would act as lead officer for the six local authorities. A common approach would be developed with the Primary Liaison Emergency Planning Officer for each of the authorities to take into account local risks. This enhances consistency and resilience.</p>
<p>Learning & Development, Training Needs</p>	<p>Each authority has developed an individualistic approach to deal with their needs. The individual Emergency Planning Units provide the focus for</p>	<p>A common approach would be developed with the Primary Liaison Emergency Planning Officer for each of the authorities to take into account local needs. This would feed the local</p>

<p>Identification</p>	<p>ensuring that each local authority has officers who are able to discharge their emergency response duties by providing local training and exercising . Whilst there is a North Wales provision through the Resilience Forum this provides only a limited capacity for generic training and does not meet all the local needs. This results in a considerable amount of duplication at the local level.</p>	<p>needs into the North Wales Resilience Forum Learning and Development Group. This removes duplication and provides resilience, whilst reflecting client needs in the training programme. The provision of training could also be undertaken in partnership with other Cat 1 responders as part of the developing NWRRF Strategy</p>
<p>Pollution of Controlled Waters, Marine Pollution, Events & Safety Advisory Group, Port Authority & Airports, Animal Health, Eisteddfod & Agricultural shows</p>	<p>Each authority has well developed plans updated according to national guidelines and local circumstances. The individual Emergency Planning Units ensure that each local authority has officers who are able to discharge their emergency response duties through the respective plans</p>	<p>A regional approach would be developed with the Primary Liaison Emergency Planning Officer for each of the authorities, taking into account local needs and risks, with the lead officer liaising with the Category 1 responders and event organisers to ensure a harmonised and compatible approach.</p>
<p>SERVICE TASK NORTH WALES RESILIENCE FORUM</p>	<p>CURRENT PROVISION</p>	<p>JOINT PROVISION</p>
<p>Learning & Development; Warning & Informing; Industrial Hazards; Pollution; Mass Fatalities; Risk Assessment; Logistical Preparedness;</p>	<p>Each local authority can provide a representative to one or more of the task groups that meet on a regular basis. This may lead to a considerable duplication of effort. However a sensible approach is taken with rationalization of representation at meetings, and subsequent cascade arrangements need to be effectively managed to disseminate information and tasking.</p>	<p>One emergency planning officer would act as lead officer for the six local authorities on a specific task/risk group. This removes duplication and provides a resilient approach and will allow for greater development of 'in-depth' knowledge on a particular topic.</p>

<p>Telecomms; Voluntary Sector; Infectious Diseases; Flooding; Humanitarian Assistance; Recovery</p>	
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Advantages of two hub service delivery in supporting partnership councils:

- Improved resilience activity to partnership councils due to team size (recognising the limitations of this statement in the event of a widespread incident).
- Improved focus of available resources through hub unit providing shared specialist support to partnership councils
- Based on the underpinning principles of a joint unit that has operated effectively and successfully for 5 years between Denbighshire and Flintshire
- Reflects current out-of-hours duty arrangements
- Potential for eventual cost savings due to reduction in managers and support resources
- officers will provide local focus and gateway into specialist emergency planning support form a larger team for individual authorities
- Refines and simplifies support of NWRFF Task Groups and other partners

- More consistent arrangements with respect to CCA duties with Category 1 & 2 Responders across North Wales
- Provides a single point of contact for strategic issues at LRF/SCG level
- Harmonisation of best practices across all Authorities
- Improved resilience for emergency response

FLINTSHIRE COUNTY COUNCIL

REPORT TO: CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE
DATE: THURSDAY, 14 MARCH 2013
REPORT BY: HEAD OF FINANCE
SUBJECT: REVENUE BUDGET MONITORING 2012/13(MONTH 9) AND CAPITAL PROGRAMME 2012/13 (QUARTER 3)

1.00 PURPOSE OF REPORT

1.01 To provide Members with the Revenue Budget Monitoring 2012/13 (Month 9) and Capital Programme 2012/13 (Quarter 3) report.

2.00 BACKGROUND

2.01 Revenue Budget Monitoring 2012/13 (Month 9)

The Revenue Budget Monitoring 2012/13 (Month 9) report will be presented to Cabinet on 19th March 2013. A copy of the report is attached as Appendix A to this report.

2.02 Capital Programme 2012/13 (Quarter 3)

The Capital Programme 2012/13 (Quarter 3) report will be presented to Cabinet on 19th March 2013. 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

5.01 None.

6.00 ENVIRONMENTAL IMPACT

6.01 None.

7.00 EQUALITIES IMPACT

7.01 None.

8.00 PERSONNEL IMPLICATIONS

8.01 None.

9.00 CONSULTATION REQUIRED

9.01 None.

10.00 CONSULTATION UNDERTAKEN

10.01 None.

11.00 APPENDICES

11.01 Appendix A - Revenue Budget Monitoring 2012/13 (Month 9)
Appendix B – Capital Programme 2012/13 (Quarter 3)

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

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 19 MARCH 2013**

REPORT BY: **HEAD OF FINANCE**

SUBJECT: **REVENUE BUDGET MONITORING 2012/13 (MONTH 9)**

1.00 **PURPOSE OF REPORT**

1.01 To provide members with the most up to date revenue budget monitoring information (Month 9) 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
Paragraphs 3.06 to 3.07	Carry Forward Requests
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 8
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 9 which is :

- Council Fund - Net underspend of £0.856m (£0.611m underspend at Month 8)
- Housing Revenue Account - Net underspend of £0.471m (£0.401m underspend at Month 8)

3.00 CONSIDERATIONS

COUNCIL FUND

3.01 The table below shows a projected in-year underspend of £0.856m :-

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 8	Month 9	Month 8	Month 9	Month 8	Month 9
	£m	£m	£m	£m	£m	£m	£m	£m
Directorates								
Community Services	58.437	58.380	(1.154)	(1.382)	(0.312)	(0.592)	(0.842)	(0.790)
Environment	31.794	32.481	(0.089)	(0.052)	(0.089)	(0.052)	-	-
Lifelong Learning	109.219	109.946	0.640	0.674	1.182	1.216	(0.542)	(0.542)
Corporate Services	17.469	17.645	0.324	0.251	0.324	0.251	-	-
Total Directorates	216.919	218.452	(0.279)	(0.509)	1.105	0.823	(1.384)	(1.332)
Central and Corporate Finance	25.759	24.226	(0.332)	(0.347)	(0.332)	(0.347)	-	-
Total	242.678	242.678	(0.611)	(0.856)	0.773	0.476	(1.384)	(1.332)

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 8 are detailed in Appendix 1.

3.04 In line with the management commitment to reduce the projected in-year overspend there has been progressive improvement in the projected outturn position since a projected overspend of £1.053m was reported to Cabinet on 18th September 2012 within the Month 3 budget monitoring report.

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, however current procurement practices and existing facilities within the county are positively influencing costs and numbers of placements respectively

- 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 & remissions - influenced by economic factors
- Ringfenced budgets
 - Out of county placements - demand led with volatility influenced by numbers and high values of individual placements, however current procurement practices and existing facilities within the county are positively influencing costs and numbers of placements respectively
- 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
 - The Welfare Reform changes have the ability to influence a number of budgets across the Council and this is being kept under review
- 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 - Provision has been made in the 2012/13 accounts for £0.770m based on an estimated level of future liability as required by the Accounts and Audit regulations, as approved by Cabinet on 19th February 2013

3.06 REQUEST FOR CARRY FORWARD - CORPORATE SERVICES

Legal & Democratic Services - An underspend of £0.010m on Members Training has been identified. It is requested to carry forward this sum to 2013/14 to contribute towards the cost of the Community Review Consultation of Electoral Boundaries.

3.07 **REQUEST FOR CARRY FORWARD - CORPORATE SERVICES**

ICT & Customer Services - An underspend of £0.016m has arisen due to a delay starting the project to implement the Egress Switch secure e-mail system. The delay is due to capacity issues within the IT team. The project is now expected to commence in 2013/14, and it is included in the Information Governance Strategy. It is requested to carry forward the £0.016m to 2013/14 to fund the implementation costs.

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 is expected to be allocated in full to the service budget prior to the reporting of budget monitoring for Month 10.
- £0.300m in respect of Energy - most of this budget has now been allocated to services, the remaining £0.060m is currently being reviewed and will be reported on for Month 10.
- £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 amount of £0.445m.

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, 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 £0.471m and a projected closing balance at Month 9 of £1.326m, which at 4.8 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %.
- 6.04 The projected outturn reflects a third additional allocation of £0.250m from balances to fund additional CERA contribution towards funding of the HRA Capital Programme. Additional allocations of £0.250m were reported in the Month 4 budget monitoring report to Cabinet on 16th October 2012, and the Month 5 budget monitoring report to Cabinet on 20th November 2012, therefore a total of £0.750m has now been provided for additional CERA contribution in the year to date. The Head of Housing has consulted on this action with the Cabinet member for Housing in accordance with the recommendation within the Month 3 Budget Monitoring report approved by Cabinet on 18th September 2012.
- 6.05 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
- b) Note the Council Fund contingency sum as at 31st March 2013 (paragraph 5.02)
- c) Note the projected final level of balances on the Housing Revenue Account (paragraph 6.03)
- d) Approve the requests for carry forward of underspends to 2013/14 as detailed within paragraphs 3.06 to 3.07

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 7 - 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 9)
Summary of Movement from Month 8

	£m	£m
Month 8		
Out of County Ringfenced Budget	(1.317)	
Service Directorates	1.038	
Central and Corporate Finance	(0.332)	
Variance as per Executive Report		(0.611)
Month 9		
Out of County Ringfenced Budget	(1.327)	
Service Directorates	0.818	
Central and Corporate Finance	(0.347)	
Variance as per Directorate Returns		(0.856)
Change Requiring Explanation		(0.245)
<u>Community Services</u>		
<ul style="list-style-type: none"> • Locality Teams (Localities) - the movement from month 8 is due to reductions in purchased residential care (-£0.040m) and domiciliary care (-£0.020m) costs reflecting current care packages and reduced pay costs projections (-£0.038). The balance is made up of various minor movements. • Reviewing (Localities) - the movement from month 8 is due to changes in projected staff costs (-£0.029m). • Learning Disability (Ringfenced Budgets) - the movement from month 8 reflects the costs of current care packages. • Professional Support (Children Services) - the main movement from month 8 is due to a reduction in the projected underspend on court costs (£0.021m). The balance is made up of a significant number of smaller variances. • Business Systems (Development & Resources) - the main movement from month 8 is due to the movement of the Financial Assessment Team from Commissioning (-£0.049m) as part of the TSSA process. (see Commissioning comments below and Appendix 2) • Commissioning (Development & Resources) - the main movement from month 8 is due to the movement of the Financial Assessment Team, underspending by £0.049m, into the Business Services Team. (See Business Systems comments above) • Resources and Regulated Services (Intake & Reablement) - the movement from month 8 is due to reduced projection on in-house domiciliary pay (-£0.034m) and increased projection of income from service users (-£0.040m) reflecting changes in trends. The balance is made up of a number of other variances. • Other minor changes of less than £0.025m 	<p>(0.106)</p> <p>(0.029)</p> <p>0.053</p> <p>0.028</p> <p>(0.053)</p> <p>0.054</p> <p>(0.083)</p> <p>(0.092)</p>	
		(0.228)

Environment

• Planning Control - Anticipated costs in respect of a planning appeal re. the former Croes Atti site (£0.020m), plus other minor variances (£0.005m).	0.025
• Minor changes of less than £25k	0.012
	0.037

Lifelong Learning

• Leisure Services - A pressure of £0.010m has occurred relating to a Health & Safety issue at Connah's Quay swimming pool. There are also a number of other minor variances of £0.019m.	0.029
• An increase in the Pupil Benefits projection within Development & Resources of £0.027m relating to Free School Meals and School Uniform Allowances explains the majority of the movement since month 8. This figure is based on estimated numbers and could change before year end. Other minor variances across Development & Resources equate to (-£0.032m)	0.005
	0.034

Corporate Services

• Legal and Democratic Services - Members training efficiency (-£0.015m), other minor variances (-£0.007m).	(0.022)
• HR and Organisational Development - Minor variances (-£0.014m).	(0.014)
• ICT and Customer Services - Minor variances (-£0.016m).	(0.016)
• Finance - reduction in Revenues & Benefits software upgrade costs (-£0.030m), other minor variances (£0.004m)	(0.026)
• Chief Executive's Department - minor variances (£0.005m).	0.005
	(0.073)

Central and Corporate

• Financing & Funding - Projected further shortfall of £0.030m against the budgeted amount for "windfall income" which usually arises from successful VAT tribunal appeals and NDR revaluations - for which activity levels have dropped sharply in the current year. other minor variances (-£0.004m)	0.026
• Corporate (Other) - A projected underspend of £0.033m on the provision for Director / 2nd tier officer incremental pay increases. Other minor variances of -£0.008m	(0.041)
	(0.015)

Total changes**(0.245)**

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2012/13 (Month 9)

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)	6.187	5.539	(0.648)	(0.565)	<p>Extra Care projected in year underspend on new scheme (£0.200m) due to timeframe for completion.</p> <p>In-house Domiciliary Care projected underspend of £0.357m due to reduced pay costs from changes to service delivery and greater use of reablement and independent sector care providers. The increase (£0.034m) from month 8 is mainly due to further reductions in projected pay (£0.032m) and staff transport costs.</p> <p>Of the additional variance a projected underspend of £0.155m, an increase of £0.009m from month 8, relates to work which is yet to be undertaken to realign the budgets following the transport review, the outcome of which is expected soon, and £0.050m to vacancies within Day Services. This is offset by a projected overspend within Professional Support (£0.139m), reduced from month 8 (£0.016m), which will be addressed as part of TSSA realignment.</p>	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.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Reablement Service (Intake and Reablement)	0.370	0.268	(0.102)	(0.099)	Pay costs being suppressed due to the use of Homecare staff, vacant post and part year appointments (£0.070m) together with additional Health income (£0.029m) offset by various small overspends.	Keep under review pending completion of Transforming Social Services for Adults (TSSA) programme.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Locality Teams (Localities)	16.489	16.435	(0.054)	0.052	<p>The significant variances lie within:</p> <p><u>Physical Disability Services</u></p> <ul style="list-style-type: none"> > Purchased Home Care - projected overspend (£0.132m) due to the impact of various care packages. > Purchased Residential Care is projected to underspend (£0.345m), not changed from month 8, due to two service users now fully Health funded as well as the death of three service users. > Minor Adaptations - projected to overspend by £0.097m reflecting the continuing demand within the service. <p><u>Older People Services</u></p> <ul style="list-style-type: none"> > Purchased Day Care is projecting to underspend (£0.092m) due to a change in emphasis in delivering the service. > Reablement Service is projecting an overspend of £0.071m due to changes in service delivery following on from TSSA. > Purchased Home Care is projecting an overspend of £0.185m which reflects current care packages. > Purchased Residential Care is projecting an underspend (£0.033m), a change of £0.040m from month 8 reflecting changes in the service users. 	<p>Keep under review pending completion of Transforming Social Services for Adults (TSSA) programme. Following phase 1 of TSSA and during the detailed reorganisation of services, it has been decided that most of the PDSI elements included as part of the locality team budgets at the early stages of TSSA will form a separate line under the Disability Services Heading, with only the Occupational Therapy service remaining as part of the locality teams. This will undertaken for 2013/14.</p> <p>A particular difficulty projecting outturns within this service this year is quantifying the impact of the changes in service delivery introduced with TSSA the impact of which is yet to stabilise.</p>

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Support Services (Mental Health)	1.931	1.874	(0.057)	(0.036)	The underspend in this service reflects underspends within the Residential and Domiciliary care Service (£0.111m), reflecting current care packages, and within the Intensive Support Team (£0.022m) being mostly underspends on pay (£0.032m) due to temporary secondments and maternity leave offset by backdated business rates (£0.013m) following a reassessment and other minor amounts. These are offset by overspends within Professional Support (£0.045m), Occupation and Employment (£0.012m), Living and Medium Level Support (£0.014m). The movement from month 8 is mostly due to changes in purchased care (£0.028) within the Residential and Domiciliary Service offset by the additional spend on business rates within the Intensive Support Team (£0.013m).	

