

# Public Document Pack

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



To: Cllr Tim Newhouse (Chairman)

CS/NG

Councillors: Haydn Bateman, Marion Bateman,  
Clive Carver, Peter Curtis, Ian Dunbar,  
Andy Dunbobbin, Ron Hampson, Ray Hughes,  
Richard Jones, Richard Lloyd, Mike Lowe,  
Paul Shotton, Ian Smith and Arnold Woolley

4 October 2013

Tracy Waters 01352 702331  
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Dear Sir / Madam

A meeting of the **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** will be held in the **DELYN COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **THURSDAY, 10TH OCTOBER, 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 - 10)  
To confirm as a correct record the minutes of the meeting held on 12 September 2013.
- 4 **REVENUE BUDGET MONITORING 2013/14 (MONTH 4)** (Pages 11 - 78)  
Report of Head of Finance 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 **WALES AUDIT OFFICE REGULATORY PLAN FOR PERFORMANCE 2013**  
(Pages 79 - 86)

Report of Chief Executive enclosed.

6 **PEOPLE STRATEGY UPDATE** (Pages 87 - 118)

Report of Head of Human Resources and Organisational Development enclosed.

7 **WORKFORCE INFORMATION QUARTER 1 APRIL - JUNE 2013** (Pages 119 - 128)

Report of Head of Human Resources and Organisational Development enclosed.

8 **CORPORATE RESOURCES FORWARD WORK PROGRAMME** (Pages 129 - 132)

Report of Member Engagement Manager enclosed.

# Agenda Item 3

## **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** **12 SEPTEMBER 2013**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held at Delyn Committee Room, County Hall, Mold CH7 6NA on Thursday, 12 September 2013

### **PRESENT: Councillor Tim Newhouse (Chairman)**

Councillors: Haydn Bateman, Marion Bateman, Ian Dunbar, Andy Dunbobbin, Mike Lowe, Paul Shotton, Ian Smith and Arnold Woolley

### **SUBSTITUTES:**

Councillors: Stella Jones for Peter Curtis, Alison Halford for Clive Carver, Mike Reece for Ron Hampson, Neville Phillips for Richard Jones and Mike Peers for Richard Lloyd

### **APOLOGY:**

Chief Executive

### **CONTRIBUTORS:**

Leader of the Council and Cabinet Member for Finance, Cabinet Member for Corporate Management, Head of ICT and Customer Services, Corporate Finance Manager, Finance Manager and Democracy & Governance Manager for minute number 31

Cabinet Member for Public Protection, Waste & Recycling

### **IN ATTENDANCE:**

Member Engagement Manager and Committee Officer

## **27. DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**

No declarations of interest were made.

## **28. MINUTES**

The minutes of the meeting of the Committee held on 11 July 2013 had been circulated to Members with the agenda.

### **Accuracy**

Councillor Ian Dunbar referred to the penultimate paragraph on page 7 and suggested that the second sentence should be amended to read 'He also felt that the Minister who had made a statement about foodbanks was a disgrace and said that people were forced to use foodbanks due to the Welfare Reform cuts.'

### **Matters Arising**

In response to a question from Councillor Haydn Bateman on whether a response had been received from Welsh Government on the application for costs by Streetscene during the severe weather, the Leader of the Council said that a response had been received but that the criteria had not been met for the payment from the emergency scheme.

Councillor Marion Bateman referred to the final paragraph on page 1 and asked for further information on the additional superannuation costs. The Corporate Finance Manager agreed to meet with Councillor Bateman after the meeting to discuss the issue.

**RESOLVED:**

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

**29. REVENUE BUDGET MONITORING 2013/14 (MONTH 3)**

The Corporate Finance Manager introduced a report to provide Members with the revenue budget monitoring 2013 (Month 3) for the Council Fund and Housing Revenue Account (HRA) which was being submitted to Cabinet on 17 September 2013.

For the Council Fund, the projected net in-year expenditure was forecast to be £2.065m less than the budget, which was an increase of £1.065m on the £1m reported at Month 2. This was reflected in the table at paragraph 3.01, which had been expanded to show the position at Head of Service level in line with accountability for the monitoring of budgets. The main reason for the improvement of £1m in the forecast was due to an improved position within Social Services for Adults in Community Services as detailed in paragraph 3.04. The significant in-year projected variances were detailed in appendices one to five together with the actions required to address each variance.

A number of actions had been taken to strengthen financial control, budget management and financial reporting and these were detailed in paragraphs 4.02 to 4.09 of the report. The Council's Financial Procedure Rules had recently been updated and were agreed at Audit Committee and Constitution Committee in July 2013 and would be considered for approval by Council on 25 September 2013. Financial Procedure Rule 3 (FPR3) in relation to Budget Management had been particularly strengthened in relation to accountability, forecasting and reporting and an extract was included at appendix 8.

Paragraph 5 detailed the amounts held centrally for pay inflation for the 1% pay award and for non standard price inflation in respect of Energy for Street Lighting, Energy, Fuel and Food Costs and it was currently assumed that the amounts included would be required in full.

The risks and assumptions were identified in section 6.00 and the achievement of efficiencies were reported at section 7 where it was noted that at this early stage it was estimated that 95% of the efficiencies included in the budget would be achieved.

Section 8 advised of the outcome of the piece of work undertaken on forecasting and trend analysis and included a recommendation that the budget for Social Services for Adults could be reduced by £1.670m and that a recurring efficiency of £1.435m be included in the MTFP. Further work was also being progressed in respect of Out of County Placements and Family Placement which would be reported in the Month 4 budget monitoring report.

The current position on unearmarked reserves was detailed in paragraphs 9.01 to 9.04 where it was reported that the Minister for Local Government & Government Business had decided not to exercise discretion to fund the Council's claim for financial support under the Emergency Financial Assistance Scheme for costs incurred due to the severe weather in March 2013. An allocation of £0.518m had been made from the contingency reserve to the appropriate Council Fund service accounts to finance the recovery costs expenditure.

The Corporate Finance Manager also advised of a projected overspend of £0.043m on the Housing Revenue Account (HRA); a nil variance had been reported at Month 2. The projected HRA closing balance at Month 3 of £1.391m, at 4.9% of total expenditure, satisfied the prudent approach of ensuring a minimum level of 3%. Appendix 7 detailed the reasons for significant variances occurring to date and the actions planned to deal with them.

The Leader of the Council provided a verbal update on the Leisure Services budget, explaining that an overspend of £0.827m was predicted at Month 3. It had been expected that a Task and Finish Group from the Lifelong Learning Overview & Scrutiny Committee would look at the issue but it was decided that there was an urgent need to consider the shortfall in the Leisure Services budget and a report was therefore to be submitted to Cabinet on 17 September 2013. The Alliance Leisure business plan had been agreed some time ago and had included a significantly high expectation of footfall which had not been achieved despite the upgrades at Deeside Leisure Centre and the Jade Jones Pavillion in Flint. The Leader added that footfall had increased despite the current economic climate but not to the amounts proposed in the business plan. It was felt that it was incumbent on the current Cabinet to take action and one of the first actions after the election in 2012/13 had been to make a one off payment of £0.361m to the budget for provision of loss of income for the duration of the closures of the leisure centres during the upgrades. In the current year an additional £0.406m had been added to the leisure budget and the Leader had asked the Director of Lifelong Learning and Head of Finance to provide a report to the Cabinet meeting scheduled for 17 September 2013 on the work being undertaken to give realistic protection for Leisure Services. This would include a recommendation to make a one off payment of £0.505m from the contingency reserves to reflect the actual income and expenditure going forward and that the capital financing charges will be transferred to the Central and Corporate budget and dealt with in line with other corporate repayments. He said that it was recognised that other work needed to be undertaken but he felt that it was important to update Members and if the proposals were agreed, they would be reflected in the Month 4 budget monitoring report.

In response to a question from Councillor Paul Shotton about the strengthened FPRs referred to in paragraph 4.02, the Corporate Finance Manager said that the updated FPRs would help ensure robust processes were in place to give Members assurance in the financial control of the authority. Councillor Ian Dunbar referred to paragraph 5.01 and asked about the deletion of spinal column point 4 from the national pay scale effective from 1 October 2013. The Corporate Finance Manager explained that officers had been advised that as part of the pay award, spinal column point 4 had been removed and those employees on this point would move to spinal column point 5.

Councillor Marion Bateman raised concern about the lack of a fund for the renewal of the all weather pitch in her ward which had been a community facility for the residents; she hoped that this would be reconsidered in the future. She also expressed her disappointment about Welsh Government declining the Council's claim for support due to costs incurred during the severe weather earlier in the year. Councillor Neville Phillips queried whether the Olympics had had a knock-on effect on the amount of footfall into leisure centres. The Leader of the Council responded that in 2009/10 there were 1.239m visits to leisure centres and this had increased to 1.548m in 2012/13 but he did not know if this was as a result of the Olympics, however he felt that the increase should be welcomed in the current economic climate. He added that the Alliance Leisure business plan had been overambitious on the amount of footfall expected at leisure centres.

In response to a query from Councillor Arnold Woolley about whether any Councils had met the criteria for payment of the Emergency Financial Assistance Scheme, the Corporate Finance Manager said that he understood that all submissions had been rejected. Councillor Woolley also asked whether the Alliance Leisure business plan had been analysed to identify why and how the aims had not been achieved to ensure that any future business plans did not have the same problem. The Leader of the Council responded that a great deal of work was ongoing and that it was important that lessons were learned.

Councillor Mike Peers asked:-

- whether the impacts on the budget detailed in paragraph 6.04 could be shown in £s;
- how the delay in the implementation of a revised staffing structure and the delay in the review of care packages had arisen;
- how the payment for the £0.250m for the budget pressure in Professional Support budget would be funded;
- how the staff backfilling costs of £0.080m in Waste Disposal and Waste Collection had arisen.

In response, the Corporate Finance Manager said that:-

- the financial effect of the assumptions in paragraph 6.04 were not included in the figures at this stage;
- he would ask colleagues in Adult Services to provide a written explanation on the delay in the review of care packages;
- the £0.250m would be a netted off amount from the Adult Services budget;
- and on the staff backfilling costs, he said that one investigation had been completed but that three investigations were still ongoing. It was hoped that they would be concluded within six weeks and during the period of the investigations there had been a need to backfill the posts.

On the issue of the income projection into the Leisure Services budget, the Cabinet Member for Public Protection, Waste and Recycling said that he hoped to provide a fuller explanation at the appropriate committee. He added that on the issue of the capital programme, it was appropriate for it to be funded from the revenue account of the authority.

Councillor Alison Halford said that as Chair of Audit Committee she was aware of a great deal of finance staffing time had utilised for the investigations and queried whether there were costs for the Finance and Environment Departments as well as costs of pursuing the complaints. She felt that extra hours had been put in by the Audit Section for the investigation and she wanted to ensure that all of the costs were covered.

The Member Engagement Manager reminded the Committee that the meeting was taking place in open session and to bear this in mind when making their comments.

In response to the query from Councillor Halford, the Corporate Finance Manager said that a number of audit days were included in the budget but that some additional days may be required and he could provide further details at a later date. The Head of ICT and Customer Services said that as authorised officer for the investigation, he felt that no further discussion should take place whilst the meeting was in open session as the investigations were still ongoing. He added that a full review would be undertaken and that the findings would be reported in due course. The Leader of the Council concurred that Members should be mindful of their comments about employees of the Council and raised concern about some of the comments made by Councillor Halford.

Following a question from Councillor Haydn Bateman, the Corporate Finance Manager confirmed that the £0.734m reported in paragraph 5.01 was sufficient to cover the 1% pay award. Councillor Bateman also referred to the budget assumption on the former chemical plant in Sandycroft and asked about the intervention of the Council. The Leader of the Council said that updates could be provided to Members if required and that the Council had a duty of care to protect the public but he was not aware that any other site was affected. He added that discussions were ongoing with Welsh Government (WG) about solutions, roles and responsibilities. Councillor Marion Bateman queried whether extra help had been brought in to assist with this issue as the day to day work of the pollution control team had not been undertaken. The Leader responded that negotiations at a national level, through the Chief Executive, were ongoing and Natural Resources Wales had assisted with the costs. The Cabinet Member for Public Protection, Waste & Recycling said that a significant amount of time and effort had been put in by the Public Protection team. The land was crown estate and it was incumbent that the Council worked with WG on the issue of costs being undertaken now and in the future. It was important that the area was safe for the residents of Flintshire and work had had to be undertaken with external consultants due to the nature of the work required. He added that there was no suggestion that the issues on this site would affect the adjoining site.

**RESOLVED:**

That the report and the verbal updates be noted.

**30. PROCUREMENT AS A FLINTSHIRE FUTURES WORKSTREAM**

The Head of ICT and Customer Services introduced a report to provide an update on the Procurement Workstream within the Flintshire Futures Programme.

He detailed the three primary goals for the workstream and explained that alongside these goals, challenging efficiency targets had been set in terms of reduced spend and process efficiencies. An electronic purchase to pay system had been introduced and since its introduction in December 2011 almost 12,000 orders with a total value of £32m had been processed. An electronic sourcing system which would automate the remaining elements of the procurement process in relation to tendering, supplier management, contract management and the select list was also in the process of being implemented. The Head of ICT and Customer Services explained that a new set of Contract Procedure Rules had been developed and would be considered for adoption by County Council on 25 September 2013.

Procurement training needs had been identified and a staff training programme was being developed with the aim of improving procurement knowledge and skills across the Council. Collaboration was a major element of the Flintshire Futures workstream and the Council was currently considering membership of the Welsh Procurement Consortium (WPC) following the dissolution of the North Wales Procurement Partnership (NWPP) earlier this year. The Head of ICT and Customer Services provided further details of the WPC and explained that they proactively encouraged and used the Welsh market place with 73% of suppliers being based in Wales. The Council had already committed to being a member of the new Welsh National Procurement Service (NPS) established by the Welsh Government and to avoid duplication, the WPC would focus on categories of spend not covered by the NPS. A report on the WPC was to be considered by Cabinet on 17 September 2013.