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Ringfenced Budgets (Mental Health)	0.301	0.178	(0.123)	(0.132)	Reflects current care packages for 2012/13.	Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts. The possibility of re-aligning budget between the two services has been considered and dismissed for now as there are early indications of additional Mental Health clients although at this stage potential costs or start dates are unknown.
Ringfenced Budgets (Learning Disability)	0.466	0.640	0.174	0.121	This reflects the full year impact of a new service user that commenced during December 2011 together with some other changes to care packages.	
Good Health (Development & Resources)	0.980	1.110	0.130	0.131	The majority of the overspend (£0.104m) is mainly due to one-off redundancy related costs for two staff falling on the service following a restructure. These costs would usually be met Corporately but as the Directorate is underspending this year it was agreed that the costs would be met within the Service.	Not recurring.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Business Systems (Development & Resources)	1.274	1.201	(0.073)	(0.020)	This service now includes the Financial Assessments Team, previously included within Commissioning, who are underspending (£0.049m) due to vacant posts. The balance of the underspend is mostly on pay and is due to vacant posts.	
Family Placement (Children's Services)	1.832	2.150	0.318	0.315	The overspend is mainly as a result of an increase in the number of foster care placements 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.
Other Residential (Children Services)	0.526	0.471	(0.055)	(0.060)	The projected underspend relates to the opening of Arosfa being later than anticipated.	Keep under review due to the potential for additional costs relating to transport charges.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Professional Support (Children's Services)	5.374	5.613	0.239	0.211	Comprises Fieldwork, Resources, Children's Integrated Disability Service (CIDS) and General. Fieldwork overspending (£0.365m) due to the Children and Young Adolescent Support team (£0.340m) - client payments (£0.219m), staff pay costs (£0.106m) reduced (£0.009m) from month 8; client payments includes the costs for two high cost individuals (£0.120m). Resources is underspending (£0.033m) due to staff costs within Family Placement Team (£0.036m); other under and overs spends within the service offset each other. CIDS overspend (£0.056m) mainly due to increased use of direct payments leading to an overspend (£0.090m) offset by underspends on staff (£0.020m) and transfer payments (£0.010m). General is projected to underspend (£0.148m) due to legal/court costs (£0.024m) reduced (£0.022m) from month 8, transport costs (£0.021m), pay costs remain on budget; Children First underspend (£0.085m) and Corporate Parenting (£0.019m).	Keep under review. The Head of Service (Children) has instigated a review into the specifics around these two service users. Due to the overspend within Children Services spending is kept to a minimum where possible.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Out of County Pooled Budget (Children's Services)	3.711	2.926	(0.785)	(0.775)	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 8 reflect three placements ended (£0.030m), one placement with a changed care package leading to a reduction in costs (£0.05m). These are offset by increase in the costs of one care packages (£0.025m).	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. The impact of these changes on the Children Services Fostering and Leaving Care budgets has not yet been quantified. Further details are awaited.
Ring-fenced Budget (Housing Services)	0.377	0.321	(0.056)	(0.056)	This 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.
Homelessness (Housing Services)	0.488	0.407	(0.081)	(0.062)	Review of expected spend undertaken and revised in line with trend.	
Housing Support Services (Housing Services)	0.193	0.132	(0.061)	(0.043)	Salaries reviewed to take into account breaks in employment and posts not being filled in 2012/13.	

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Resident Wardens (Housing Services)	1.236	1.109	(0.127)	(0.111)	Budget based on restructure. Salaries carry vacancies for the new structure yet to be implemented.	Restructure approval required.
Other variances (aggregate)	16.645	16.624	(0.021)	(0.025)	Various minor variances.	Continue to review but not expected to be recurrent.
Total :	58.380	56.998	(1.382)	(1.154)		

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Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 8 (£m)	Cause of Variance	Action Required
Industrial Units	(1.479)	(1.397)	0.082	0.064	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. Increased variance at period 9 due to NNDR costs being higher than anticipated	Keep Unit rental income closely monitored throughout the year
Property Holdings	0.090	0.054	(0.036)	(0.052)	Budget provision at the former Ty'r Binwydden site has at Period 9 been utilised to finance additional R&M at Custom House CP, dilapidation works at Glanrafon and legal fees for the Bailey Hill site.	Review of site budgets necessary in line with asset management programme
Property Asset & Development	0.530	0.476	(0.054)	(0.052)	Net Vacancy Savings	
Car Parks	0.025	0.053	0.028	0.033	Car Park income shortfall at Holywell and Mold partially offset by a reduced maintenance programme	
Highways Maintenance	2.710	2.761	0.051	0.048	Cost associated with attending flooding events following substantial rainfall at various times since July.	

Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 8 (£m)	Cause of Variance	Action Required
Waste Disposal & Waste Collection	9.118	9.367	0.249	0.247	<p>Delivery of the new Streetscene Service resulted in unexpected additional operational costs which have been mitigated by increased recycling levels, which not only reduce landfill and tipping charges but increases the level of recycling income received.</p> <p>One off Agency and staff backfilling costs as a result of the on-going investigation within Waste have been incurred and in addition, the energy generation from Gas at the landfill sites has been affected by problems with the performance of the Gas Engines at both landfill sites. This has resulted in a £145k shortfall against the income target.</p> <p>Work to realign budgets across the service is on-going and will be in place for 2013/14 onwards.</p>	Keep tonnage levels closely monitored to establish if further savings can be achieved to further mitigate the costs.
Fleet Services	(0.026)	(0.064)	(0.038)	(0.038)	Outturn based on actual recharges to date projected to financial year end with these charges also reflected in all Environment client budgets.	

Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 8 (£m)	Cause of Variance	Action Required
Planning Control	0.367	0.427	0.060	0.035	The costs associated with Planning enforcement activities e.g. specialist advice and legal fees have been offset by improved Planning fee income since Period 7. However, at period 9 costs of £20k are now anticipated for the planning appeal in relation to the former Croes Atti site.	Partially offset by salary savings within the Planning service
Service Development & Support	0.236	0.216	(0.020)	(0.020)	Part time salary savings	
Management Support & Performance	1.164	1.046	(0.118)	(0.115)	Vacancy Savings relating to 5 posts (2 x Sc4, Sc6, SO1 & M6) ahead of Service Review implementation offset by the cost of Modern Apprentices from September 2012.	Provision will be made within Service budgets for the Modern Apprentice costs in 2013/14.
Public Protection	3.543	3.326	(0.217)	(0.214)	Vacancy Savings totalling £230k (3 x EHO 2 x EO 1 x Admin) ahead of the Service Review being implemented, offset by income shortfalls in Pollution Control.	
Markets	(0.099)	(0.078)	0.021	0.013	Rental shortfalls from outdoor pitches & car boots due to poor weather conditions have reduced income further at Period 9.	
Other variances (aggregate)	16.302	16.242	(0.060)	(0.038)	A number of variances of no more than £0.038m individually.	
Total :	32.481	32.429	(0.052)	(0.089)		

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Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Out of County	2.659	2.117	(0.542)	(0.542)	Following a request from the Out of County Management Board, several high cost placements have reduced with the continued involvement of Commercial and Clinical Solutions.	
Libraries, Culture and Heritage	2.878	2.848	(0.030)	(0.030)	There has been an in year adjustment to the book fund to address the Directorate budget overspend.	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Leisure Services	4.042	4.735	0.693	0.664	<p>Leisure (pressure of £0.693m) 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>The following pressures have been identified during 2012/13:</p> <p>The relocation of Leisure Services Staff to Deeside has assisted in making a significant saving from relocation (vacating Connah's Quay offices). However, this has increased occupancy costs for Leisure Services for cleaning, maintenance, mileage, telephones etc by £0.025m which is unfunded.</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. Revisit organisational design principles.</p> <p>The in year recharges for these services are to be revisited and recharged accordingly.</p>

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<p>A review of music licensing has identified additional liabilities resulting in a cost increase of £0.037m.</p> <p>Leisure centre income figures have not met those anticipated by 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.</p>	<p>A budget pressure bid for this has been submitted for 2013/14.</p> <p>New processes for authorising expenditure have been implemented. Income figures will continue to be monitored closely. We are also hoping to implement P2P earlier than anticipated to introduce more controls on expenditure for 2013/14.</p>
Delegated Schools Budgets	77.523	77.523	0.000	0.000		
School Improvement Service	10.703	10.747	0.044	0.044	<p>Early Years Efficiencies of £0.066m 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 (pressure of £0.151m) 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.</p>	<p>Work is currently being undertaken to re-draft SLAs for the beginning of the new financial year.</p>

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<p>School Improvement Service A number of minor efficiencies equating to £0.119m in total are projected. These relate to influencable expenditure on supplies and ICT and to recharges for staff seconded to the Welsh Government and RSEIS.</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>ICT Unit The ICT Unit has managed to reduce expenditure on a one-off basis by £0.024m to assist in reducing the Directorate overspend.</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>
Development & Resources	12.141	12.651	0.509	0.504	<p>Service Units (pressure of £0.203m) A pressure of £0.256m is currently anticipated on pupil benefits (free school meals and remissions) because of changes in the economic climate. Minor reductions in other projected expenditure of £0.053m have also been made.</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>

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<p>Facility Services - pressure of £0.352m</p> <p>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 been 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>Youth Service</p> <p>The Youth Service has reduced projected expenditure across all areas by £0.028m.</p> <p>Management & General Admin</p> <p>There have been a number of minor reductions in projected expenditure in Management & General Admin. These equate to £0.018m.</p> <p>The Development & Resources budget has increased by £0.266m since month 6. This relates to the non standard inflation allocation for energy budgets. The Directorate is currently reviewing all energy budgets and will allocate the additional budget across the relevant services during period 8.</p>	Service needs to continue to implement the agreed strategy for efficiencies.
Total :	109.946	110.621	0.674	0.640		

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Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.346	2.336	(0.010)	(0.015)	(£0.016m) vacancy savings. £0.014m pressure relating to a voluntary sector contribution towards Dangerpoint. (£0.008m) other minor variances.	

Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Finance	4.351	4.730	0.379	0.405	<p>£0.028m pressure relating to the Royal Mail price increases of 39% in April 2012.</p> <p>£0.269m pressure relating to workforce costs in Revenues & Benefits because of additional work in preparation for Welfare Reform and the new Council Tax Support Scheme.</p> <p>£0.035m pressure relating to a benefits system software upgrade.</p> <p>£0.025m investment in Agile Working (Revs & Bens).</p> <p>£0.042m pressure relating to additional audit days.</p> <p>£0.048m pressure on reallocations due to income budgets no longer being achievable.</p> <p>(£0.084m) vacancy savings relating to the Corporate Finance Review.</p> <p>£0.016m other minor variances.</p>	<p>Finance to investigate alternatives to Royal Mail. The additional workforce costs relating to welfare reform are one-off and will be reduced where possible.</p> <p>Some of the overspend in Revs and Bens will be offset by an additional grant identified for the Council Tax Reduction Scheme (up to £0.113m).</p>

CORPORATE SERVICES

APPENDIX 5

Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Legal & Democratic Services	3.341	3.210	(0.131)	(0.109)	<p>£0.005m pressure translation of Constitution.</p> <p>(£0.118m) Members Special Responsibility Allowances.</p> <p>(£0.015m) Members Training & Travel Expenses.</p> <p>£0.048m Salary changes.</p> <p>£0.020m Legal Advice Jillings.</p> <p>(£0.071m) other minor variances.</p>	Request to carry forward underspend on Members Training (£10k).
Human Resources & Organisational Development	2.195	2.246	0.051	0.065	<p>£0.051m pressure CRB checks.</p> <p>£0.014m pressure Corporate Training.</p> <p>£0.043m loss of income from external organisations.</p> <p>(£0.047m) Vacancy Savings.</p> <p>(£0.010m) other minor variances.</p> <p>Risk of pressures will arise if funding is not made available for iTrent implementation and Single Status project team costs.</p>	A budget pressure for CRB checks has been submitted as part of the 2013/14 budget process.

CORPORATE SERVICES

APPENDIX 5

Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
ICT & Customer Services	5.412	5.374	(0.038)	(0.022)	<p>£0.006m pressure relating to the final Design & Print costs.</p> <p>£0.032m pressure in relation to the Print Rationalisation Project.</p> <p>(£0.067m) vacancy savings relating to ongoing service reviews.</p> <p>£0.037m pressure relating to internal admin support recharges.</p> <p>(£0.024m) efficiency in relation to additional registrars income.</p> <p>(£0.022m) other minor variances.</p> <p>The risk of a pressure may arise if funding is not made available for the Holywell Flinshire Connects operational costs.</p>	Request to carry forward £16k for Egress Switch Secure Email (project delay)
Total :	17.645	17.896	0.251	0.324		

Budget Monitoring 2012/13 (Month 9)

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	2.333	(0.032)	(0.058)	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 had previously been 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 recent Tribunal decision found in favour of HMRC in respect of one of the outstanding cases, although it is considered that there are grounds for appeal. This remains one of several ongoing cases which may bring additional "windfall" income to the Council in the future, although it is now considered less likely that it will be in the current financial year.	A number of outstanding VAT claims which may result in "windfall" income will be kept under review pending legal determinations and possible appeals.

Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					<p>The base budget provides for additional windfall income of £0.152m. The amount received to date suggests that we there will be a shortfall of £0.100m against this sum. One of the reasons for this is the levels of successful appeals against NDR valuations has reduced sharply in the current year with a consequent impact on the retrospective rebates of NDR in respect of Council properties.</p> <p>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.</p> <p>A decrease in other miscellaneous Expenditure of £0.034m.</p>	
Corporate - other	2.846	2.585	(0.261)	(0.220)	<p>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.</p> <p>A small surplus of £0.037m from the phased funding strategy to address the Council's share of the Clwyd Pension Fund deficit following the 2010 actuarial valuation.</p>	<p>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.</p>

Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
					An underspend of £0.240m resulting from salary budget efficiencies previously achieved following historic service reviews	
					A surplus of £0.019m on the rebates recovered from use of the Matrix framework for procurement of agency employees.	
					An underspend of £0.033m resulting from salary budget provision for incremental pay awards for Directors and second tier officers which will not now be utilised this year.	
					Other minor variances amounting to a net underspend of £0.011m.	
Central Loans & Investment Account	14.200	13.869	(0.331)	(0.331)	Increased interest received on temporary investments £0.060m, increased internal interest received on prudential borrowing £0.025m, increase in other internal interest £0.005m Reduction in interest payable on variable rate market loans and internal interest payable £0.176m, reduction in Minimum Revenue provision (MRP) £0.013m, reduction in prudential borrowing costs £0.052m	
Central Service Recharges	(2.054)	(1.776)	0.278	0.278	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.

Budget Monitoring 2012/13 (Month 9)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Other variances - aggregate	6.869	6.868	(0.001)	(0.001)		
Total :	24.226	23.879	(0.347)	(0.332)		

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
<u>2011/12 approvals</u>		
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)	<u>(0.973)</u>	
		(2.473)
<u>2012/13 approvals</u>		
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)	(0.361)	
Less - Impact of provision for MMI scheme of arrangement - as approved by Cabinet on 19 th February	(0.770)	
Plus release of an amount previously earmarked for a specific purpose (no longer needed due to receipt of a capital grant)	<u>0.025</u>	
		(1.106)
Add Projected underspend as at 31 st March 2013		<u>0.856</u>
Amount available for delegation to Cabinet		0.742
Less - Amount approved by Council on 1 st March for funding of one-off costs in the 2013/14 budget proposals		(0.297)
Projected Level of Total Contingency Reserve as at 31st March 2013		0.445

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Finance and Support	2,506	2,265	-241	-234	Support recharges revised downwards to reflect 2011/12 costs. Vacancy savings.	Work is ongoing to progress accuracy and timeliness of the HRA support recharges.
Repairs and Maintenance	8,778	8,627	-151	-37	Materials revised downwards due to lower than anticipated spend through the cold weather. The projection for transport costs has been reduced following a more update picture of actual costs in ledger.	
Landlord Services	303	251	-52	-35		
Rents	-25,560	-25,559	1	-28	Variance based on 14 more properties than anticipated at budget.	
Capital Financing	2,349	2,259	-90	-68	Reduction on projected interest on loans charge.	
CERA	4,652	4,687	35	0	A further £0.250m has been transferred from balances to CERA as agreed with Cabinet Members. This is to fund £0.125m for damp fans and £0.125m for external refurbishment works.	
Other variances (aggregate)	7,974	8,001	27	1		
Total :	1,002	531	-471	-401		

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 19 MARCH 2013**

REPORT BY: **HEAD OF FINANCE**

SUBJECT: **CAPITAL PROGRAMME 2012/13 (QUARTER 3)**

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 (HRA)	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
Cabinet 18.12.12			
Revised Capital Programme	30.076	10.888	40.964
Latest Monitoring			
As Previously Reported	30.076	10.888	40.964
Change this Period	0.261	0.947	1.208
	30.337	11.835	42.172
Early Identified Rollover to 2013/14	(3.413)	(0.244)	(3.657)
Identified Savings	(0.483)	0	(0.483)
Revised Programme	26.441	11.591	38.032

- 3.01.2 From the table it can be seen that the previously reported programme total of £40.964m has decreased to £38.032m by way of the inclusion of net increased Council Fund schemes of £0.261m and increased HRA programme schemes of £0.947m. This is offset by a total Early Identified Rollover adjustment of £3.657m (Council Fund £3.413m and HRA £0.244m) and identified Council Fund savings of £0.483m.
- 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	(0.334)	0	(0.474)	(0.033)	3.314
Clwyd Theatr Cymru	0.025	0.050	0.145	0	(0.040)	0	0.180
Community Services	3.669	0.321	0.015	0	0	(0.050)	3.955
Environment	9.124	1.404	1.315	0	(0.958)	(0.008)	10.877
Lifelong Learning	7.549	3.800	(0.893)	0	(1.941)	(0.400)	8.115
Council Fund Total	23.825	6.272	0.248	0.000	(3.413)	(0.491)	26.441
Housing Revenue Account	9.398	1.490	0.947	0	(0.244)	0	11.591
Programme Total	33.223	7.762	1.195	0.000	(3.657)	(0.491)	38.032

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 Rollover (From 2012/13 to 2013/14)

3.04.1 Rollover of £3.657m has been identified which reflects reviewed spending plans across all programme areas; these committed amounts have been identified as now required to meet the cost of programme works/contract retention releases in 2013/14. Detailed discussion has taken place with Directorates leading each of the projects to be rolled forward to ensure that they are actually contractually committed as agreed previously by Cabinet, following input from Scrutiny on Capital Programme Management.