The Head of ICT and Customer Services explained that on a sub-regional basis, the management support for the Flintshire Central Procurement Unit had been provided on a part time basis by the Denbighshire Strategic Procurement Manager. It had been identified that there was a duplication of efforts across various procurement initiatives and activities within both councils so to build on the progress to date and deliver the plans for the future it was proposed, subject to a full business case, that both corporate procurement units formally merge. A report on this was to be considered by Cabinet on 17 September 2013. A bid had been made to the Welsh Government Regional Collaboration Fund for the joint arrangements and to look at how improvement category management across the North Wales region could be introduced where there were joint specialist teams responsible for categories of spend with associated savings targets. The Flintshire Futures Procurement workstream had achieved its savings targets for 2013/14 of £2m on an on-going basis and due to the major budget challenges ahead, increased targets for future years as part of the Medium Term Financial Plan would be set.

In response to a question from Councillor Ian Dunbar about whether the comments or concerns of the six North Wales Authorities would be listened to as part of the WPC, the Head of ICT and Customer Services said that the six Councils would become full members of the WPC if they accepted the invitation to join.

Councillor Stella Jones asked if there were back-up systems in place if the use of electronic sourcing and payment systems were introduced to reduce the amount of paper used. The Head of ICT and Customer Services explained that



there was a resilient IT infrastructure in place with a second data centre in Alltami depot to mirror the information stored on the County Hall site. He explained that work had been undertaken to reduce the data centre power and this had been recognised and the service had won a national award. He added that problems with the data centre were a risk but that there was mitigation in place to manage the risk. Following a question from Councillor Mike Reece, the Head of ICT and Customer Services said that discussions were ongoing with Wrexham and Denbighshire Councils about further back-up systems for Flintshire County Council's data storage.

Councillor Mike Peers referred to paragraph 3.11 about 73% of suppliers being based in Wales and asked whether the prices quoted by Welsh suppliers were compared with suppliers from neighbouring counties in England to ensure that the best price was achieved. The Head of ICT and Customer Services said that it was important to look at the best value for the Council and that this would mean identifying suppliers in both Wales and England. He added that the number of places that goods could be ordered from through the electronic purchase to pay system were restricted and said that 20% was for process savings and 80% for procurement savings. He referred to the EU Procurement Regulations which had to be followed for the provision of goods and services over certain financial values.

Councillor Paul Shotton said that he understood that the authority was governed by European regulations but felt that it was important to help the local economy. He welcomed the collaboration by Flintshire and Denbighshire Councils for procurement issues and said that this made sense going forward. In response, the Head of ICT and Customer Services said that work could be undertaken with Economic Development colleagues to identify opportunities for local suppliers.

The Leader spoke of the significant advantages for local suppliers and said that it was important to achieve ongoing savings for procurement. He commented on the Flintshire Business Week and on the issue of cross-border working, he spoke of the Mersey Dee Alliance.

In response to a query from Councillor Neville Phillips, the Head of ICT and Customer Services said that the Wider North Wales Support Services Collaboration Board was made up of both Members and officers but only officers sat on the North Wales Procurement Partnership Board.

**RESOLVED:**

That the report and the progress made to date by the workstream be noted.

**31. DATA PROTECTION AUDIT BY THE INFORMATION COMMISSIONER'S OFFICE**

The Democracy & Governance Manager introduced a report to inform the Committee of the audit undertaken by the Information Commissioner's Office (ICO) on Data Protection Compliance.

He explained that the audit had been carried out in April 2013 and a report was received from the ICO in June 2013 with 38 recommendations of which 22 had been accepted, 14 partially accepted and two not accepted. At the time of preparing the report, 11 recommendations had been implemented with a further four being implemented since. The follow up process by the ICO will be based on an update from the Council of the agreed action plan signed off at Corporate Management Team level and this was to be submitted to the ICO by 17 January 2014.

Councillor Ian Dunbar queried whether the Committee could comment on the recommendations that had been proposed by ICO and amend if necessary. The Democracy & Governance Manager said that the recommendations could not be amended as the timescale had been short and 36 of the 38 recommendations proposed had been agreed by the Council. It was felt that the two which had not been accepted could be achieved in a different way to that suggested by the ICO. A summary of the report was available on the ICO website.

**RESOLVED:**

That the report and results of the Information Commissioner's Office audit and the action plan to implement the recommendations made be noted.

**32. PERFORMANCE REPORTING**

The Head of ICT and Customer Services introduced a report to provide an update on the streamlined and corporate approach to performance reporting.

To date, quarterly reports had been submitted to the relevant Overview & Scrutiny Committee which were detailed in nature. The effectiveness of this approach had been considered and it had been decided that quarters one and three would focus on the monitoring of the Improvement Plan activity and quarters two and four would report on performance and would be presented by the Heads of Service. These would focus on performance exceptions, both good and poor and would ensure that 'business as usual' was still being monitored and reported against. Appendix 1 to the report detailed the accountability mapping of the Council's priorities and identified which Overview & Scrutiny would lead on each priority. The first report would be submitted to Cabinet in October 2013, followed by quarterly updates.

The Cabinet Member for Corporate Management said that it was important that the Improvement Plan had been adopted and that this approach would provide the opportunity to streamline and focus attention on what it was felt was relevant.

Councillor Marion Bateman asked a question about smart meters being implemented in the Council's housing stock and was advised by the Head of ICT and Customer Services that he would ask the Head of Housing to provide a response following the meeting.

The Leader of the Council said that in the past the Outcome agreement had not necessarily been aligned with the priorities of the Council. He welcomed

the accountability mapping of the priorities in appendix 1 which identified which Overview and Scrutiny Committee would monitor each of the priorities.

Councillor Paul Shotton welcomed the more streamlined approach and asked if priorities would be added to. In response the Head of ICT and Customer Services said that the priorities had been agreed but that there was a need to ensure that they were adaptable and flexible.

Following a comment from Councillor Ian Dunbar, the Leader of the Council provided assurance that Economy and Enterprise was a key priority for the Council.

**RESOLVED:**

That the report be noted and Members support the new approach to performance reporting.

**33. FORWARD WORK PROGRAMME**

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

He detailed the items for consideration at the 10 October 2013 meeting of the Committee and explained that the Procurement as a Flintshire Futures workstream would be submitted to the March 2014 meeting of the Committee instead of the 14 November 2013 meeting. He also referred to paragraph 3.02 and advised that the Flintshire Futures workforce workstream in its current form had reached a natural end. New workstreams for the workforce were to be redesigned as part of the next phase of the 'Change Programme' and it was suggested that the Committee receive a report at a future meeting on the new workstreams when they were developed.

**RESOLVED:**

- (a) That the report be noted;
- (b) That the Forward Work Programme be amended to move the Procurement as a Flintshire Futures Workstream to March 2014 from 14 November 2013; and
- (c) That reports on workstreams for the workforce as part of the next phase of the 'Change Programme' be included in the Forward Work Programme when they became available.

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

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

(The meeting started at 10.00 am and ended at 11.45 am)

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**Chairman**

## FLINTSHIRE COUNTY COUNCIL

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

**DATE:** **THURSDAY, 10 OCTOBER 2013**

**REPORT BY:** **HEAD OF FINANCE**

**SUBJECT:** **REVENUE BUDGET MONITORING 2013/14 (MONTH 4) & CAPITAL PROGRAMME 2013/14 (MONTH 4)**

### **1.00 PURPOSE OF REPORT**

1.01 To provide Members with the Revenue Budget Monitoring 2013/14 (Month 4) report and the Capital Programme 2013/14 (Month 4) report.

### **2.00 BACKGROUND**

#### **2.01 Revenue Budget Monitoring 2013/14 (Month 4)**

The Revenue Budget Monitoring 2013/14 (Month 4) report will be presented to Cabinet on 15<sup>th</sup> October 2013. A copy of the report is attached as Appendix A to this report.

#### **2.02 Capital Programme 2013/14 (Month 4)**

The Capital Programme 2013/14 (Month 4) report will be presented to Cabinet on 15<sup>th</sup> October 2013. A copy of the report is attached as Appendix B to this report.

### **3.00 RECOMMENDATIONS**

3.01 As set out in the report.

### **4.00 FINANCIAL IMPLICATIONS**

4.01 None.

### **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**

9.00 None.

**10.00 CONSULTATION UNDERTAKEN**

10.01 None.

**11.00 APPENDICES**

11.01 Appendix A - Revenue Budget Monitoring 2013/14 (Month 4) report  
Appendix B - Capital Programme 2013/14 (Month 4)

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

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FLINTSHIRE COUNTY COUNCIL

**REPORT TO:**            **CABINET**

**DATE:**                **TUESDAY, 15 OCTOBER 2013**

**REPORT BY:**        **HEAD OF FINANCE**

**SUBJECT:**            **REVENUE BUDGET MONITORING 2013/14 (MONTH 4)**

**1.00**    **PURPOSE OF REPORT**

1.01    To provide Members with the most up to date revenue budget monitoring information (Month 4) for the Council Fund and the Housing Revenue Account in 2013/14.

**1.02**    **INDEX OF CONTENTS**

Section 2	Executive Summary
Paragraph 3.01	Council Fund Summary Table
Section 4	Inflation
Section 5	Monitoring Budget Assumptions & New Risks
Section 6	Unearmarked Reserves
Section 7	Housing Revenue Account
Appendix 1	Council Fund - Movement in Variances from Month 3
Appendix 2	Community Services -Variances Summary
Appendix 3	Environment -Variances Summary
Appendix 4	Lifelong Learning -Variances Summary
Appendix 5	Corporate Services -Variances Summary
Appendix 6	Central & Corporate Finance -Variances Summary
Appendix 7	Council Fund Unearmarked Reserves Summary
Appendix 8	Housing Revenue Account -Variances Summary
Appendix 9	Council Fund - Achievement of Efficiencies

**2.00**    **EXECUTIVE SUMMARY**

2.01    The projected year end position, as estimated at Month 4, is as follows:-

**Council Fund**

- Net in year expenditure forecast to be £1.247m less than the budget. (A decrease of £0.818m on the £2.065m reported at Month 3)
- Projected contingency reserve balance at 31st March 2014 of £3.888m

### Housing Revenue Account (HRA)

- Net in year expenditure forecast to overspend the budget by £0.260m (£0.043m overspend reported at Month 3)
- Projected HRA balances at 31st March 2014 of £1.174m

The detail relating to the HRA is set out in Section 7.00 of this report

### 3.00 COUNCIL FUND LATEST IN YEAR FORECAST

3.01 The table below shows a projected positive variation of expenditure against budget of £1.247m :-

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend	
			Month 3	Month 4
	£m	£m	£m	£m
<b><u>DIRECTORATES (Service Groups)</u></b>				
Services for Adults	45.642	44.181	(2.036)	(0.832)
Services for Children	11.906	12.124	0.151	0.298
Housing Services	1.800	1.784	(0.226)	(0.288)
Development & Resources	1.688	1.648	(0.038)	(0.037)
<b>TOTAL : COMMUNITY SERVICES</b>	<b>61.036</b>	<b>59.737</b>	<b>(2.149)</b>	<b>(0.859)</b>
Assets and Transportation	6.015	6.041	(0.012)	(0.006)
Planning	1.708	1.699	0.046	0.023
Public Protection	3.455	3.447	(0.017)	(0.027)
Regeneration	0.715	0.706	(0.046)	(0.031)
Streetscene	19.320	19.112	0.296	0.356
Management, Support & Performance	1.088	1.086	(0.103)	(0.096)
<b>TOTAL : ENVIRONMENT</b>	<b>32.301</b>	<b>32.091</b>	<b>0.164</b>	<b>0.219</b>
Culture & Leisure	6.876	6.328	0.827	0.360
Inclusion Services	14.058	13.234	(0.401)	(0.102)
Primary School Services	43.374	43.374	(0.025)	(0.025)
Secondary School Services	36.638	37.463	0.000	0.002
Development & Resources	12.118	12.118	(0.225)	(0.164)
<b>TOTAL : LIFELONG LEARNING</b>	<b>113.064</b>	<b>112.517</b>	<b>0.176</b>	<b>0.071</b>
Chief Executive	2.356	2.325	0.010	(0.017)
Finance	14.265	14.243	(0.220)	(0.308)
HR & OD	2.427	2.450	0.005	0.000
ICT & Customer Services	4.922	4.901	(0.035)	(0.041)
Legal & Democratic Services	3.145	3.145	0.012	0.020
<b>TOTAL : CORPORATE SERVICES</b>	<b>27.115</b>	<b>27.064</b>	<b>(0.228)</b>	<b>(0.346)</b>
<b>TOTAL DIRECTORATES</b>	<b>233.516</b>	<b>231.409</b>	<b>(2.037)</b>	<b>(0.915)</b>
Central and Corporate Finance	26.236	28.343	(0.028)	(0.332)
<b>Total</b>	<b>259.752</b>	<b>259.752</b>	<b>(2.065)</b>	<b>(1.247)</b>

3.02 The revised budgets now shown in the above table reflect the recommended changes made in the Month 3 report which were approved by Cabinet on 17<sup>th</sup>



September.

- 3.03 The original budget column reflects the budget approved by Council on the 1<sup>st</sup> March 2013. The revised budget column reflects in-year virements which have been approved in compliance with Financial Procedure Rules.
- 3.04 The Month 3 budget monitoring report to Cabinet indicated that as part of the commitment to strengthen financial management and formal reporting, the presentation of significant variances appendices will be revised to tie in clearly with the Table at paragraph 3.01 of the report. Appendices 2 to 6 have now been prepared on a basis which is consistent with the Council Fund summary table.

#### **Programme of Efficiencies**

- 3.05 The 2013/14 budget contains £5.331m of specific efficiencies and the table below summarises the current status of these items. This analysis indicates that it is currently projected that £4.469m (83.8 %) will be achieved, resulting in a net under-achievement of £0.862m.

Status of Efficiency	Value of Budgeted Efficiency £m	Value of Projected Efficiency £m	(Under) Over Achievement £m
ALREADY ACHIEVED	1.948	1.948	0.000
EXPECTED TO BE ACHIEVED IN FULL	2.219	2.219	0.000
ACHIEVABLE IN PART	0.699	0.302	(0.397)
NOT ACHIEVABLE	0.465	0.000	(0.465)
<b>Total</b>	<b>5.331</b>	<b>4.469</b>	<b>(0.862)</b>

- 3.06 Appendix 9 provides further details of the assumptions behind the projections, and where relevant the actions required to address items not currently expected to be achieved in full. It is important to note that the impact of this analysis has already been included in the overall Month 4 projected outturn position.