3.04.2 Detailed information relating to each programme area, including supporting narrative, is provided in Appendix C and summarised below -

- Corporate Services £0.474m
- Clwyd Theatr Cymru £0.040m
- Environment £0.958m
- Lifelong Learning £1.941m
- Housing Revenue Account £0.244m

3.05 Identified Savings

3.05.1 Savings of £0.483m have been identified in the current quarter, as summarised below -

- Corporate Services £0.033m - ICT Infrastructure projects.
- Community Services £0.050m - Provision for a Supervised Contact Space for Children's Services funded by way of revenue.
- Lifelong Learning £0.400m - Schools Repair and Maintenance as a result of contracts coming in below estimate.

3.06 Capital Expenditure v Profiled Budget

3.06.1 Recorded capital expenditure across the whole programme stands at £19.704m at Quarter 3 (as detailed in the table below), representing 51.81% of the revised budget total of £38.032m.

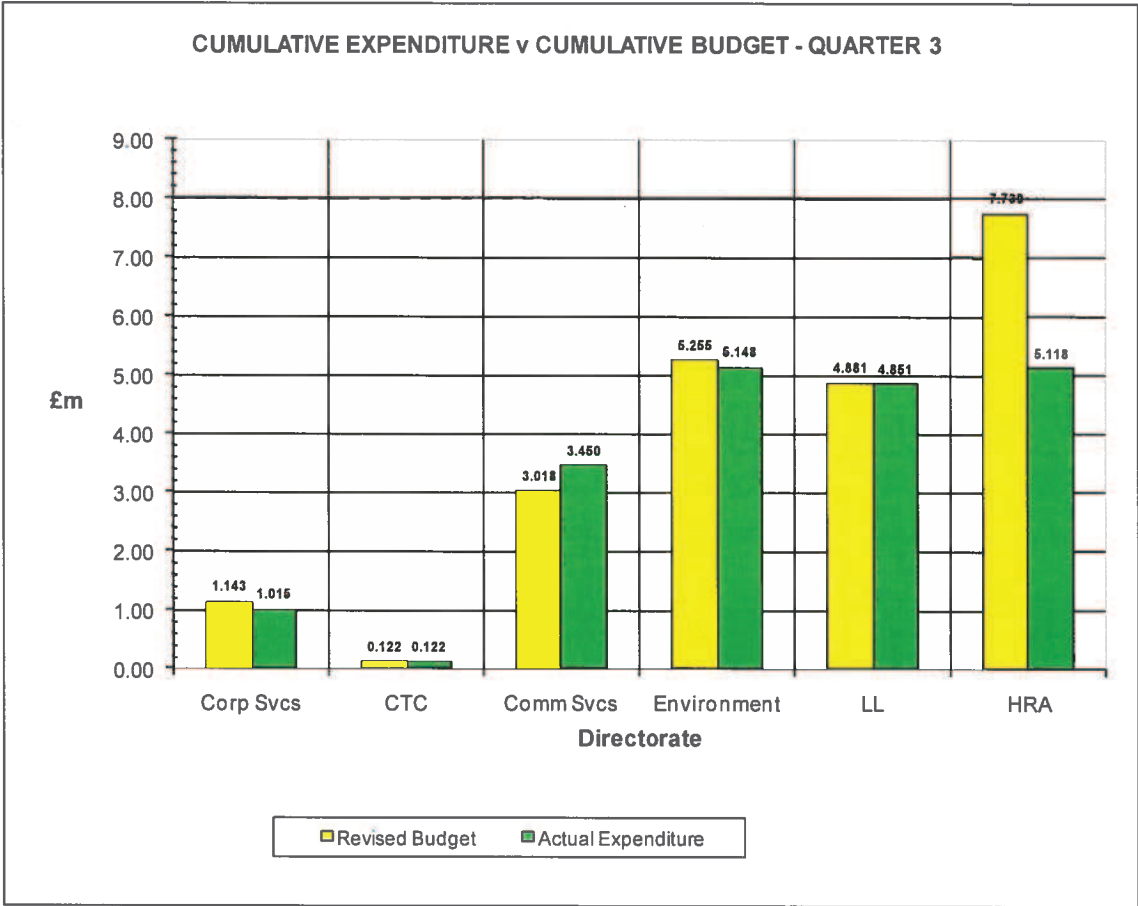
EXPENDITURE	Revised Budget	Cumulative Profiled Budget Quarter 3	Cumulative Expenditure Quarter 3	Variance Expenditure v Profiled (Under)/Over
	£m	£m	£m	£m
Corporate Services	3.314	1.143	1.015	(0.128)
Clwyd Theatr Cymru	0.180	0.122	0.122	0.000
Community Services	3.955	3.018	3.450	0.432
Environment	10.877	5.255	5.148	(0.107)
Lifelong Learning	8.115	4.881	4.851	(0.030)
Council Fund Total	26.441	14.419	14.586	0.167
Housing Revenue Account	11.591	7.739	5.118	(2.621)
Programme Total	38.032	22.158	19.704	(2.454)

3.06.2 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 £22.158m; recorded expenditure represents 88.92% of the profiled budget total, a net variance (underspend) of £2.454m. The cumulative position (by directorate) is displayed in the chart below.

3.06.3 The significant variances (those greater than £0.025m) are individually listed in Appendix D, together with the reasons for such, and the required remedial action.

3.06.4 All other variances (those less than £0.025m), are aggregated within Appendix D, for each directorate. The aggregated figures include nil variances in some cases (such as Clwyd Theatr Cymru), which are listed in order to account for the total budget element (£0.180m in the case of Clwyd Theatr Cymru) which forms part of the overall budget total of £38.032m, as recorded in the above table and throughout the report.

3.06.5 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.



3.07.1 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	20.501	9.836	30.337
Housing Revenue Account	1.944	9.891	11.835
	22.445	19.727	42.172
Not Yet Committed (Adjustment)			
Council Fund	0	0	0
Housing Revenue Account	0	0	0
	0.000	0.000	0.000
Rollover			
Council Fund	(3.404)	(0.009)	(3.413)
Housing Revenue Account	(0.244)	0	(0.244)
	(3.648)	(0.009)	(3.657)
Savings			
Council Fund	(0.483)	0	(0.483)
Housing Revenue Account	0	0	0
	(0.483)	0.000	(0.483)
Total Financing Resources	18.314	19.718	38.032

3.07.2 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.

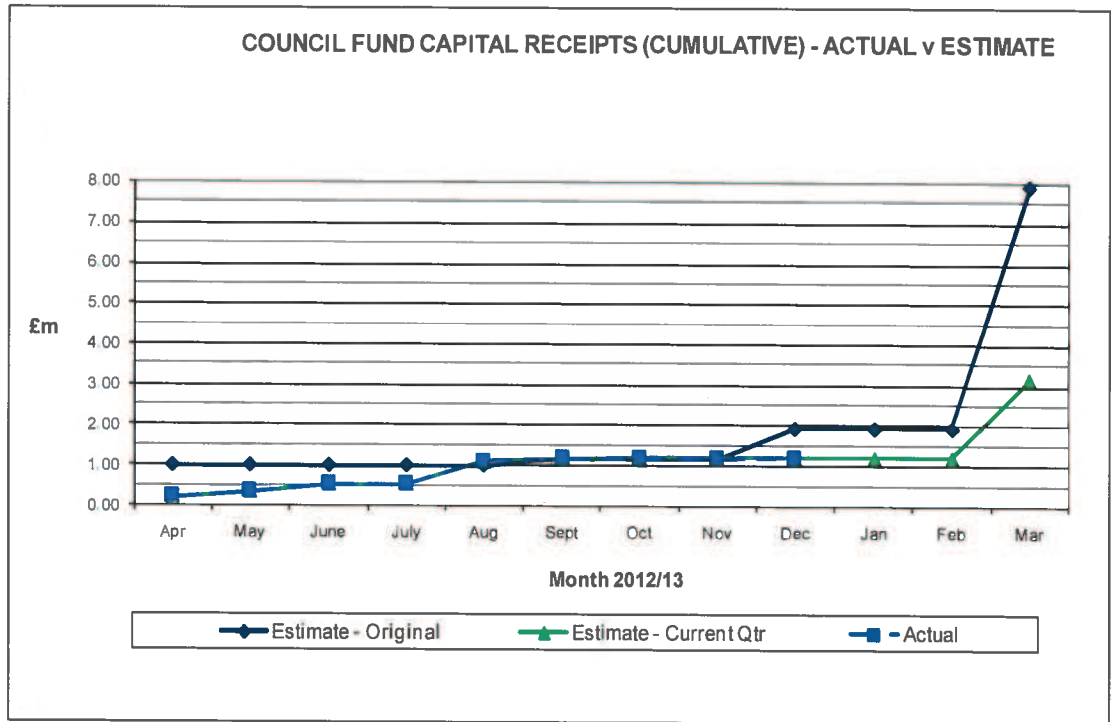
3.07.3 The chart below provides details of the moving (cumulative) capital receipts position – 3 line graphs, 2 of which record the moving estimate and 1 recording actual receipts. The positions are summarised as -

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 (£3.181m), with the major part of the receipts total anticipated in March 2013.

Actual – The value of actual receipts received as at Quarter 3 (£1.221m).



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

3.07.4

4.00 RECOMMENDATIONS

4.01 Cabinet is requested to:-

- a) Approve the contractually committed rollover adjustments as detailed in Section 3.04.
- b) 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 : Rollover to 2013/14
Appendix D : Variances

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

Capital Programme Monitoring Papers 2012/13

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

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	Savings	Projected Outturn 2012/13
£m	£m	£m	£m	£m	£m	£m	£m	£m
Council Fund :								
Corporate Services								
Information Technology	0.282	0	0	3.200	0	(0.218)	(0.033)	2.949
Flintshire Connects	0.271	0	0	0.521	0	(0.256)	0	0.265
Corporate Finance	0.144	(0.271)	(0.063)	0.100	0	0	0	0.100
3.458	0.697	(0.271)	(0.063)	3.821	0.000	(0.474)	(0.033)	3.314
Theatre								
Clwyd Theatr Cymru	0.050	0.095	0.050	0.220	0	(0.040)	0	0.180
0.025	0.050	0.095	0.050	0.220	0.000	(0.040)	0.000	0.180
Community Services								
Private Sector Renewal/Improvement	0.319	0	0	3.938	0	0	0	3.938
Depot (Housing)	(0.001)	0	0	(0.001)	0	0	0	(0.001)
Learning Disability	(0.001)	0	0	(0.001)	0	0	0	(0.001)
Children's Services	0	0	0	0.050	0	0	(0.050)	0
Physical & Sensory Disability	0.004	0	0	0.004	0	0	0	0.004
Travellers' Sites	0	0	0.015	0.015	0	0	0	0.015
3.669	0.321	0.000	0.015	4.005	0.000	0.000	(0.050)	3.955

Changes :	Previous = Cumulative as at previous quarter
	Current = As at this quarter (See Appendix B)
Key to Headings {	Cumulative (See Section 3.03)
(Cumulative (See 3.04)
(Cumulative (See 3.05)

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	Savings	Projected Outturn 2012/13
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Environment									
Administrative Buildings	2.975	0.200	0	(0.570)	2.605	0	(0.115)	0	2.490
Industrial Units	0	0.027	0.003	0	0.030	0	0	0	0.030
Sustainable Waste Management	0	0.008	0.116	0.805	0.929	0	0	(0.008)	0.921
Engineering	1.735	0.403	(1.232)	0	0.906	0	(0.213)	0	0.693
General Environmental Enhancement	0.300	0.008	(0.300)	0	0.008	0	0	0	0.008
Highways	1.925	0.229	2.307	0	4.461	0	(0.118)	0	4.343
Planning Grant Schemes	0	0	0.011	0	0.011	0	0	0	0.011
Ranger Services	0	0.010	0.004	0	0.014	0	0	0	0.014
Regeneration	0.489	0.519	0	0	1.058	0	(0.512)	0	0.546
Transportation	1.700	0	0	0	1.821	0	0	0	1.821
	9.124	1.404	1.080	0.235	11.843	0.000	(0.958)	(0.008)	10.877

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	Savings	Projected Outturn 2012/13
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Lifelong Learning									
Leisure Centres	0	0	0.025	0.002	0.027	0	0	0	0.027
Swimming Pools	0.150	0	0	0	0.150	0	0	0	0.150
Community Centres	0.045	0	0	0	0.045	0	0	0	0.045
Countryside and Heritage	0	0.009	0	0	0.009	0	0	0	0.009
Recreation - Other	0.060	0	0	0	0.060	0	0	0	0.060
Recreation Grounds	0	0.001	0	0	0.001	0	0	0	0.001
Play Areas	0	0.004	0	0	0.004	0	0	0	0.004
Education - General	3.700	0.002	(3.087)	0.014	0.629	0	0	0	0.629
Primary Schools	0.080	0.582	1.794	0.007	2.463	0	(0.363)	(0.400)	1.700
Schools Modernisation	3.444	1.221	(1.242)	(0.074)	3.349	0	(0.130)	0	3.219
Community Youth Clubs	0	0	0.001	0	0.001	0	0	0	0.001
Secondary Schools	0	0.915	0.662	0.025	1.602	0	(0.552)	0	1.050
Special Education	0	1.030	0.929	0.001	1.960	0	(0.896)	0	1.064
School Improvement	0	0	0.001	0	0.001	0	0	0	0.001
Early Years	0	0	0	0.049	0.049	0	0	0	0.049
Minor Works, Furniture & Equipment	0.070	0.001	0	0	0.071	0	0	0	0.071
Schools - Additional Funding	0	0.035	0	0	0.035	0	0	0	0.035
	7.549	3.800	(0.917)	0.024	10.456	0.000	(1.941)	(0.400)	8.115

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	Savings	Projected Outturn 2012/13
£m	£m	£m	£m	£m	£m	£m	£m	£m
9.398	1.490	0	0.947	11.835	0	(0.244)	0	11.591
9.398	1.490	0.000	0.947	11.835	0.000	(0.244)	0.000	11.591

Housing Revenue Account :

Housing Revenue Account
Programme

Totals :

Council Fund	23.825	6.272	(0.013)	0.261	30.345	0	(3.413)	(0.491)	26.441
Housing Revenue Account	9.398	1.490	0	0.947	11.835	0	(0.244)	0	11.591
Grand Total	33.223	7.762	(0.013)	1.208	42.180	0.000	(3.657)	(0.491)	38.032

CHANGES DURING THIS PERIOD

		Detail	Funding Source (Specific Funding)	Increase * £m	Decrease £m	Net £m	Total £m
Council Fund :							
Corporate Services							
Corporate Finance		Movements of budget from the Health & Safety provision for : Travellers' Sites £0.015m and Education - General £0.014m			(0.029)	(0.029)	
		Movement of Budget from the Corporate Feasibility Provision for : Elfed High School £0.025m, Southdown Primary £0.005m, Ffynnongroew Primary £0.002m and Deeside Leisure Centre £0.002m			(0.034)	(0.034)	
				0.000	(0.063)	(0.063)	(0.063)
Clwyd Theatr Cymru							
Clwyd Theatr Cymru		Introduction of funding for Feasibility Study	Arts Council for Wales	0.050		0.050	
				0.050	0.000	0.050	0.050
Community Services							
Travellers' Sites		Health & Safety related works funded from Corporate Provision		0.015		0.015	
				0.015	0.000	0.015	0.015
Environment							
Sustainable Waste Management		Balance of Regional Capital Access Fund (RCAF) funding	Welsh Government	0.235		0.235	
				0.235	0.000	0.235	0.235

CHANGES DURING THIS PERIOD (continued)