#### **Out of County Placements**

- 3.07 There has been a significant change in the projected outturn for Out of County placements since the Month 3 position was reported in September. At the time the Month 3 report was being prepared, the projected outturn position reflected a total underspend of £0.755m, made up of £0.344m on Children's Services within Community Services, and £0.411m on Inclusion (Schools Services) within Lifelong Learning. The position has now changed significantly whereby there is now a projected underspend of £0.152m, made up of a projected overspend of £0.031m on Children's Services, and a projected underspend of £0.183m on Inclusion.
- 3.08 There have been a number of influences on the significant reduction in the projected underspend position reported at Month 3, with the main ones being :-
- New placements at Bryn Tirion
  - Extensions of existing placements

- High cost placements (including Mother and baby cases)
- Recoupment charges from hospital schooling
- Volatile nature of placement demand
- Costs of remand placements - delegated to Local Authorities from April 2013

3.09 The Month 3 budget monitoring report reflected that there may be the potential for a further recurring efficiency for reflection in the Council's Medium Term Financial Plan (MTFP). In view of the significant change from the position reported at Month 3, it is now considered unlikely that any further recurring efficiency can be reflected within the MTFP.

**Former chemical plant - Sandycroft (Euticals Ltd.)**

3.10 The vacation of this site by its owners represents a major public protection risk. Under emergency planning arrangements, Flintshire has taken Gold command in co-ordinating the involvement of strategic partners. Although the Council does not have legal responsibility for the site, it is incurring costs in securing and managing the site and its contents, pending resolution with Welsh Government on financial support to return the site to a stable condition. Some costs are being met by Natural Resources Wales. The current potential monthly cost to the Council is in the order of £0.060m. On the assumption of six months to resolve matters, the cost to the Council would be in the region of £0.400m. This would be offset by any contribution from Welsh Government which is being pursued but, at this stage, has not been quantified or agreed. Updates will be provided in future budget monitoring reports, and we should be in a position to provide more accurate estimates of longer term costs when the Month 5 budget monitoring report is considered in November. Please also note the reference to potential costs within the Risks and Assumptions section of the report.

**4.00 INFLATION**

4.01 **Pay inflation** of £0.734m was included in the 2013/14 budget in anticipation of a possible national pay award in 2013/14. An assessment of the implications of the pay award has now been completed and the full £0.734m will be allocated to service budgets to meet the costs of the pay award. The budget changes are not currently reflected in the Table at paragraph 3.01 above but will be reflected in the Month 5 budget monitoring report to Cabinet in November.

4.02 **Non standard price inflation** - amounts of £0.255m in respect of Energy for Street Lighting, £0.197m in respect of Energy, £0.187m in respect of Fuel and £0.141m in respect of Food costs are included in the budget but held centrally. The budgets which incur the costs affected by non standard inflation are being monitored closely and the funds will be released when a full assessment of the need has been verified. At this stage, the current projected outturn assumes that these amounts will be required in full.

## **5.00 MONITORING BUDGET ASSUMPTIONS & NEW RISKS**

5.01 There are some areas which are being specifically monitored which potentially could have impacts on the budget beyond the current assumptions:

- Outcome Agreement Grant - full allocation of grant applicable to 2012/13 is subject to future agreement by Welsh Government (WG). However, a recent meeting with WG officers concluded that the Council has met the requirements for full payment of the grant and the WG Minister will be advised of this.
- Former chemical plant - Sandycroft (Euticals Ltd.) - along with its strategic partners, the Council has intervened in relation to this site and is in discussion with Welsh Government about solutions, roles and responsibilities - indicative costs for six months are shown at paragraph 3.10 but costs may increase if the current situation extends beyond six months
- Social Services for Children - the trend of referrals currently being experienced is increasing
- Waste Services - risks of impacts of changes in market demand on future recycling income (plastics), and further reductions of specific Welsh Government grant for Sustainable Waste management (SWMG)

## **6.00 UNEARMARKED RESERVES**

6.01 The 2012/13 final outturn reported to Cabinet on 16<sup>th</sup> July showed unearmarked reserves at 31<sup>st</sup> March 2013 (above the base level of £5.564m) of £3.409m, after taking into account a commitment in 2013/14 for use of £0.297m to meet one-off / time limited costs. In July, Cabinet allocated £0.250m to the Winter Maintenance reserve, bringing the level in the reserve to £3.159m.

6.02 After taking account of an allocation of £0.518m for recovery costs following the March 2013 severe weather, and bringing in the impact of the projected in year budget position the current projected level of the contingency reserve at the end of March 2014 is an amount of £3.888m. Details are shown in Appendix 7.

## **7.00 HOUSING REVENUE ACCOUNT**

7.01 On 19<sup>th</sup> February 2013, the Council approved a Housing Revenue Account (HRA) budget for 2013/14 of £28.259m. The budget provided for a closing balance of £0.903m, which at 3.2 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %.

7.02 The 2012/13 final outturn reported to Cabinet on 16<sup>th</sup> July 2013 showed a closing balance at the end of 2012/13 of £1.931m (subject to audit) which was £0.861m more than when the 2013/14 budget was set. This had the effect of increasing the closing balance for 2012/13 by the same amount.

7.03 There is an overall projected overspend of £0.260m and a projected closing balance at Month 4 of £1.174m, which at 4.1 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %.

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

## **8.00 RECOMMENDATIONS**

8.01 Members are recommended to :-

a) Note the overall report

b) Note the projected Council Fund contingency sum as at 31<sup>st</sup> March 2014 (paragraph 6.02)

c) Note the projected final level of balances on the Housing Revenue Account (paragraph 7.03)

## **9.00 FINANCIAL IMPLICATIONS**

9.01 The financial implications are as set out in Sections 3.00 - 7.00 of the report.

## **10.00 ANTI POVERTY IMPACT**

10.01 None.

## **11.00 ENVIRONMENTAL IMPACT**

11.01 None.

## **12.00 EQUALITIES IMPACT**

12.01 None.

## **13.00 PERSONNEL IMPLICATIONS**

13.01 None.

## **14.00 CONSULTATION REQUIRED**

14.01 None.

## **15.00 CONSULTATION UNDERTAKEN**

15.01 None.

## **16.00 APPENDICES**

- 16.01 Council Fund - Movement in Variances from Month 3 - Appendix 1
- Council Fund Variances - Appendices 2 - 6
- Council Fund - Movements on unearmarked reserves - Appendix 7
- Housing Revenue Account Variances - Appendix 8
- Council Fund - Achievement of Efficiencies - Appendix 9

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

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**COUNCIL FUND - REVENUE BUDGET 2013/14**  
**FLINTSHIRE COUNTY COUNCIL**