		Detail	Funding Source (Specific Funding)	Increase *	Decrease	Net	Total
				£m	£m	£m	£m
Council Fund :							
Lifelong Learning							
Leisure Centres		Deeside Leisure Centre - Feasibility Sstudy funded from corporate provision		0.002		0.002	
Education - General		School kitchens - Health and Safety related works funded from corporate provision		0.014		0.014	
Primary Schools		Funding introduced from the Corporate Feasibility provision for : Southdown Primary £0.005m and Ffynnongroew £0.002m		0.007		0.007	
		Adjustment to correct previous virement for Penyffordd Junior £0.001m		0.001		0.001	
Secondary Schools		Elfed High School £0.025m - Feasibility studies, funded from corporate provision		0.025		0.025	
School Modernisation		Reduction in requirement for Shotton Taliesin Infants £0.094m as a result of scheme re-profiling into 2013/14 and an increase in funding for Ysgol Y Foel scheme £0.020m as a result of increased costs	Prudential Borrowing	0.020	(0.094)	(0.074)	
Early Years		Funding introduced for Cross Tree Lane £0.022m, St Winefrides Holywell £0.013m and Glanrafon Mold £0.014m	CERA £0.026m, WG £0.013m, Schools Contribution £0.010m	0.049		0.049	
				0.118	(0.094)	0.024	0.024
Total - Council Fund							0.261

Housing Revenue Account :

Housing Revenue Account							
Programme		Programme adjustments reflecting the introduction of CERA funding and additional Capital Receipts	CERA £0.755m	0.947		0.947	
				0.947	0.000	0.947	0.947

Grand Total**1.208**

* Increases reflect new funding

ROLLOVER TO 2013/14

	Detail	Reviewed Spending Plans £m	Contract Retentions £m	Total Rephasing £m
Council Fund :				
Corporate Services				
Information Technology	The Microsoft and Website infrastructure projects, whilst having the contracts placed for the licences and underpinning infrastructure in place, ongoing implementation will begin during the next financial year. In relation to Electronic Document & Record Management Systems (EDRMS), the Records Management and procurement and implementation of federated search have been delayed until 2013/14	(0.218)		(0.218)
Flintshire Connects	Main works at Connah's Quay to commence in 2013/14. Retention fees for Holywell also rolled forward	(0.250)	(0.006)	(0.256)
	Total Corporate Services	(0.468)	(0.006)	(0.474)
Clwyd Theatr Cymru				
Clwyd Theatr Cymru	Works in auditoria need to be rolled forward to the summer due to current schedule of performances	(0.040)		(0.040)
	Total Clwyd Theatr Cymru	(0.040)	0.000	(0.040)
Environment				
Administrative Buildings	Works are now completed at the Daniel Owen Centre with £0.006m of retention due in 2013/14. £100k of DDA Works have been through the tender process with work due to begin late March, 2013 and into 2013/14. Alltami Depot retention of £0.009m	(0.100)	(0.015)	(0.115)
Engineering	Mold Flood Alleviation Scheme is a currently approved Welsh Government Scheme with an estimated cost of £2.9m which is committed to proceed through design, development & construction during 2012/13 & 2013/14. It is necessary to have a provision to cover FCC contributions within the terms and conditions of the funding	(0.213)		(0.213)
Highways	Local Asset Backed Vehicle - following the elections in May, the Council has reviewed its policy priorities and is keen to find creative ways of funding the investment needed to achieve them. One option being the formation of a local asset backed vehicle, which the Council will explore in 2013/14	(0.118)		(0.118)
Regeneration	The Town Action Plan capital allocation is tied to the delivery of the European Regional Development Fund project and is being delivered alongside, and provides the match funding for, the project. This draws down just over £2m in WG/EU funding. The current allocation is due to be spent over 2013/14 and 2014/15 (ERDF Project Period). Project development work and consultation in the town centres is underway to produce detailed designs and schedules of cost prior to implementation on the ground taking place	(0.512)		(0.512)
	Total Environment	(0.943)	(0.015)	(0.958)

ROLLOVER TO 2013/14 (Continued)

	Detail	Reviewed Spending Plans £m	Contract Retentions £m	Total Rephasing £m
Council Fund :				
Lifelong Learning				
Primary Schools	Sums due for release 12 months after the completion of related contract works (as with other retentions listed below)		(0.051)	(0.051)
	7 Schemes 'on hold' to commence in 2013/14 including Hawarden Penarlag replacement windows and doors £0.112m	(0.312)		(0.312)
Schools Modernisation	Retentions		(0.130)	(0.130)
Secondary Schools	Retentions		(0.017)	(0.017)
	2 Schemes 'on hold' to commence in 2013/14 including Mold Alun replacement windows £0.102m	(0.125)		(0.125)
	Elfed High School, Buckley - replacement windows and doors. Specification disputes have delayed the scheme. Orders will be placed in 2012/13 with work commencing in the new financial year	(0.250)		(0.250)
	Ysgol Maes Garmon, Mold - replace windows and doors to block 1. Scheme now due to complete at the end of April	(0.160)		(0.160)
Special Schools	Retentions		(0.015)	(0.015)
	6 DDA rolling programme schemes 'on hold' to commence in 2013/14, currently at the design stage, including Hope Castell Alun £0.262m, Hawarden High School £0.161m and Buckley Elfed £0.159m	(0.881)		(0.881)
	Total Lifelong Learning	(1.728)	(0.213)	(1.941)
	TOTAL - COUNCIL FUND	(3.179)	(0.234)	(3.413)
Housing Revenue Account :				
Housing Revenue Account	Heating Replacement - Completion of scheme delayed until 2013/14	(0.148)		(0.148)
	Glan-y-Morfa - Completion of scheme delayed until 2013/14	(0.076)		(0.076)
	Rewiring		(0.020)	(0.020)
	TOTAL - HOUSING REVENUE ACCOUNT	(0.224)	(0.020)	(0.244)

CORPORATE SERVICES

Capital Budget Monitoring 2012/13 (Quarter 3)

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	2.949	0.930	0.758	(0.172)	(0.028)	On-going negotiations with supplier for Microsoft Enterprise Agreement	
Flintshire Connects	0.265	0.213	0.257	0.044	0.000	Expenditure slightly ahead of profiled budget	
Other Variances (Aggregate)*	0.100	0.000	0.000	0.000	0.000		
Total:	3.314	1.143	1.015	(0.128)	(0.028)		

* See Section 3.06.4 of the Report

Variance = Expenditure v Profiled Budget

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CLWYD THEATR CYMRU

Capital Budget Monitoring 2012/13 (Quarter 3)

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)*	0.180	0.122	0.122	0.000	0.000		
Total:	0.180	0.122	0.122	0.000	0.000		

* See Section 3.06.4 of the Report

Variance = Expenditure v Profiled Budget

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COMMUNITY SERVICES

Capital Budget Monitoring 2012/13 (Quarter 3)

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)*	3.953	3.015	3.445	0.430	(0.006)	CESP Top Up loans exceeded original profile – awaiting external funding	£0.300m CESP funding from grant to be introduced in Quarter 4
Other Programme Areas :							
Other Variances (Aggregate)*	0.002	0.003	0.005	0.002	0.002		
Total :	3.955	3.018	3.450	0.432	(0.004)		

* See Section 3.06.4 of the Report

Variance = Expenditure v Profiled Budget

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ENVIRONMENT

Capital Budget Monitoring 2012/13 (Quarter 3)

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	2.490	1.042	1.125	0.083	0.032	Expenditure slightly in advance of profile Awaiting transfer of spend to save and feed in tariffs funding for energy efficiency schemes	
Engineering	0.693	0.229	0.121	(0.108)	(0.010)	Majority of land drainage schemes have not progressed due to additional funding for Mold FAS currently being negotiated with WG	Rollover of expenditure into 2013/14 likely due to Mold FAS being a priority scheme and requires the necessary FCC funding from existing resources
Highways	4.343	2.543	2.449	(0.094)	(0.019)	Slight delays on bridge assessment works due to adverse weather Prudential Borrowing schemes that are behind schedule are to now be completed in Quarter 4	Ensure programmes are managed in line with expenditure profiles

ENVIRONMENT

Capital Budget Monitoring 2012/13 (Quarter 3)

Programme Area	Total Budget	Profiled Budget	Actual Exp.	Variance (Under)/Over	Variance Previous Quarter	Cause of Variance	Action Required
	(£m)	(£m)	(£m)	(£m)	(£m)		
Other Variances (Aggregate)*	3.351	1.441	1.453	0.012	(0.298)	Cumulative variances over the remaining capital programme within the Environment Directorate	
TOTAL	10.877	5.255	5.148	(0.107)	(0.295)		

* See Section 3.06.4 of the Report

Variance = Expenditure v Profiled Budget

LIFELONG LEARNING

Capital Budget Monitoring 2012/13 (Quarter 3)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (Under)/Over (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
Play Areas	0.004	0.042	0.093	0.051	0.035	Budget held within Balance Sheet	Funding to be drawn down at year end
Primary Schools	1.700	1.092	1.067	(0.025)	(0.057)	Variance within R&M backlog works	Pending final accounts against schemes
Schools Modernisation	3.219	2.318	2.282	(0.036)	(0.034)	Uncleared accrual	Awaiting final account, being dealt with by Design Services
Secondary Schools	1.050	0.621	0.586	(0.035)	0.000	Variance within R&M backlog works	Pending final accounts against schemes
Other Variances (Aggregate)*	2.142	0.808	0.823	0.015	0.060		
Total:	8.115	4.881	4.851	(0.030)	0.004		

* See Section 3.06.4 of the Report

Variance = Expenditure v Profiled Budget

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HOUSING REVENUE ACCOUNT (HRA)

Capital Budget Monitoring 2012/13 (Quarter 3)

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	5.542	3.554	2.258	(1.296)	(0.423)	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.
Accelerated Programmes	0.180	0.160	0.111	(0.049)	(0.023)		
Disabled Adaptations	1.176	1.073	0.785	(0.288)	0.000	Disabled Adaptations is fully committed. Variance is internal recharges pending	Internal recharges to be actioned in Quarter 4
WHQS Improvements	4.350	2.867	1.767	(1.100)	(0.471)	The kitchen project was split into 2 contracts, the second of which was tendered late in the year but accounts for the major part of the budget	Kitchen Replacement Programme will be re-profiled in Qtr 4. 1400 Kitchen will now be completed rather than original 922 committed.
Other Variances (Aggregate)*	0.343	0.085	0.197	0.112	(0.028)		
Total:	11.591	7.739	5.118	(2.621)	(0.945)		

* See Section 3.06.4 of the Report

Variance = Expenditure v Profiled Budget

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CORPORATE RESOURCES OVERVIEW & SCRUTINY
COMMITTEE
DATE: 14TH MARCH 2013
REPORT BY: MEMBER ENGAGEMENT MANAGER
SUBJECT: QUARTER 3 SERVICE PERFORMANCE REPORTS

1.00 PURPOSE OF REPORT

To note and consider the 2012/13 Quarter 3 service performance reports produced at the Head of Service/Divisional level under the adopted business model of the Council. The reports cover the Quarter 3 period (October to December 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 3 (October to December 2012) performance reports are attached at Appendix 1 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 1.

4.00 RECOMMENDATIONS

That the Committee considers the 2012/13 Quarter 3 performance reports produced by the Heads of Service, highlights and monitor poor performance and feedback details of any challenge to the Policy, Performance & Partnerships Team who are responsible for the overview and monitoring of improvement targets, for inclusion in the report to the Cabinet.

5.00 FINANCIAL IMPLICATIONS

None as a result of this report.

6.00 ANTI POVERTY IMPACT

None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

None as a result of this report.

8.00 EQUALITIES IMPACT

None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

None as a result of this report.

10.00 CONSULTATION REQUIRED

Not applicable

11.00 CONSULTATION UNDERTAKEN

Not applicable

12.00 APPENDICES

Appendix 1 - Appendix 1 1.1 – Finance,
Appendix 1.2 – Human Resources & O.D. , Appendix 1.3 – ICT and
Customer Services, Appendix 1.4 - Legal & Democratic
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	January 2013
Report Period	Quarter 3 1 st October 2012 to 31 st December 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 3 has been pleasing; good progress has been made in a number of key areas, and where performance has fallen below target actions are in place to secure improvements going forward.

Report highlights for this quarter are the following items:

Performance	3 key performance indicators over which Finance has complete control have all met the target for the quarter, with a green RAG status.
Flintshire Futures	<p>The Finance work stream of Flintshire Futures has been set up with four 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	<p>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 and grades were released to employees and the final assimilation meetings took place and were completed by 23 October. The implementation date has been agreed as 1 January 2013.</p>

Other highlights by service area are as follows: -

Corporate Finance	<p>Attention during the quarter turned towards developing and updating the Medium Term Financial Plan 2013/14 – 2017/18, and preparations continued for balancing and setting the 2013/14 revenue and capital budgets. Notification of funding from Welsh Government was received in Q3 through the Welsh Local Government Settlement and initial budget proposals for 2013/14 were presented to Cabinet in December.</p> <p>Following consideration by Overview and Scrutiny Committees in January, final budget proposals will be considered by Cabinet on 19 February prior to recommending to County Council on 1 March.</p> <p>Following consideration by Audit Committee, the Treasury Management Mid-Year report for 2012/13 was reported to Cabinet and Council 16th October and 13th November respectively. The Policy and Strategy statement for 2013/14 will be considered by Audit Committee in January and February.</p> <p>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.</p>
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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. There have been some issues relating to secure access to government websites which has meant that the service has had to invest in hardware to overcome this problem. This has been done as an 'Invest to Save' initiative because there are efficiency advantages and also with a full 'Agile' working solution the service can make reductions in office accommodation. This part of the pilot has commenced in Q3 and will be monitored to measure its effectiveness.</p> <p>Following the end of the quarter, notification was received that the planned change to Council Tax Support schemes which would have required Council Tax payers in receipt of support to pay 10% of the bill was changed to give 100% support for a further year. This is being followed through from a budget and service planning perspective.</p> <p>The Revenues Service is continuing to work on improvements to 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 also enables payment in advance for goods and services over the web. Once this stage of the project is completed, the next stage will enable Life Long Learning to introduce a facility for Schools to offer payments for pupils, such as school meals, tuition and school trips over the web. This stage of the project is on track to be completed by March 2013.</p>
Internal Audit	<p>The performance of Internal Audit is reported to the Audit Committee on a quarterly basis.</p>
Clwyd Pension Fund	<p>The performance of the Clwyd Pension Fund is reported to the Pension Panel, consisting of elected members from Flintshire CC, Denbighshire CC and Wrexham CBC and staff/union observers, on a quarterly basis and can be found at www.clwydpensionfund.org.uk</p>

2. Performance Summary

2.1 Improvement Plan Monitoring

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

KEYS









Progress RAG

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

Outcome RAG

R	Low - lower level of confidence in the achievement of outcome(s)
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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 on-going refinement and development
1.3 To reduce asset costs and maximise income and receipts	December 2016			On track, for a more general overview of progress please see the Assets and Transportation Q3 Performance Report
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

R High Risk
A Medium Risk
G Low Risk

Commentary is included in section 3 for those SARCS: -

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

SARC	Previous RAG Status	Current RAG Status	Green Predictive	Commentary
CG06 Medium Term Financial Strategy			TBC	
CG07 Financial Management & Control			TBC	
CD38 Welfare Reform			2016/17	See section 3.2

2.3.1 Performance Indicators and Outcome Measures





Key


	Target missed
	Target missed but within an acceptable level
	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
DWP1L* Time taken to process new housing / council tax benefit claims	18 days	17.05 days	18 days	16.03 days		Improved from previous quarter
DWP2L* Time taken to process housing / council tax benefit changes of circs	9 days	8.03 days	9 days	6.6 days		Improved from previous quarter
CFH/007 Percentage of 2012/13 Council Tax collected in year (cumulative)	97.6%	58.26%	86.40%	86.45%		Not Applicable
CFH/008 Percentage of 2012/13 Business Rates collected in	99.0%	62.32%	88.80%	88.72%		Not Applicable (See section 3.2)

year (cumulative)						
CFH/006* Percentage of undisputed invoices paid on time (30 days)	95.0%	78.80%	95%	90.80%		Improved (see section 3.1)

2.3.2 Improvement Target Action Plan Monitoring

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

Ref	Action & Planned Completion date	Progress
DWP1L*	Turnaround times are monitored weekly and resources allocated to achieve the annual target	✓
DWPL2*	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
Wales Audit Office	Audit of Housing Benefit and Council Tax Benefit claim for the year ended March 2012 30 November 2012	Qualification Letter with direction from DWP to carry out additional work