**Budget Monitoring (Month 4)**  
**Summary of Movement from Month 3**

	£m	£m
<b>Month 3</b>		
Service Directorates	(2.037)	
Central and Corporate Finance	(0.028)	
<b>Variance as per Cabinet Report</b>		<u>(2.065)</u>
<b>Month 4</b>		
Service Directorates	(0.915)	
Central and Corporate Finance	(0.332)	
<b>Variance as per Directorate Returns</b>		<u>(1.247)</u>
<b>Change Requiring Explanation</b>		<u><u>0.818</u></u>
<b><u>Community Services</u></b>		
<b>Services For Adults</b>		
• Resource and Regulated Service (Intake and Reablement) - the movement from month 3 is due to a combination of a Corporate realignment of budget from this service (£0.335m), and an increase in residential care costs (£0.053m) offset by an increase in the projected underspend for Extra Care (£0.075m) due to an additional delay and a reduction in the income budget (£0.080m) for supporting people following a budget realignment by the Supporting People team.	0.222	
• Locality Teams (Localities) - the movement from Month 3 is mostly due to a Corporate realignment of budget from this service (£0.250m). The balance of £(0.019m) is made up of a number of other movements.	0.269	
• Resource and Regulated Service (Disability Service) - overall (£0.499m) budget transferred out of this service of which £0.450m is due to the Corporate realignment of budgets and £0.049 is a budget transfer to Administrative Support (Disability Services). The other movements in outturn results in a net reduction in underspend of £0.102m that is mostly due to additional service users within PDSI residential (£0.083) and an increase in domicilliary care costs (£0.042). The balance of £(0.023m) is made up of a number of other movements.	0.601	
• Disability Service (Disability Service) - overall (£0.348m) budget transferred out of this service of which £0.300m is due to the Corporate realignment of budgets and £0.048 is a budget transfer to Administrative Support. The balance of £(0.023m) is made up of a number of other movements.	0.326	
• Administrative Support (Disability Services) - the movement from month 3 is due a budget transfer (£0.097m) from Resource and Regulated Service (Disability Services) (£0.049m) and Disability Service (Disability Services) (£0.048m).	(0.097)	
• Forensic Budget (Disability Services) - the movement from period 3 reflects additional income from Health for one service user.	(0.169)	
• Occupation and Employment (Mental Health and Substance Misuse Service) - the movement from month 3 is due to temporary cover for maternity leave and sickness absence.	0.026	
• Other minor changes of less than £0.025m for Services for Adults	0.026	
<b>Subtotal: Services for Adults</b>		<b>1.204</b>
<b>Development &amp; Resources</b>		
• Other minor changes of less than £0.025m	0.001	
<b>Subtotal: Development &amp; Resources</b>		<b>0.001</b>

<b>Services For Childrens</b>	
• Professional Support (Children's Services) - the movement from month 3 is due to an overall (£0.274m) budget transferred into this service of which £0.250m is due to the Corporate realignment of budgets and £0.024 is an in-year budget transfer from Youth Offending Team (Children's Services). The balance of £(0.014m) is made up of a number of other small movements.	(0.260)
• Youth Offending Team (Children's Services) - the movement from month 3 is due to an in-year budget transfer (£0.024) to Professional Support (Children's Services).	0.029
• Out of County Pooled Budget (Children's Services) - the movement from month 3 is due to a change in client costs.	0.375
• Other minor changes of less than £0.025m	0.003
<b>Subtotal: Services For Childrens</b>	<b>0.147</b>
<b>Housing Services</b>	
• Homelessness Accomodation (Housing Services) - the change from month 3 is due to the Quay House project delayed until 2014/15.	(0.035)
• Renovation Grants (Housing Services) - the change from month 3 is due to a post becoming vacant and not recruited to in 2013/14.	(0.024)
• Other minor changes of less than £0.025m	(0.003)
• <b>Subtotal: Housing Services</b>	<b>(0.062)</b>
<b>Total: Community Services</b>	<b>1.290</b>



**Environment**

• Streetscene	0.061
• Other minor changes of less than £0.025m	(0.006)
	<b>0.055</b>

**Lifelong Learning****Culture & Leisure**

• Leisure Centres - additional budget of £0.505m has been added to the Leisure Centre Developments budget as per the report approved at period 3. This has been reduced by net pressures of £0.028m. £0.029m relates to a fall in the income projection for Deeside Ice Rink based on income for July. £0.015m relates to a drop in the income projection for 5 a side pitches and the remaining £0.016m relates to other minor variances.	(0.477)
• Minor Variances	0.012

**Inclusion Service**

• Out of County - the projected underspend on Out of County has reduced since month 3 by £0.308m. £0.082m relates to new placements at Bryn Tirion, £0.140m relates to early intelligence of new placements, £0.042m relates to an extension of an existing placement at Bryn Tirion, £0.046m relates to unexpected recharges for hospital schooling relating to 2012/13, £0.012m relates to minor changes to several placements and the remaining £0.014m relates to savings on placements ending.	0.308
• Minor Variances	(0.010)

**Development & Resources**

• Facilities Services - £0.026m relates to the estimated repayment of the CCTV feasibility invest to save funding. The remaining £0.010m relates to minor variances.	0.036
• Minor Variances	0.026
	<b>(0.105)</b>

**Corporate Services**

• Legal and Democratic Services - increased overspend on Locums £0.007m, minor variances £0.001m	0.008
• HR and Organisational Development - minor variances (£0.005m)	(0.005)
• ICT and Customer Services - vacancy savings (£0.018m), registrars income £0.008m, minor variances £0.004m	(0.006)
• Finance - vacancy savings (£0.020m), additional surplus on Council Tax Collection Fund (£0.060m), reduced shortfall on Council Tax Reduction Scheme (CTRS)	(0.088)
• Chief Executive's Department - vacancy savings (£0.021m), minor variances (£0.006m)	(0.027)
	<b>(0.118)</b>

**Central and Corporate Finance**

• Net budget adjustments -£0.680m (Community Services -£1.185m, Leisure management £0.505m)	(0.680)
• Former Euticals Ltd. factory (Sandycroft) - site related costs	0.400
• Other Minor Variances	(0.024)
	<b>(0.304)</b>

**Total changes**

<b>0.818</b>
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COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Services for Adults Resources and Regulated Services (Intake and Reablement)	5.351	5.094	(0.257)	(0.479)	<p><u>Extra Care</u> Projected underspend on Llys Jasmine has increased due to additional delays, by (£0.075m) to (£0.209m). <u>In-house Domiciliary Care</u> underspend (£0.114m) due to greater use of reablement and independent sector care providers. The reduction from month 3 (£0.174m) is mostly due to Corporate realignment of budgets (£0.185m) <u>Client Transportation Service</u> underspend (£0.055m) relates to staff vacancies (£0.053m). Reduction from month 3 (£0.152m) due to Corporate realignment of budget (£0.150m). <u>Day Services</u> underspend (£0.044m) mostly due to vacancies (£0.026m). These underspends are offset by a projected overspend within <u>In-house Residential Service</u> (£0.165m) due to the need to ensure staff cover (£0.205m) and additional premises costs (£0.035m) offset by client (£0.070m) and Health (£0.050m) income. The increase from month 3 (£0.053m) is mostly due to increased agency cover (£0.028m). <u>Supporting People</u> decrease from month 3 (£0.080m) due to budget realignment.</p>	<p><u>Extra Care</u> The underspend against is one-off and non recurring and has arisen due to the opening of the facility being part way through the current year.</p> <p><u>Client Transportation Service</u> Underspend adjusted in budget rationalisation.</p> <p><u>Residential Service</u> further work required to determine the most appropriate way to address the overspend.</p>