3. Exception Reporting

3.1 Corporate Finance

Improvement Plan Monitoring

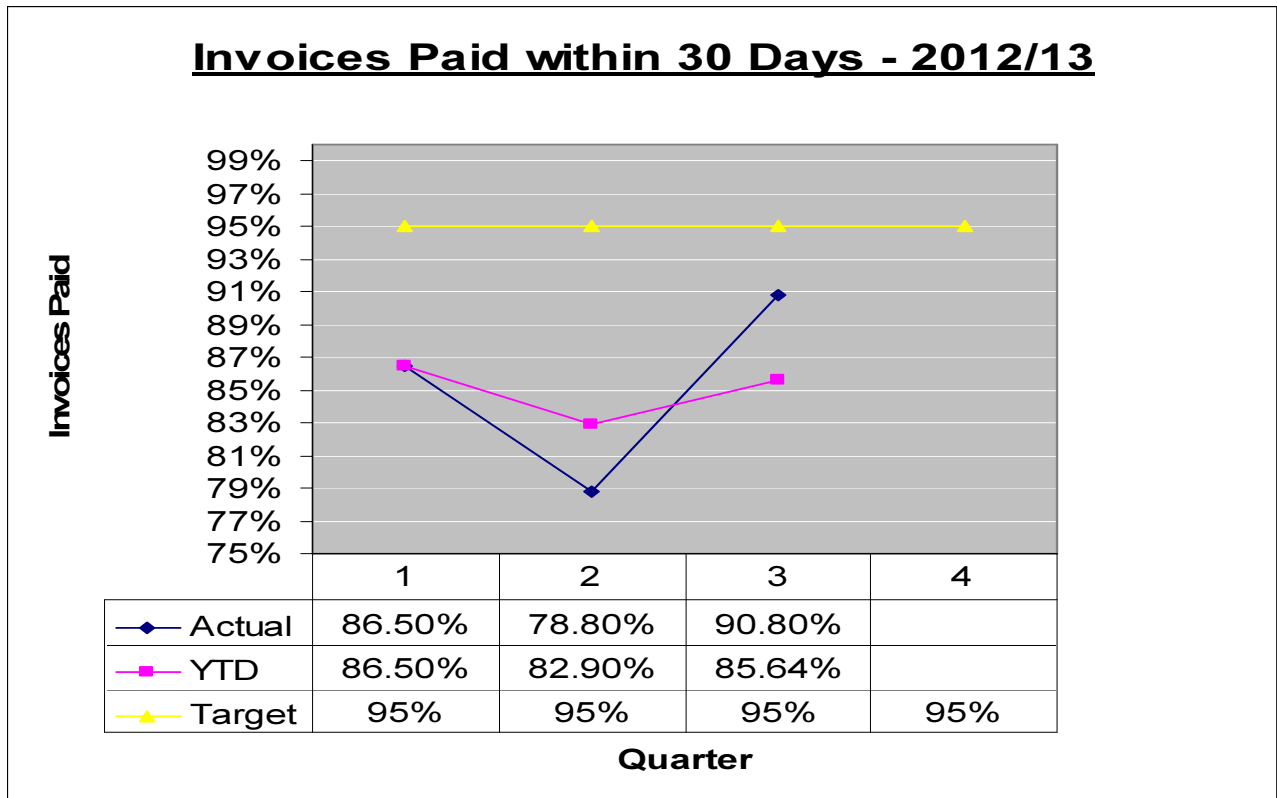
Adopt a corporate fees and charges / income maximisation policy and review fees and charges and maximise income

Deloittes were commissioned to assist with this work, building on a Pan Wales study of income generation opportunities. Members agreed not to pursue this work immediately as part of the 2012/13 budget strategy.

As part of the 2013/14 budget strategy the Deloittes work has been revisited and a number of proposals included in the 2013/14 budget considerations. Work on a corporate charging policy is scheduled to be progressed in the early part of 2013/14.

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 90.8%, quarter 3 performance is a substantial improvement from quarter 2. Although this is largely due to the rectification of the problems with external feeder files that had adversely affected quarter 2 performance, there is also an underlying improvement as can be seen by the improved performance when compared to quarter 1. It is hoped that the implementation of the Finance Function Review and initiatives relating to the new Purchase 2 Pay system and 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 on-going 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 was undertaken in November.

Review of Corporate Grants Register

Internal Audit have reviewed the Corporate Grants Register during quarter 2. Work has now commenced in Quarter 3 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. Now that the new structure will be implemented with effect from January 2013 it is intended that the project will be revisited in latter part of 2012/13 and form part of the Corporate Finance service plan 2013/14.

3.2 Revenues & Benefits

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

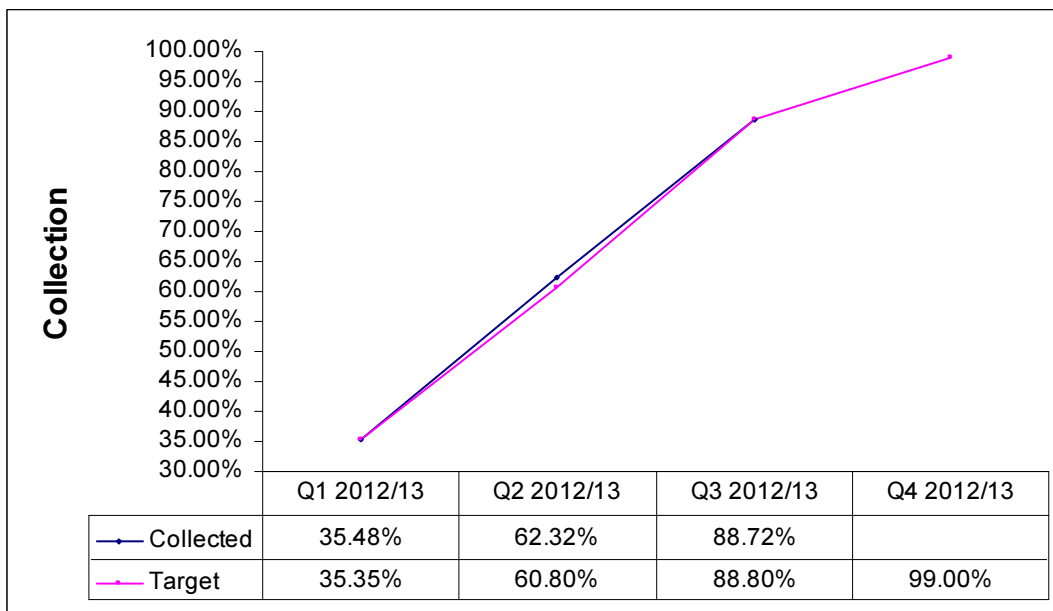
Welfare Reform

Board meetings have continued to take place which involve elected members and representatives from a wide range of partner organisations to ensure that there is a collaborative approach locally, to this work. The SARC has been revised to reflect emerging risks in the project. The recruitment of 2 officers whose roles will involve making contact with individuals affected by the changes in the benefit system has taken place internally, with one successful appointment. Since Quarter 2, Wales Government have provided financial support to match fund this work, which means that three positions can now be recruited to externally in Q4. This will greatly assist the work needed to support those residents who will be affected by the changes introduced by Welfare Reform

Performance Indicator and Outcome Measures

Collection of Business Rates is on track and the collection rate figures includes cases where empty rates have been levied and are in dispute as reported previously. If these cases were collected or identified as being valid reasons for non-collection the outcome would be an increase of 0.39% making the collection rate 89.11%, well above target. One of these cases is being tested in Court, the next hearing being in May. We will then be able to pursue the debt or apply an exemption as directed.

CFH 008 - Percentage of 2012/13 Business Rates collected in year (cumulative)



Service Action Plan Monitoring

Council Tax Support scheme

Whilst the task is broadly on track the risks to the service still 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. Consultation on discretions to the new scheme took place during the last weeks of December and first part of January. In January new regulations were laid by Welsh Government increasing support to 100% for 2013/14. Funding has been provided for the additional 10% support. Despite this, the risks remain because the budget is still finite and the funding does not take account of Council Tax rises in 2013/14 or fluctuations in caseload. There is still the impact of other Welfare Reform changes to come, which could affect the ability of people to pay.

Corporate Debt Review

The Corporate Debt Policy has now been approved by Cabinet in December and is ready for use as an operational document. A Fair Debt Policy has been drafted to determine our process of working with individuals with debt problems. This will be submitted for approval in Q4.

Work continues on the Corporate Debt project and it is pleasing to report positive results in chasing outstanding debts.

Funding has also been approved to procure a new Corporate Debt System. This is a positive step because the introduction of a new and efficient system will ensure that debt is collected in the most efficient way. It is likely that this will be introduced in mid 2013/14.

Collaborative Working

As part of the Welfare Reform project there continues to be active collaborative working in Wales amongst Benefit Managers to provide Wales Government and the Department of Works and Pensions with data to make decisions on the revised Council Tax Benefit Replacement Scheme and Universal Credit.

Quarterly Performance Report – Human Resources & Organisation Design

Report Author Helen Stappleton
Report Date February 2013
Report Period Quarter 3 (1st October 2012 to 31st December 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 and all users can view basic payslips on-line. All managers now have access to their employees' data. 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. The Learning Administration module will be implemented in early 2013.</p> <p>Progress continues to be made on the HR and OD review. JE questionnaires have been completed and have been job evaluated. The JE scores and interim grades will be communicated to the HR and OD team in January 2013.</p>
<p>Change</p>	<p>Preparation work is continuing to take place on developing guidance for managers on Organisational Design principles and in managing change successfully.</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 be 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 and the draft is completed. The Council's Competency framework has been redesigned and the appraisal process incorporates these new competencies. The proposed framework and approach to appraisals will be reviewed by the Corporate Management and Leadership teams early in 2013.</p>
<p>Consolidation</p>	<p>Single Status is progressing and the Council is at the closing stages of drafting a Single Status Collective Agreement. The design of a new pay and grading structure and the completion of Part III negotiations are imminent and will be concluded early in 2013.</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> <p>The partnerships with Deeside College for delivering the Council's Leadership and Management Development Programmes and the partnership with Wrexham County Borough Council for Occupational Health services continue to operate successfully.</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	June 2013			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:

 **R** 0  **A** 1  **G** 0

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

Indicator	Annual Target	Previous Quarter Outturn	Current Quarter Target	Current Quarter Outturn	RAG	Change e.g. Improved / Downturned
* CHR/002 - The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	9.8 FTE Days Lost	2.13	2.50	3.3		Downturned (Please see Section 3)

2.3.2 Improvement Target Action Plan Monitoring

Ref	Action & Planned Completion date	Progress
CHR/002	There is a continued programme of attendance management reporting and action planning across each Directorate. 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.	✓

	<p>Where necessary, capability measures are taken to address poor attendance. This includes first stage disciplinary through to dismissal.</p> <p>The review of the Attendance Management Strategy has been completed and focused work is being undertaken between HR / Occupational Health and Directorate Management Teams to implement early interventions to reduce levels of sickness absence, e.g. Environment and Community Services. The Physiotherapy pilot in Streetscene has commenced but it is too early at this stage to evaluate the impact.</p>	
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2.4 Key Actions from Service Plan Monitoring

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

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

Improvement Area	On-track?	Commentary
Customer		
<p>To provide the tools and development to meet the requirements of our customers, ensuring that our structures are shaped with the primary aim of delivering excellent customer services.</p>	<p>✓</p>	<p>The new HR and OD Service Structure has a revised implementation date of March 2013 as per the revised People Strategy Action Plan. The job evaluation questionnaires have been evaluated and the new interim grades will be available for communicating to affected employees in HR and OD in early 2013.</p> <p>iTrent Self Service modules has now been implemented for employees and managers, allowing changes to personal details and on-line access to pay information.</p> <p>The efficiency benefits from this project will be realised through the Cross Organisational Administration Review (e.g. automation of e-expenses, e-payslips etc) in the re-design of posts within that review and the reduction in headcount, together with evidence of improved management capability to manage teams and performance remotely, supported by clear performance and workforce data.</p> <p>The following has already been achieved:</p> <ul style="list-style-type: none"> • All Employees (Non Schools) have IT access to Employee Self Service and can view basic payslips

		<ul style="list-style-type: none"> All Managers (Non schools) with IT access have access to their employees' person and position data via Manager Self Service The roll out of automated expenses to all employees within corporate Services is complete and is now progressing into Environment and Lifelong Learning. <p>The following is currently being progressed:</p> <ul style="list-style-type: none"> Corporate Training module fully developed and tested. Learning Events to be available through Employee Self Service to all Employees (non Schools) by April 1st 2013 <p>This project will carry forward into the new 2013 – 2016 People Strategy.</p>
To develop a 'world class' HR service; supporting the facilitation of change; developing and retaining talent in the organisation	✓	See above
To support the delivery of strategic objectives and the provision of responsive transactional HR services to achieve customer excellence	✓	See above
Change		
To ensure that managers are confident and competent in being able to lead and manage change effectively	C	Regional 'Managing Change Effectively' programme in place with managers from Flintshire attending. Further work is required to embed improved practice.
To achieve planned organisational change and on going modernisation of service delivery	✓	Next phase of change is being scoped as part of Flintshire Futures Programme which will be more fundamental, focusing on the whole Council and reviewing service delivery models, support costs and overheads and organisational layers and spans of control. Lean review work, re-engineering of processes and implementation of agile working styles will continue to contribute 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.

<p>To promote a culture whereby employees and teams understand and participate in organisational change</p>	<p>✓</p>	<p>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. The implementation of a new competency framework, that defines 'desired' behaviours in relation to 'change' will also support the promotion of a culture where employees understand and participate in organisational change. This work will carry forward into the new 2013 – 2016 People Strategy.</p>
<p>Capacity</p>		
<p>To promote desired behaviours, in line with the 'Flintshire Competency Dictionary' across the organisation</p>	<p>✓</p>	<p>This project has also been integrated with the development of a new competency based Appraisal system under the Council's People Strategy / Workforce Worksteam (Flintshire Futures Programme). See 3c</p> <p>This project is progressing well with a new set of behavioural competencies having been mapped across into regional and FCC's original competency dictionary.</p> <p>The following has been achieved</p> <ul style="list-style-type: none"> • A new set of FCC behavioural competencies have been designed. • Consultation is on going with Leadership group, Managers, Trade Unions and employees (including those with protected characteristics) <p>The following progression will be implemented following consultation.</p> <ul style="list-style-type: none"> • Publication and communication of the final FCC Competency dictionary <p>Implementation of this project will carry forward into the new 2013 – 2016 People Strategy and be completed in the early part of the plan.</p>
<p>To remodel the workforce as part of corporate and service planning to ensure we have the right people with</p>	<p>✓</p>	<p>Workforce Planning framework is under development as per the revised People Strategy Action Plan. This will be</p>

<p>the right skills, in the right place at the right time</p>		<p>incorporated into a 'People Plan' which will be built into the service planning process – by February 2013. Workforce planning principles will also be followed during the organisation design process as part of the next phase of organisational change.</p> <p>This work will carry forward into the new 2013 – 2016 People Strategy.</p>
<p>To promote succession and continuity planning; identifying the potential and nurturing talent at every level of the organisation</p>	<p>✓</p>	<p>This project has been integrated with the development of a new set of behavioural competencies.</p> <p>The following has been achieved:</p> <ul style="list-style-type: none"> • A new competency based Appraisal process has been drafted. • Consultation is on going with Leadership Group, Managers, Trade Unions and Employees (including those with protected characteristics) • A new Competency based development framework has been designed. The framework aligns to all four levels of competency and links to the Appraisal process. This will enable staff and managers to plan and nurture talent at every level • The new competency based Development Framework has been created with our partners in Deeside College and TUC Wales - incorporating nationally recognised qualifications and the Essential skills agenda. <p>The following progression will be implemented following consultation.</p> <ul style="list-style-type: none"> • Publication and communication of a Competency based Appraisal scheme • Incorporation of the new Performance development model, designed for North Wales • Promotion and communication of the competency based development framework <p>Implementation of this project 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. The underpinning HR policy framework to support Agile has been developed, together with a suite of policies to support the effective implementation of Single Status, e.g. Workload Management, Annualised Hours, Working Time policies – all are positive in the promotion of Flintshire as a 'modern employer of first choice'.
To ensure we set and meet high standards in organisational, team and individual performance through sound people management practice, with specific priorities in applying consistent practice in attendance management, performance appraisals and recruitment	✓	Review of standards and levels of service being undertaken as part of HR and OD service review.
To provide and maintain a fair and equitable reward strategy to recognise and reward the contributions of employees and to support the organisation in recruitment and retention	✓	Linked to achievement of Single Status and new pay and grading structure and the development of a Reward Strategy.
Collaboration		
To continue to develop and maintain a positive employee relations culture by promoting open and effective partnership working with trades unions	✓	Effective partnership working in place with TUs
To lead collaborative working innovative and responsive Human Resources shared solutions across the North Wales region	✓	Full participation in Collaborative working – e.g. sharing and co-development of HR policy and Outplacement services. Work has taken place to identify the policies that will be developed collaboratively. The Occupational Health partnership with Wrexham County Borough Council and

		<p>partnership with Deeside College to deliver Leadership and Management Development programmes continue to operate effectively</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>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	✓	<p>Every effort is made to promote mobility where possible in relation to regional collaborative projects and joint working across local authorities and public sector.</p>

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	No reports have been received during this quarter	N/A

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 was 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 February 2012. The target 'effective' date will be no later than June 2013. Further details can be found in the November 2012 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 (without prejudice) within a similar timeframe to Single Status 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 settlement strategy is likely to be developed ready for negotiation with the Trade Unions by March 2013.

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

The Community Services Directorate Management Team continues to carry out the actions within the Attendance Management Strategy. This includes monitoring attendance on a quarterly basis at DMT and identifying priority areas for Departmental Attendance Reviews to be carried out. These reviews supported by Human Resources continue to take place across key services to identify if Council policy is being applied consistently and to provide support to Managers particularly where they have individual problematic cases.

Long term absence continues to have the most significant impact across all services. Senior Managers and HR are meeting shortly to discuss how we can improve attendance across the Directorate. One of the proposals to be discussed is the development of a pathway to enable employees to return to the workplace as soon as possible. This pathway will involve early intervention by managers to identify alternative work opportunities where employees are temporarily unable to return to their substantive role for health reasons. These supportive measures should result in employees returning to work much sooner.

Corporate Services

Absence continues to be pro-actively managed by respective DMT's in line with the Attendance Management policy. Days lost are marginally down on a like for like basis with 2011/12 for the 3rd quarter in a row. There is no complacency and attendance remains high on respective agenda's.

Environment

Absence levels have increased in 4 out of the 6 service areas in Quarter 3 compared to Quarter 2. Short-term, recurring absences continue to be a priority with interventions including dismissal taking place across the respective service areas. Long-term absences have also increased and Management Teams are working with HR and Occupational Health colleagues to establish the long-term prognosis of those cases in order to expedite ill-health dismissals where appropriate.

Lifelong Learning

There has been an increase in the absence levels in Lifelong Learning in quarter 3 compared to quarter 2, although this does reflect last year's trend. Monthly meetings to monitor sickness absence and the actions being undertaken within service areas continue. A further dismissal was made on grounds of ill health capability this quarter.

3c - Service Plan Monitoring.

As previously reported, 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 has been developed to meet the challenges of the future. The new competency framework and Appraisal system will be ready to commence implementation in the first part of 2013.

Quarterly Performance Report – ICT & Customer Services

Report Author Head of ICT & Customer Services
Report Date February 2013
Report Period Quarter 3: October - December 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 3 showed an average of 93% for calls resolved in agreed timescales slightly below the target of 94%. This is a considerable improvement over Q1 and Q2 figures though we continue to be vigilant to ensure that targets are met consistently.

Calls resolved at first point of contact are up on the previous quarter at 35.66%. 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 8,390 in Q3 compared with 8,075 in Q2, an increase of 3.9%

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 4.9 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. This will involve the implementation of new helpdesk software jointly procured with Wrexham and Gwynedd.

Project Updates

Collaboration – more details in section 3.1.3

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 are being tested to provide access from anywhere that provides access to the internet.

Service Review

- Service Review ongoing, delays have been experienced due to management capacity issues.
- Initial draft structural proposals are now being considered by management prior to presentation to members
- The planned review of the ICT Strategy will not now take place in 2012/13, it will now be progressed alongside the ICT Service Review implementation.

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 has now been operation for two months, and data on customer usage is provided in this report.
- The outcome of the review of the customer services team is due to be fully implemented on 1st January, 2013. This has resulted in changes in roles and increased capacity to support the roll out of corporate customer services projects.
- A review of the customer care policy and standards has commenced.
- Procurement of the replacement content management system for the website has now been completed and work is underway to begin the project. The target date for implementation has not yet been finalised.
- Procurement and development of a Flintshire 'App' is underway to provide an option for customers to contact the council via a mobile device.
- A plan is underway to relocate the customer services team and contact centre team to Alltami at the beginning of April 2013.

Procurement

- The service review is currently on hold pending the completion of the business case for both a regional procurement service. In the mean time shared management arrangements remain in place with Denbighshire and are working well. Flintshire have committed to the National Procurement Service and use of their hosted contracts for a period of five years subject to certain conditions. Value Wales have been selected as the host organisation for the NPS.
- 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 90% 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. A Project Manager has been recruited to manage the roll out process for e-sourcing and is working three days per week commencing February 2013
- 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. Greater volumes of invoices, need to be introduced in order to further test the performance of the solution. A further extension of the pilot period has been agreed in order to ramp up the volume and variety of invoices. A decision will be made at the end of May 2013 whether to proceed with formal arrangements.

ICT & Customer Services Quarterly Performance Report

- 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

- Host organisation will be Value Wales following competitive selection process.
- New arrangements unlikely to be in place until November 2013.
- Service to cover 20% of total public sector spend across repetitive spend categories

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 8,390 in Q3 compared with 8,075 in Q2, an increase of 3.9%. Whilst we are actively trying to drive call volumes down, it is nevertheless pleasing to note that the KPI's for call resolution have improved steadily and that Customer Satisfaction with calls remains high at 4.7 (2nd Level) to 4.9 (1st Level) out of 5.0</p>
<p>Customer Services - Complaints Handling</p>	<p>Customer complaints responded to within 10 working days across the Council as a whole shows an improvement from 70.17% in Q2 to 76.10% in Q3. The number of complaints received in Q3 has reduced from 289 in Q2 to 144.</p> <p>The number of complaints received specifically by the Environment directorate fell significantly from 206 in quarter two to 83 in this quarter, which is directly related to the reduction in Streetscene complaints.</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 over 97% in Q3, 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 service for Q3, the performance results measured against Q2 improved slightly by 0.2% to 91.9%..</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 yet again during Q3. This reduction of 242 enquiries can be attributed to a continued reduction in the number of Streetscene related enquiries, in addition to the general seasonal reduction in the number of enquiries submitted by customers over the Christmas period.</p> <p>Performance during this quarter in terms of response has improved from 96.7% in Q2 to 97.3% in Q3.</p>
<p>Customer Services - Website</p>	<p>The number of visitors to the website has fallen marginally during Q3 by 4.82% compared with the figures for second quarter. Website visits over the quarter containing the Christmas period are generally lower than the number of visits during the remainder of the year.</p> <p>The number of web pages visited continues to fall by 10.6%, which is likely a result of the combination of reduced traffic during the Christmas period, in addition to customers being more focussed on the information they wish to obtain or the task they undertake when visiting the website.</p>
<p>Customer Services – Streetscene Contact Centre</p>	<p>The 01352 701234 Contact Centre continues to make significant improvements, both in the number of calls processed, and the performance in relation to call handling.</p> <p>For the period of Q3 - Sep-Dec** 2012, 89% of calls presented were answered by the team (compared to 82% in Q2) in addition to an improvement in answer speed, with 73% of calls being answered within a 20 second threshold (compared to 59% for Q2)</p> <p>The number of calls abandoned by the customer after waiting 20 seconds has reduced significantly during Q3, with only 6.6% of calls abandoned by the customer exceeding 20 seconds.</p>

ICT & Customer Services Quarterly Performance Report

	<p>Regular and ongoing meetings between Customer Services and Streetscene operational teams continue to be held which prove beneficial in identifying service related issues and information sharing between the Contact Centre team and operational service teams at Alltami Depot.</p> <p>** An issue exists with the threshold for reporting, resulting in a total of 4 working days from 24/12/12 to 31/12/12 which have been excluded from the reporting for calls answered within a 20 second threshold. Service information messages played to callers over the Christmas period have extended the duration of the call prior to being answered. This issue is currently being investigated by IT with the software/equipment supplier.</p>
<p>Customer Services – Flintshire Connects (Holywell)</p>	<p>The Flintshire Connects centre in Holywell opened at the beginning of November 2012. As a new facility, full quarterly data is yet to be available, however the level of footfall recorded and the type of enquiries received to date has been included at the end of this report. Uptake for Flintshire Connects Holywell to date is good with 1591 visitors in the first 2 month period, and this is expected to increase exponentially as customers take-up the services and facilities offered within the centre.</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			Agile working continues to be piloted in service areas, needs to be fully aligned to Assets Strategy.
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				
4.1 To introduce the first phase of the Flintshire Connects programme	Dec-12			
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			Major progress made in third quarter but still not achieving agreed targets, anticipate on-going improvements

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		3		5
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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
ICTM1L Helpdesk Calls fixed on time	94%	92%	94%	93%		Improved
ICTM2L Helpdesk Calls resolved at first point of contact	35%	33%	35%	35.66%		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%	97.52%	98.0%	97.32%		Marginal Downturn
Answer direct dialled telephone calls within 15 seconds	No target set	91.74%	No target set	91.93%		Improved
Aim to respond to letters, e-mails and faxes within 10 working days (Virtual Contact Centre only)	93.0%	96.72%	93.0%	97.34%		Improved

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Percentage of Contact Centre calls answered in under 20 seconds	75%	61.75%	75%	72.69%		Improved
Percentage of Contact Centre 'lost' calls (abandoned by customer after 20 second threshold)	5%	13.73%	5%	6.65%		Improved
*CUSM1L % of Complaints completed within 10 working days (all directorates)	80%	70.17%	80.0%	76.10%		Improved

2.3.2 Improvement Target Action Plan Monitoring

Ref	Action & Planned Completion date	Progress
*CUSM1L	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	✓	Major focus from ICT Service on Corporate change projects and those supporting the

ICT & Customer Services Quarterly Performance Report

1c. Redevelopment of CRM solution with focus on Streetscene services		Council's improvement priorities
2. Managing the Service 2b. Review of current Helpdesk solution 2g. Identifying Directorate ICT Issues and Aspirations	✓	New helpdesk software now procured and implementation commenced.
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. Project underway to identify other services to be introduced to contact centre style working.
Improve arrangements for visitors to Council offices by reviewing customer access points - engagement with the Flintshire Connects project.	✓	Flintshire Connects Holywell opened on 1 st November 2012.
Introduce Customer Service Standards across all services together with monitoring and reporting processes starting with Street Scene services.	✓	Ongoing
Revise customer care policy and standards to meet the requirements of the Cabinet Office Government Standard – Customer Service Excellence and the Welsh Assembly Government's Building Better Customer Service Principles.	✓	Work has now commenced
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	✓	Procurement of new Web Content Management System

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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.		(CMS) in collaboration with other North Wales Councils will further extend website usage. Procurement of Mobile App will provide alternative options for customers to access council services.
Gather information relating to service specific customer satisfaction levels and introduce methods for measuring customer satisfaction where there are gaps.	✓	Being included within various projects e.g. Flintshire Connects & Channel Shift.
Implement the outcome of the review of the customer services team structure.	✓	New customer services structure implemented on 1 st January 2013.

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
WAO	ICT Infrastructure review	No Risks Identified
Internal Audit	ICT Training Unit	Substantial Assurance


3. Exception Reporting

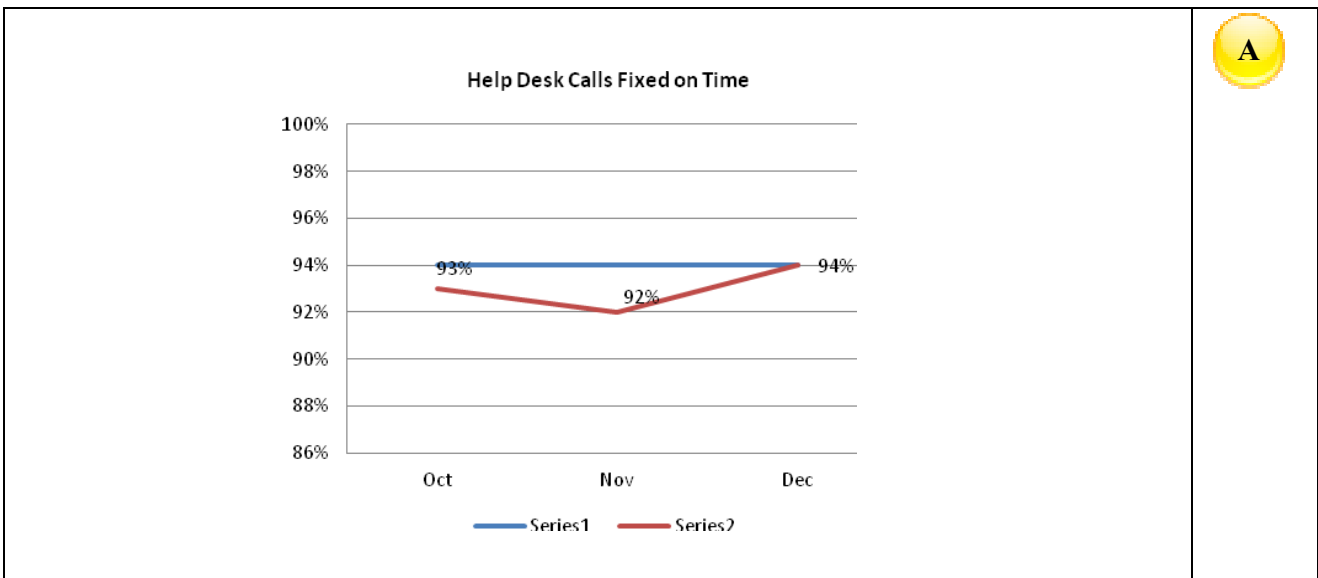
3.1 ICT


3.1.1 Performance

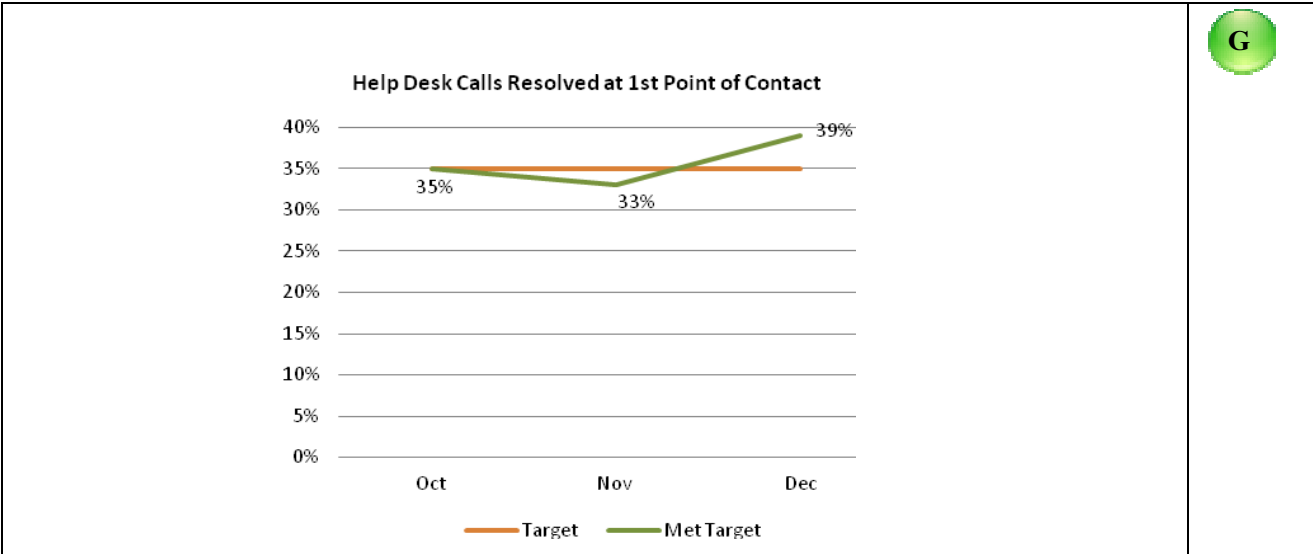
Performance for Quarter 3 showed an average of 93% for ICT Helpdesk calls resolved in agreed timescales slightly below the target of 94%. This is an improvement over Q1 and Q2 figures.

Calls resolved at first point of contact are up on the previous quarter at 35.66%. This is a welcome improvement in this KPI and is related to work that continues to be being undertaken to move more calls from 2nd Level support to the Helpdesk as part of the Helpdesk Improvement Plan.

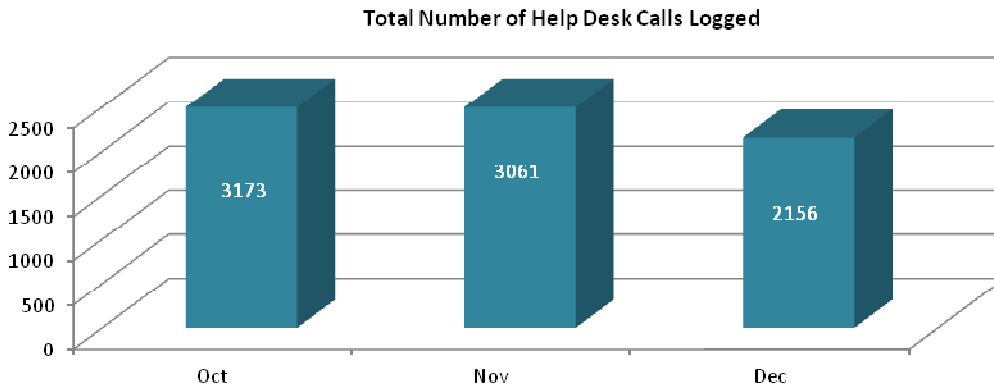
	ICTM1L Helpdesk Calls fixed on time
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	ICTM2L Helpdesk Calls resolved at first point of contact
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Call volumes were 8,390 in Q3 compared with 8,075 in Q2, an increase of 3.9%




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 4.9 out of a maximum of 5.0, and 4.73 for second level support.