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Locality Teams (Localities)	13.863	13.777	(0.086)	(0.355)	<p><u>Older People Services</u></p> <p>&gt; Locality Teams are together expected to underspend (£0.124m) mostly due to vacant posts some of which are not expected to be filled until 01/01/2014.</p> <p>&gt; Early Onset Dementia is projected to overspend (£0.068m) due to purchased domiciliary care costs.</p> <p>The balance (£0.030m) is made up of a number of smaller variances.</p>	<p>Review following budget rationaliation.</p> <p>Most of the PDSI elements previously included as part of the locality team budgets are now shown within the Disability Services Heading with only the Occupational Therapy service remaining as part of the locality</p>
Resource and Regulated Services (Disability Services)	15.191	15.131	(0.060)	(0.661)	<p>Overall (£0.499m) budget transferred out of this service of which £0.450m is due to the Corporate realignment of budgets and £0.049m is a budget transfer to Administrative Support (Disability Services).</p> <p>The other movement in outturn results in a net reduction in underspend of £0.102m that is mostly due to additional service users within PDSI residential (£0.083m) and an increase in domiciliary care costs (£0.042m). The balance of £(0.023m) is made up of a number of other movements.</p> <p>As previously noted this service includes a budget to help offset the expected impact of a review of joint funded packages between FCC and Health. This remains unchanged from month 3.</p>	<p><u>LD</u></p> <p>The underspend in relation to the negotiations with Health on jointly funded packages is based on current assumptions. These will be kept under review and adjusted if proven necessary.</p>

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Administrative Support (Disability Services)	0.409	0.450	0.041	0.138	This is due to an overspend against staff pay costs (£0.041m). Decrease from month 3 (£0.095m) due to budget transfers from Resources & Regulated Services (£0.049m) and Vulnerable adults (£0.047m) both within Disability Services.	Keep under review.
Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.734	0.541	(0.193)	(0.202)	This underspend is based on current care packages. An additional £0.0259m budget has been added to this area in 2013 to reflect the expectation of the transfer from Health of an individual with a high cost transition package. The underspend within the service is reduced from what would be expected due to the delay relating to the transition client because of other additional clients, one of which has a high cost care package. Underspend decreased from month 3 (£0.009m) due to Corporate realignment of budget (£0.100m), a new client (£0.020m) offset by a client now becoming fully Health funded (£0.111m).	Keep under review.
Professional Support (Mental Health & Substance Misuse Service)	0.822	0.749	(0.073)	(0.052)	This is mostly (£0.047m) due to a one-off pay cost reduction following an agreed absence with no pay.	One-off.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Forensic Budget (Mental Health & Substance Misuse Service)	0.305	0.163	(0.142)	(0.163)	Reflects current care packages for 2013/14.	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.
Forensic Budget (Learning Disability)	0.482	0.428	(0.054)	0.115	Reflects current care packages for 2013/14. The movement from period 3 reflects additional income from Health for one service user.	
Other Services for Adults variances (aggregate)	7.024	7.016	(0.008)	(0.377)	Various minor variances.	Continue to review but not expected to be recurrent.
<b>Subtotal:</b>	<b>44.181</b>	<b>43.349</b>	<b>(0.832)</b>	<b>(2.036)</b>		

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
<b>Development &amp; Resources</b>						
Business Systems (Development & Resources)	1.142	1.085	(0.057)	(0.059)	The underspend within this area is mostly due to vacant posts.	
Vacancy Control	(0.100)	0.000	0.100	0.100		Realignment of vacant posts
Other Development & Resources variances (aggregate)	0.606	0.526	(0.080)	(0.079)	Various minor variances.	Continue to review but not expected to be recurrent.
<b>Subtotal:</b>	<b>1.648</b>	<b>1.611</b>	<b>(0.037)</b>	<b>(0.038)</b>		

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
<b>Services for Children</b>						
Family Placement (Children's Services)	1.977	2.300	0.323	0.319	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 been undertaken the outcome of which is being considered and will inform future planning and possible efficiencies.
Other Services for Children variances (aggregate)	10.147	10.122	(0.025)	(0.168)	Various minor variances.	Continue to review but not expected to be recurrent.
<b>Subtotal:</b>	<b>12.124</b>	<b>12.422</b>	<b>0.298</b>	<b>0.151</b>		



COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
<b>Housing Services</b>						
Homelessness Accommodation (Housing Services)	0.360	0.163	(0.197)	(0.162)	Variance is due to improvements in the service where methods have been put in place to reduce the cost of temporary accommodation. Quay House project has been delayed until 2014/15.	Keep under review. Variance is due to improvements in the service where methods have been put in place to reduce the cost of temporary accommodation.
Accommodation Support Team (Housing Services)	1.206	1.136	(0.070)	(0.070)	Service undergoing restructure which is not yet in place.	Restructure to be implemented.
Other variances (aggregate)	0.218	0.197	(0.021)	0.006	Various minor variances.	Continue to review but not expected to be recurrent.
<b>Subtotal:</b>	<b>1.784</b>	<b>1.496</b>	<b>(0.288)</b>	<b>(0.226)</b>		
<b>Total :</b>	<b>59.737</b>	<b>58.878</b>	<b>(0.859)</b>	<b>(2.149)</b>		



## Budget Monitoring Budget Monitoring 2013/14 (Month 4)

Service		Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 3 (£m)	Cause of Variance	Action Required
Assets & Transportation	Industrial Units	6.041 (1.255)	6.035 (1.179)	(0.006) 0.076	(0.012) 0.061	Estimated net income shortfalls across the Industrial Estate portfolio. At Period 04 additional R&M costs at Bromfield	Keep Unit rental income closely monitored throughout 2013/14.
	Property Holdings	0.083	0.053	(0.030)	(0.041)	NNDR costs lower than anticipated. At Period 04 additional R&M costs on miscellaneous land	Review of site budgets necessary in line with asset management programme
	Property Asset & Development	0.529	0.426	(0.103)	(0.104)	Net Vacancy Savings	
	Highways Development Control & Regulatory Services	0.806	0.854	0.048	0.037	Lower than anticipated levels of income for FPN's (based on improving standards of repair by utility companies) & road closures	
	Aggregate of other Variances	5.878	5.881	0.003	0.035		
<b>Planning</b>		<b>1.699</b>	<b>1.722</b>	<b>0.023</b>	<b>0.046</b>		
<b>Public Protection</b>		<b>3.447</b>	<b>3.420</b>	<b>(0.027)</b>	<b>(0.017)</b>		
<b>Regeneration</b>		<b>0.706</b>	<b>0.675</b>	<b>(0.031)</b>	<b>(0.046)</b>		