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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	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
Oct	4.5	4.8	4.8	4.9	4.9
Nov	4.5	4.8	4.8	4.9	4.9
Dec	4.5	4.9	4.9	4.9	4.9

	2 nd Level Support Satisfaction
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	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
Oct	4.6	4.8	4.9	4.7	4.7	4.7
Nov	4.6	4.8	4.8	4.7	4.7	4.7
Dec	4.6	4.9	4.9	4.8	4.7	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. ICT Strategy Review delayed will now take place alongside the ICT Service Review in 2013/14.

CG09 Information Governance

Focus remains on Electronic Document & Records Management System (EDRMS) to support Flintshire Futures. The system is now live and there are a number of projects underway, with priority being given to Flintshire Futures projects.

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 and will support the Agile Working Flintshire Futures Project.

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. Phase 2 will begin in Flint during Q4.

42. Proactive engagement and involvement in regional and collaboration activities

Flintshire is taking a lead role in local, regional and national collaborative activities and has representation and lead roles on many groups and collaborative projects.

Flintshire is hosting the Capita One schools management system in support of the regional Schools Improvement Service.

- Capita One schools management system regional hosting – Flintshire is Hosting the system on behalf of the 6 North Wales Authorities. All 6 were live by September as planned and concludes the early phases of the project, implemented on time and on budget 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 with common processes, procedures and documentation.
- 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 and support greater collaboration.

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. Although progress on P2P has progressed well full implementation across the Council as a whole is unlikely to be completed before December, 2013. This delay has come to light from directorate implementation and the need to integrate with back end systems such as Technology Forge in Environment. Although implementation has been delayed progress against the business case in terms of volumes and values of orders processed via P2P are significantly ahead of target.

3.3 Customer Services

Supporting Information

	CUSM1L % 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

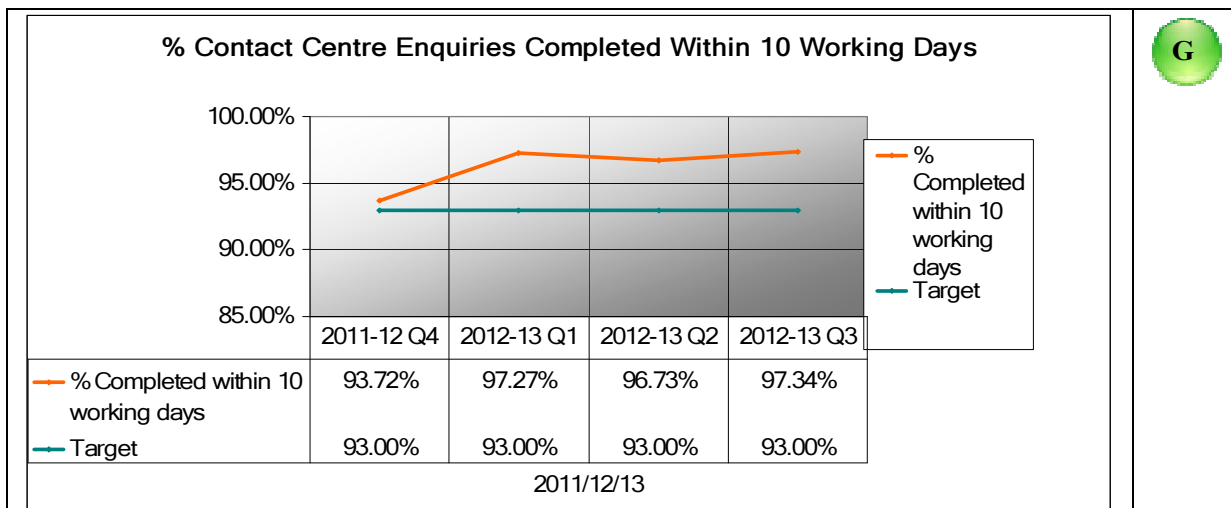
The number Virtual Contact Centre enquiries for Q3 once again shows a decrease in the number of enquiries received against the previous quarter (from 2870 to 2628).

The most popular enquiries listed by type received into the Virtual Contact Centre for Q3 period:

Refuse / Recycling - Order Items	724
Kerbside Recycling	190
Street Lighting	175
Missed Collection (Refuse / Recycling)	126

Performance for Virtual Contact Centre enquiries has been marginally improved over the previous and continues to exceed the 93% target which has been the case for the last four consecutive quarter periods.

ICT & Customer Services Quarterly Performance Report



Period	Total Virtual Contact Centre Enquiries Received	% Completed within 10 working days	Target	% Not completed within 10 working days
2011-12 Q4	3862	93.72%	93.00%	6.28%
2012-13 Q1	3178	97.27%	93.00%	2.73%
2012-13 Q2	2870	96.73%	93.00%	3.27%
2012-13 Q3	2628	97.34%	93.00%	2.66%

CUSM1L

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

Complaints

Complaints dealt with within 10 working days across the council have increased from 70.17% in the previous quarter to 76.10% for Quarter 3.

Community Services has made significant improvements from 56.14 % in Quarter 2 to 80.68% in Quarter 3; an improvement of 24.54%.

The performance within the Environment directorate has also improved by from 67.21% in Quarter 2 to 79.56% in Quarter 3.

Corporate Services received a low number of complaints for the quarter with only 8 received in total and nil for the month of December 2012.

ICT & Customer Services Quarterly Performance Report

Total number of complaints received by Flintshire County Council; Quarter 3.

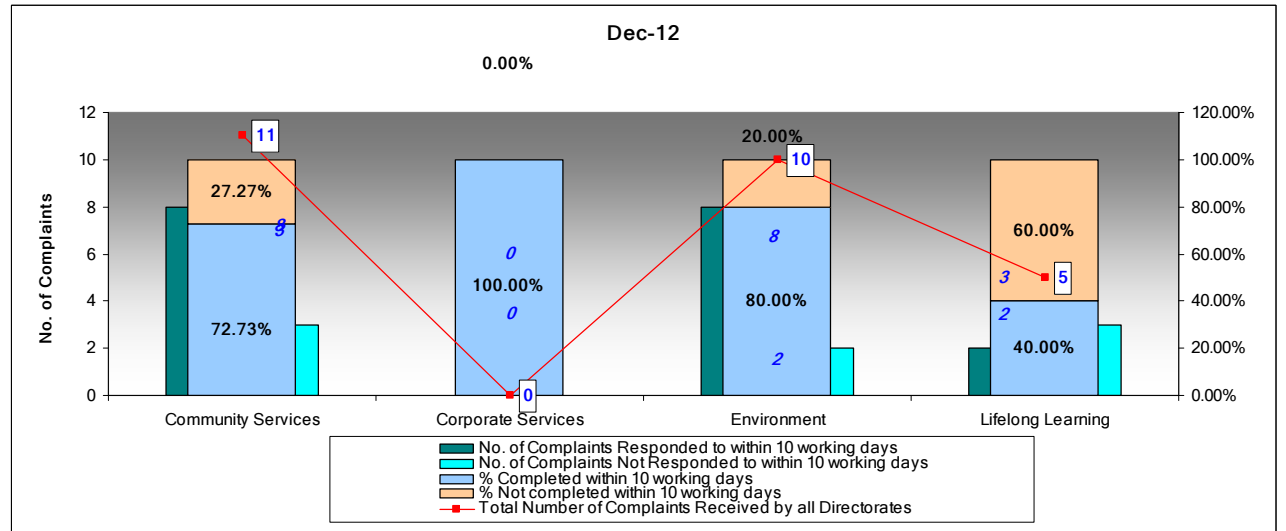
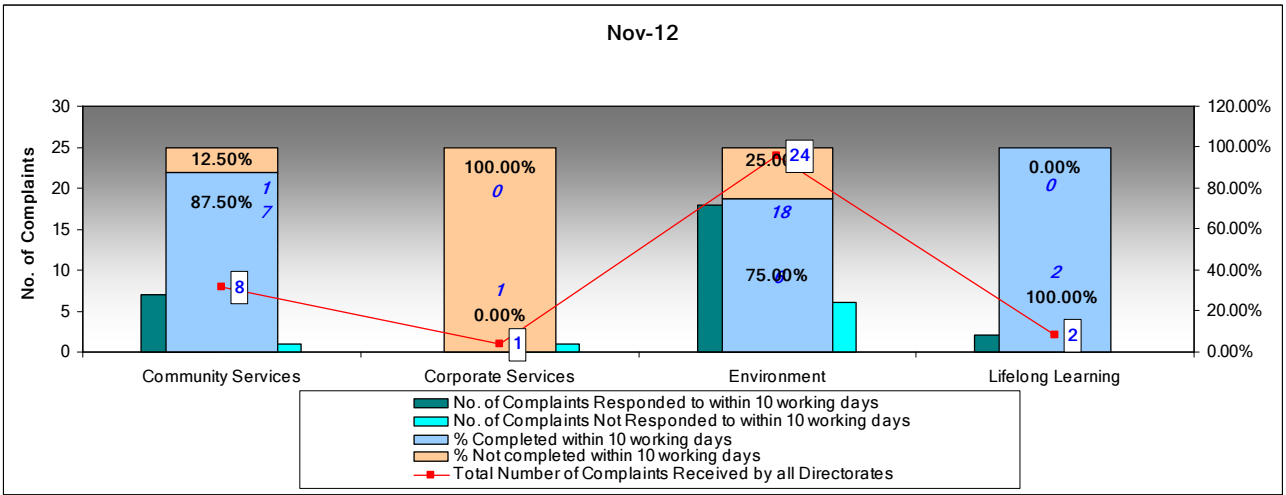
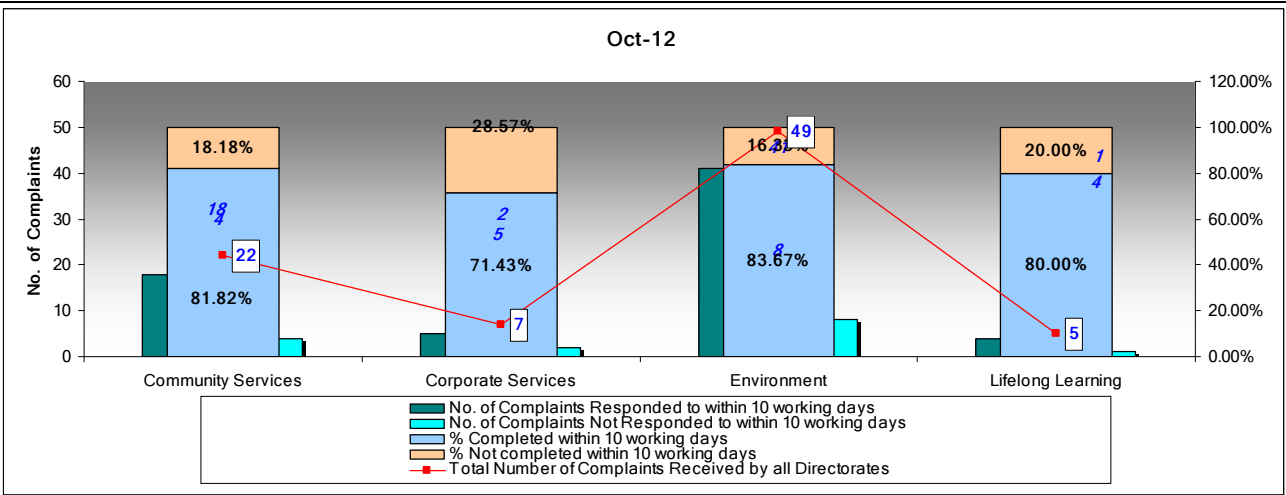
Period	Total Number of Complaints	No. of Complaints Responded to within 10 working days	No. of Complaints Not Responded to within 10 working days	% Responded to within 10 Working Days	% Not Responded to within 10 Working Days
Oct-12	83	68	15	81.93%	18.07%
Nov-12	35	27	8	77.14%	22.86%
Dec-12	26	18	8	69.23%	30.77%
Totals	144	113	31		

Average: 76.10%

Total number of complaints received by Directorate Quarter 3.

Period	Directorate	Total Number of Complaints Received by all Directorates	No. of Complaints Responded to within 10 working days	No. of Complaints <u>Not Responded</u> to within 10 working days	% Completed within 10 working days	% Not completed within 10 working days
Oct-12	Community Services	22	18	4	81.82%	18.18%
	Corporate Services	7	5	2	71.43%	28.57%
	Environment	49	41	8	83.67%	16.33%
	Lifelong Learning	5	4	1	80.00%	20.00%
Nov-12	Community Services	8	7	1	87.50%	12.50%
	Corporate Services	1	0	1	0.00%	100.00%
	Environment	24	18	6	75.00%	25.00%
	Lifelong Learning	2	2	0	100.00%	0.00%
Dec-12	Community Services	11	8	3	72.73%	27.27%
	Corporate Services	0	0	0	100.00%	0.00%
	Environment	10	8	2	80.00%	20.00%
	Lifelong Learning	5	2	3	40.00%	60.00%

ICT & Customer Services Quarterly Performance Report



ICT & Customer Services Quarterly Performance Report

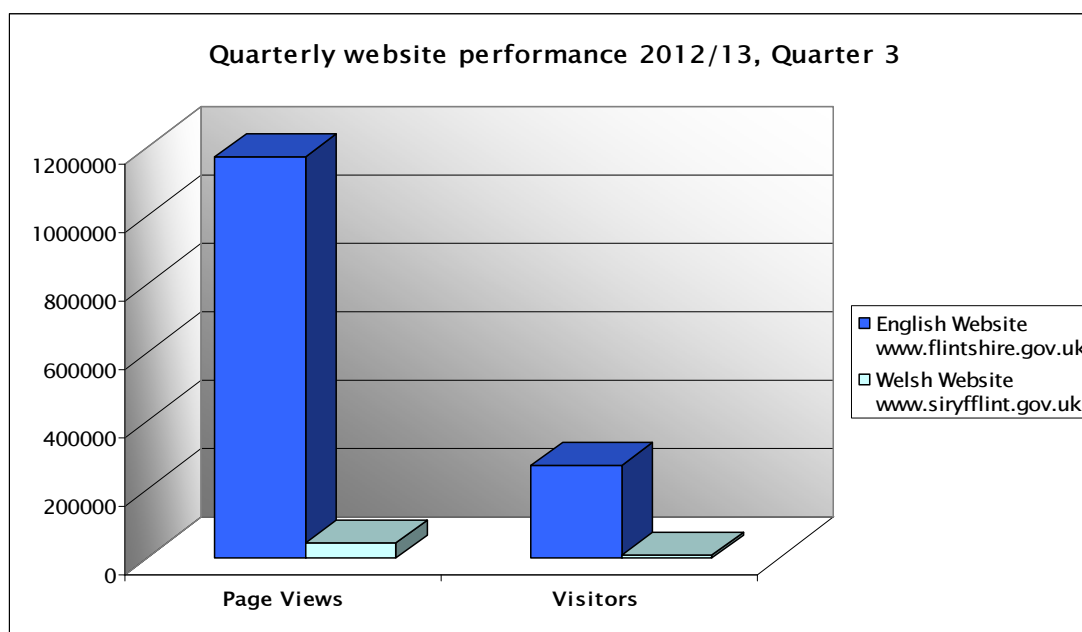
Directorate Averages - Quarter 3 (2012-13)				
Complaints responded to in 10 working days				
(Compared to Q2)				
	Number of Complaints Q2	Number of Complaints Q3	% Responded to in 10 working days Q3	Performance trend
Community Services	55	41	80.68%	24.54%
Corporate Services	8	8	57.14%	-15.08%
Environment	206	83	79.56%	7.25%
Lifelong Learning	20	12	73.33%	4.65%

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

Website

During the Report Period: Quarter 3; October– December 2012, we received nearly 279,000 (278,715) visitors to our website compared to Q2 of 292,832 visitors, showing a decrease of 4.82%. We also had nearly 1,214,000 (1,213,795) page views in Quarter 3 compared to 1,359,145 in Q2, showing a decrease of 10.69%.

Although this can be viewed as a significant reduction in website traffic, from previous data, this follows the typical seasonal trend of website use over a period which includes Christmas.

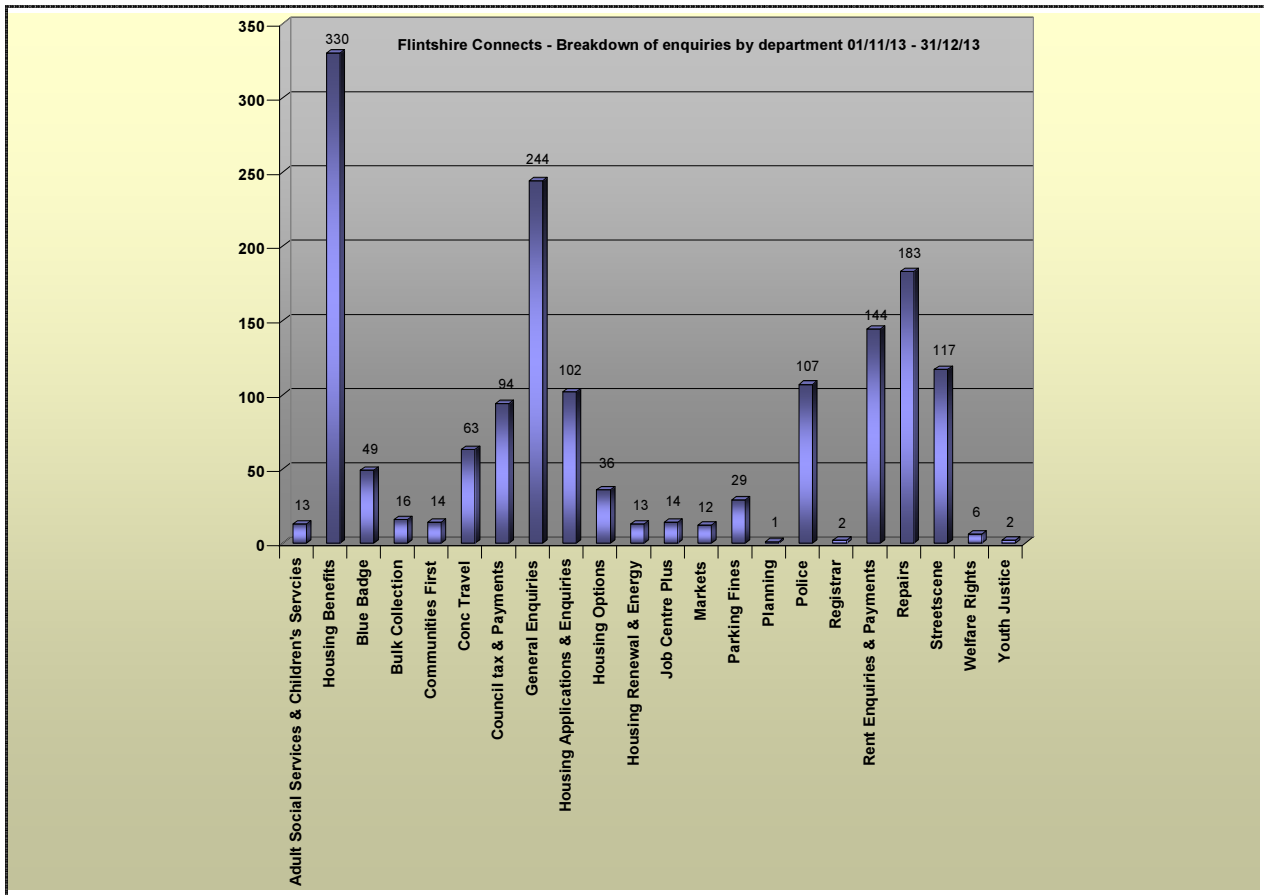


Website Statistics - Quarter 3 (2012-13)		
(Compared to Q2)		
Visitors to English website	269,868	-4.21%
Visitors to Welsh website	8,847	-20.21%
Page Views – English website	1,170,089	-10.56%
Page views – Welsh website	43,706	-14.13%

Flintshire Connects (Holywell)

The graph and data for Flintshire Connects (Holywell) below illustrates the number of visitors to the centre for a two month period from 1 November 2012 to 31 December 2012. Although not for a full quarter, the data indicates the type of customer enquiries dealt with at the Holywell Flintshire Connects centre.

Subsequent quarterly reporting will include additional data to expand on the uptake and ongoing use of the new facility



Flintshire Connects (Holywell)	Period 01 Nov 2012 to 31 Dec 2012
Visitor enquiries	
Department / Service / Agency	Totals
Adult Social Services & Children's Services	13
Housing Benefits	330
Blue Badge	49
Bulk Collection	16
Communities First	14
Concessionary Travel	63
Council tax & Payments	94
General Enquiries	244
Housing Applications & Enquiries	102
Housing Options	36
Housing Renewal & Energy	13
Job Centre Plus	14
Markets	12
Parking Fines	29
Planning	1
Police	107
Registrar	2
Rent Enquiries & Payments	144
Repairs	183
Streetscene Services	117
Welfare Rights	6
Youth Justice	2
TOTAL	1591

Quarterly Performance Report – Legal & Democratic Services

Report Author Gareth Owens
Report Date December 2012
Report Period Quarter 3: October - December 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>During this quarter the Corporate Governance Working Group revised the corporate governance self-assessment questionnaire to be completed by each Head of Service in the light of feedback received to last year's questionnaire. This year's questionnaire should be easier to complete. It was sent to Heads of Service in mid December, together with a revised guidance note on its completion.</p>
<p>Members</p>	<p>Phase 2 of the Member induction training programme was completed between September and December. During this quarter the annual Member development programme included training on Health & Safety and Data Protection. At its meeting on the 24 October 2012 the Democratic Services Committee agreed the Council's response to consultation documents issued by the Welsh Government relating to joint Overview & Scrutiny Committees and annual reports by Members. The final versions of these documents are awaited from the Welsh Government.</p>
<p>Standards and Ethical Framework</p>	<p>During this quarter the Adjudication Panel for Wales finished hearing oral evidence in respect of one Councillor. It also received representations as to what findings of fact it should reach from the evidence. It did not reach a final decision on the case, which is expected to conclude in Spring 2013.</p> <p>One new complaint was submitted during this quarter, and one existing complaint was dismissed by the Ombudsman at the first stage of the process.</p> <p>The Standards Committee held its joint meeting with Town and Community Councils, which was hosted by Buckley Town Council. 10 Councils attended and debate was focussed on the Public Services Ombudsman's Guidance around Calver. It was agreed to make representations to the PSOW about the guidance which was duly actioned.</p>

Other highlights by service area are as follows: -

<p>Legal Services</p>	<ul style="list-style-type: none"> • 2 new Employment Tribunal claims. • 574 existing equal pay claims made against the Council. • 21 new parking prosecutions, 11 concluded and 11 ongoing. • 16 new fraud prosecutions, 17 brought forward from last quarter, 10 concluded. • Closed cases - 1 Trading Standards - convicted (42 weeks prison sentence); 1 Planning Enforcement – convicted; 1 Planning Enforcement - resolved by alternative resolution • Ongoing cases - 2 Health and Safety, 1 Private nuisance (defending), 1 Planning Enforcement. • New cases - 1 Health and Safety and 1 Planning Enforcement.
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	<ul style="list-style-type: none"> • 3 possession claims pending. 1 application for leave to enforce an order was granted and the request for a warrant of possession of land issued; 1 claim went part heard with the second part of the hearing in January 2013; 1 case management conference was heard with directions in the claim agreed. • 1 Civil claim was determined in favour of the Council and judgment debt paid. • 18 school admission appeals were heard • 1 new child protection cases on file. • Voluntary registration of Council land with HM Land Registry – 10 applications for registration were submitted during the quarter with 45 applications still outstanding at the Land Registry. <p><u>North Wales Authorities Legal Services Collaboration:</u> Amanda Brookes, currently Programme and Project Manager with Denbighshire County Council has been seconded as the full-time Project Manager for the Project until the end of December 2014. Amanda is expected to start work by the end of February. Amanda will work closely with the Project Team which will continue to meet on a monthly basis.</p>
<p>Democratic Services</p>	<p>Committee Services: 3rd Quarter Meetings: During the 3rd quarter there were 38 meetings of the Council, Cabinet, Informal Cabinet, Overview and Scrutiny Committees and other committees serviced by the Committee Team (Oct 14, Nov 13, Dec 11).</p> <p>Electoral Registration and Elections: During this quarter the Register of Electors was published on 16 October. The percentage of households that registered by telephone, internet, SMS, returned the form by post or information was obtained by a canvasser was 95%. The total number of electors registered as at the 16 October was 118, 609.</p> <p>A self assessment form was submitted to the Electoral Commission in order for them to publish performance standards for Electoral Registration Officers and statistical information was returned to the Office of National Statistics and the Electoral Commission following the publication of the Register.</p> <p>The first Police and Crime Commissioner Elections took place on 15 November. The Commissioner is responsible for holding the Chief Constable and North Wales Police accountable and oversees how crime is tackled in the area. Colin Everett was also appointed the Police Area Returning Officer for the area responsible for the overall conduct of the election including taking nominations, ensuring the election is administered consistently across all six Council areas and calculating and announcing the result.</p> <p>There was a low turnout in Flintshire at just 13.3% and the turnout across North Wales was 15.2%</p>

Civic and Members' Services:

The team have supported the Chair and Vice Chair to attend a number of significant events which have included Toyota UK's celebration ceremony of the 20th Year Anniversary of Production; the Ordination of Third Bishop of Wrexham; "Last Night of the Proms" at the Gwynedd School, Flint; many school visits; Civic Services- Anglesey, Conwy, St Asaph; City of Chester and Deeside College Charity Balls; Mold Food and Drink Festival; Civic Receptions for Olympian Jade Jones and Paralympians Beverley Jones, Amy Brierley and Scott Robertson; the sponsored walk along the Flintshire Coastal Path, Flintshire Business Week, many presentation evenings including The Pride of Flintshire Awards Ceremony and renaming the Flint Leisure Centre in honour of Olympian Jade Jones, the 'Charity Casino Night' and Remembrance Sunday services.

The team continues to provide a full range of support to the members of the County Council.

Member and Support Development:

During the quarter announcements were made for all Members to have the opportunity of an annual personal development meeting and briefing sessions arranged for January.

Overview & Scrutiny:

Apart from the formal meetings of the six overview & scrutiny committees, the team have organised visits to the contact centre, Alltami depot, workshop/seminars on capital, waste, civil parking enforcement, and private landlords.

In addition, there was a third North Wales induction event at Venue Cymru and the setting up of the Flintshire 'Learning Exchange Team' (LET) for the Wales Audit Office study on Overview & Scrutiny. The LET comprises Cllrs Carver, Richard Jones, Mackie and Mullin together with the Member Engagement Manger and is co-ordinated by the Overview & Scrutiny Facilitator who is responsible for liaison with the WAO and other North Wales authorities.

RIPA: On the 1 November 2012 new legislation came into effect limiting the extent to which local authorities can use RIPA and also requiring all such use to be authorised by a Magistrate. Training on RIPA was provided to officers of Flintshire and Wrexham by an expert trainer on the 31 October 2012. The Council's guidance and forms have been reviewed in the light of the change in the legislation. No RIPA authorisations were issued between October and December.

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			April 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 October-December 2012

Directorate	October	November	December	Total
Chief Executive's	2	3	2	7
Environment	12	12	4	28
Finance	8	7	6	21
Housing	0	0	5	5
Human Resources	3	3	1	7
ICT Services	4	2	4	10
Legal & Democratic Services	7	26	6	39
Lifelong Learning	17	14	3	34
Social Services	7	8	6	21
TOTALS	60	75	37	172

Total Number of FOIs responded to by FCC between Oct-Dec 2012

	Number of request received in period October to December	Number of requests determined within 20 day response time	Therefore % determined within the 20 day response time *
Lead Directorate			
Chief Executive's	7	7	100%
Environment	28	28	100%
Finance	21	17	81%
Housing	5	4	80%
Human Resources	7	6	86%
ICT Services	10	9	90%
Legal & Democratic	39	20	51%*
Lifelong Learning	34	32	94%
Social Services	21	21	100%
TOTALS	172	144	84%

* The 20 day response time was extended for several requests by serving notice under Section 17 of the Act due to the complex issues raised by them.

FOI Requests to date:

	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	1.7.12 to 30.9.12	01.10.12 to 31.12.12
Number of requests received	170	181	186	209	175	214	172
Number of requests determined within time	164	168	165	189	163	174	144
% of requests determined within time	96%	93%	88%	90%	93%	81%	84%

Total number of EIRs received by FCC, by month Oct-Dec 2012

Directorate	October	November	December	Total
Chief Executive's				
Environment	54	52	29	135
Finance				
Housing				
Human Resources				
ICT Services				
Legal & Democratic Services				
Lifelong Learning				
Social Services				
TOTALS	54	52	29	135

Total Number of EIRs responded to by FCC between Oct-Dec 2012

Lead Directorate	Number of request received in period October to December	Number of requests determined within 20 day response time	Therefore % determined within the 20 day response time *
Chief Executive's			
Environment	135	134	99%
Finance			
Housing			
Human Resources			
ICT Services			
Legal & Democratic			
Lifelong Learning			
Social Services			
TOTALS	135	134	99%

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	✓	The Rights of Way Team has recently produced a 3 year work programme. These need to be reviewed with a view then to agreeing the prioritisation of cases.
Registration of all housing revenue land by the date of the ballot of tenants	✓	Good progress continues to be made and a substantial number of applications for first registration have been sent to Land Registry. However, there is a delay at the Land Registry in

		completing some of these applications and some areas that are yet to be registered still need to be identified.
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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 (LD0160S1)	Members Allowances Final Report December 2012	Green (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 (LD0160S1) – Members Allowances

Recommendation	Management Comment	Implementation Date
Members who travel by taxi regularly should explore the possibility of paying by invoice to allow for VAT to be reclaimed - more cost effective. Cumulate mileage should be recorded by Member Services Staff to ensure that the correct mileage rate is paid A cumulative mileage box could be added to the travel and expenses claim form which should contain the revision number and date to ensure that the current claim form is used.	<p>Whilst this only relates to a few members, this recommendation will be explored with them.</p> <p>The cumulative mileage will be recorded by staff but not on the claim form as it is not cost effective to revise the form currently in use.</p>	1 March 2013
The date of receipt of claims should always be recorded in order to verify that claims have been submitted within the four month deadline.	This does normally happen	1 January 2013

3.3 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>	<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.</p> <p>The Information Commissioner's Office are undertaking an audit in April 2013 and it is hoped the results will enable the RAG status to change to amber.</p>	Sept 2012

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FLINTSHIRE COUNTY COUNCIL

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

DATE: **14TH MARCH 2013**

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 Cabinet 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.

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

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

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Thursday 18 th April 2013 10.00	Revenue Budget Monitoring 2012/13 Month 10	Monitoring and development	HF
	Customer Services as a Flintshire Futures workstream	Monitoring and development	Hof ICT&CS
	Management and leadership Development Programme	Information and discussion	H of HR & OD
	Fair Debt Policy	Information and discussion	HF
	Forward Work Programme	Development and confirmation	MEM
Thursday 16 th May 2013	Revenue Budget Monitoring 2012/13 Month 11	Monitoring	HF
	Physiotherapy pilot progress report	Information and discussion	H of HR & OD
	Procurement as a Flintshire Futures workstream	Monitoring and development	H of HR & OD
	Workforce Information Q 4	Monitoring and development	H of HR & OD
	Forward Work Programme	Development and confirmation	MEM
Thursday 13 th June 2013	Q 4 performance Reporting	Monitoring and development	MEM
	Revenue Budget Monitoring 2013/14 Month 1	Monitoring	HF
	Finance as a Flintshire Futures workstream	Monitoring and development	HF
	Forward Work Programme	Development and confirmation	MEM

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

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Thursday 11 th July 2103	Revenue Budget Monitoring 2012/13 (final out turn)	Monitoring	HF
	Medium Term Financial Plan	Information and discussion	HF
	Assets as a Flintshire Futures workstream (6 monthly update, as per the resolution of the committee on 17/1/13)	Monitoring and development	HAT
	Forward Work Programme	Development and confirmation	MEM
September 2013	Workforce as a Flintshire Futures workstream (6 monthly update, as per the resolution of the committee on 17/1/13)	Monitoring and development	H of HR & OD
	Revenue Budget Monitoring 2013/14 Month 3	Monitoring	HF
	Q 1 Performance Reporting	Monitoring and development	MEM
	Forward Work Programme	Development and confirmation	MEM
October 2013	Customer Services as a Flintshire Futures workstream (6 monthly update, as per the resolution of the committee on 17/1/13)	Monitoring and development	HofICT&CS
	Revenue Budget Monitoring 2013/14 Month 4	Monitoring	HF
	Forward Work Programme	Development and confirmation	MEM

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

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November 2013	Revenue Budget Monitoring 2013/14 Month 5	Monitoring	HF
	Procurement as a Flintshire Futures workstream (6 monthly update, as per the resolution of the committee on 17/1/13)	Monitoring and development	HofICT&CS
	Forward Work Programme	Development and confirmation	MEM
December 2013	Revenue Budget Monitoring 2013/14 Month 6	Monitoring	HF
	Q2 Performance reporting	Monitoring and development	MEM
	Finance as a Flintshire Futures workstream (6 monthly update, as per the resolution of the committee on 17/1/13)	Monitoring and development	HF
	Forward Work Programme	Development and confirmation	MEM
January 2014	Revenue Budget Monitoring 2013/14 Month 7	Monitoring	HF
	Assets as a Flintshire Futures workstream (6 monthly update, as per the resolution of the committee on 17/1/13)	Monitoring and development	HAT
	Forward Work Programme	Development and confirmation	MEM

Legend:
CE
=
Chief
Executive
; HF

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

= Head of Finance; HofHR&OD = Head of Human Resources & Organisational Development;
HofICT&CS = Head of ICT & Customer Service; HofL&DS = Head of Legal & Democratic Services ;HAT = Head of Assets &
Transportation; MEM = Member Engagement Manager