## Budget Monitoring Budget Monitoring 2013/14 (Month 4)

Service	Streetscene	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 3 (£m)	Cause of Variance	Action Required
	Waste Disposal & Waste Collection	19,112	19,468	0,356	0,296	Plastic recycling prices have reduced by £100 per tonne since June due to export to China ceasing. This is likely to result in an estimated income reduction of £120k in 2013/14 and a potential larger impact from 2014/15 onwards if circumstances remain the same.	Consider impact on MTFP going forward
		9,219	9,569	0,350	0,364	Staff backfilling costs to the end of September as a result of the on-going investigation within waste of approximately £80k.	Consider impact on MTFP going forward
						Notification was given by WG in late July that the Sustainable Waste Management Grant (SWMG) is being reduced in year by between 5% and 10% which would result in a funding shortfall of £170k at 5%. A further reduction of 10-11% is also anticipated in 2014/15. Confirmation was received from WG in late August of a grant reduction in 2013/14 of £150k.	Consider impact on MTFP going forward
	Aggregate of other Variances	9,893	9,899	0,006	(0,068)		
	<b>Management Support &amp; Performance</b>	<b>1,086</b>	<b>0,990</b>	<b>(0,096)</b>	<b>(0,103)</b>		
	Management Support & Performance	1,086	0,990	(0,096)	(0,103)	Net Vacancy Savings ahead of service review implementation and reduced commitments on supplies and services budgets	
	<b>Total :</b>	<b>32,091</b>	<b>32,310</b>	<b>0,219</b>	<b>0,164</b>		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Culture & Leisure	6.328	6.688	0.360	0.827	<p><b>School Library Service (£0.100m saving)</b> Following an agreement at DMT, to mitigate the Directorate overspend and to contribute towards the value for money programme, a number of measures will be taken to reduce expenditure in the School Library Service.</p> <p><b>Library Service (£0.010m saving)</b> Minor variances</p> <p><b>Leisure Centres (£0.479m pressure)</b> The budget pressure has been reduced by additional budget of £0.505m since month 3. There are a number of pieces of work being completed to explore solutions to the remaining deficit. £0.022m relates to the final costs for Swim Flintshire. This programme ceased in August. £0.063m relates to employee costs. £0.267m relates to pressures on income across centres. £0.080m relates to pressures on premises budgets. £0.023m to security costs, £0.010m to credit/debit card fees and £0.014m to other minor variances.</p> <p><b>Other Leisure Minor Variances (£0.009m saving)</b></p>	<p>Service Manager to place a hold on all uncommitted expenditure within School Library Service.</p> <p>As part of the Leisure Action Plan a number of solutions are being explored and implemented including cessation of Swim Flintshire, Leisure Service Review, Leisure Contact Centre and Asset Review.</p>
Inclusion Services	13.234	13.131	(0.102)	(0.401)	<p><b>Out of County (£0.102m saving)</b> The projected outturn is an underspend of £0.102m. Every attempt is made to keep costs to a minimum and each placement is considered at a panel of specialists before being approved. This figure is based on current intelligence. Any further increases to placements will reduce the projected saving.</p>	
Primary School Services	43.374	43.349	(0.025)	(0.025)	<p><b>Early Entitlement (£0.025m saving)</b> Following an agreement at DMT, to mitigate the Directorate overspend and to contribute towards the value for money programme, a number of measures will be taken to reduce expenditure in Early Entitlement.</p>	<p>Service Manager to review expenditure and reduce planned expenditure by £0.025m.</p>

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Secondary School Services	37.463	37.465	0.002	0.000	Minor Variance relating to Regional Services	We are awaiting confirmation from a number of schools of their requirements for music tuition. Until we have this information, we are unable to calculate an accurate projection for the Music Service for 2013/14. This report assumes break-even.
Development & Resources	12.118	11.954	(0.164)	(0.225)	<p><b>Children, Youth &amp; Community (£0.007m saving)</b> Minor variances</p> <p><b>Schools ICT (£0.150m saving)</b> In an effort to reduce the Directorate overspend and to contribute towards the value for money programme, DMT have made the decision to place a hold on all uncommitted expenditure in Schools ICT.</p> <p><b>Transport (£0.027m saving)</b> Minor variances are predicted at this stage. We are awaiting information relating to requirements for the new academic year.</p> <p><b>Service Units (£0.013m saving)</b> Pressures of £0.003m linked to NDR costs on Westwood School House, £0.060m on Pupil Support (Free School Meals) and £0.013m on Regional Capita One have been offset by estimated savings on Mobile Classrooms (£0.049m), and Insurance (£0.040m).</p> <p><b>Facilities Services (£0.033m pressure)</b> £0.026m relates to the estimated repayment of the CCTV feasibility invest to save funding. The remaining £0.007m relates to minor variances.</p>	<p>Service Manager to place a hold on all uncommitted expenditure within Schools ICT.</p> <p>A more accurate picture will be available in September when full transport requirements are known.</p> <p>Further work is required on the estimate for Pupil Support. We are awaiting information from the Schools relating to Music remissions which will affect the estimated costs.</p> <p>We are still awaiting confirmation of the repayment arrangements relating to the CCTV feasibility study. The figures reported assume that the full food NSI budget of £0.141m is transferred to the facilities budget.</p>
<b>Total :</b>	<b>112.517</b>	<b>112.587</b>	<b>0.071</b>	<b>0.176</b>		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.325	2.308	(0.017)	0.010	£0.014m Corporate voluntary sector contribution to Dangerpoint (£0.021m) Vacancy savings (£0.010m) minor variances	
Finance	14.243	13.935	(0.308)	(0.220)	£0.033m net additional costs of the Finance Division including: grades in new structure, revised cost reallocation, pay protection and support to major projects. (£0.760m) net surplus on the Council Tax Collection Fund after meeting the £0.420m costs allocated in 2013/14 budget. £0.419m CTRS shortfall in funding compared to estimated in year cost.	A review is in progress to realign the budget. Pay protection costs are time limited and will not feature in future years budgets.  Demand led service but subject to ongoing monitoring. Contributing to national discussion on CTRS funding for 2014/15.
Legal & Democratic Services	3.145	3.165	0.020	0.012	£0.025m use of Agency/Locums (£0.005m) minor variances	
Human Resources & Organisational Development	2.450	2.450	0.000	0.005		
ICT & Customer Services	4.901	4.860	(0.041)	(0.035)	(£0.036m) Vacancy savings (£0.003m) additional Registrars Income (£0.002m) minor variances	
<b>Total :</b>	<b>27.064</b>	<b>26.718</b>	<b>(0.346)</b>	<b>(0.228)</b>		





Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Central Loans & Investment Account	14.231	13.989	(0.242)	(0.242)	Unsupported (Prudential Borrowing) - Funding for Local Government Borrowing Initiative (LGBI) transferred into settlement from 2013/14 (previously specific grant) -£0.415m which isn't needed to finance any new borrowing during 2013/14. The total of -£0.415m includes the £0.385m which was transferred into the settlement plus a residual £0.030m which wasn't utilised from the 2012/13 specific grant allocation of £0.192m.	
					Reduction in net external interest payable (-£0.047m), Reduction in interest receivable on temporary investments (£0.127m), increased cost of Minimum Revenue Provision (£0.088m) increased internal interest (-£0.015m), reduction in debt management costs (-£0.010m).	
Centrally Held Provisions	5.818	5.007	(0.811)	(0.107)	Net budget adjustments of £0.680m as approved in the Month 3 report (Community Services £1.185m, Leisure Management (-£0.505m) Surplus on recovery of FCC share of pension fund deficit - final year of three year strategy (-£0.128m), other minor variances (-£0.003m).	
Central Service Recharges	(1.931)	(1.620)	0.311	0.311	Shortfall of £0.311m of internal income recovered from trading accounts and the HRA.	
Former Euticals Ltd - Sandycroft site	0.000	0.400	0.400	0.000	Potential costs for six months at £0.060m per month plus some specific one-off costs relating to site related costs in view of the public protection risk.	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Other variances - aggregate	10.225	10.235	0.010	0.010		
<b>Total :</b>	<b>28.343</b>	<b>28.011</b>	<b>(0.332)</b>	<b>(0.028)</b>		

APPENDIX 7

**Movements on Council Fund Unearmarked Reserves**

	£m	£m
Total Reserves as at 1 April 2013	9.540	
Less - Base Level (inclusive of total increase of £0.270m agreed as part of the 2013/14 budget)	<u>(5.834)</u>	
Total Reserves above base level		3.706
Less - Amount approved by Council on 1 <sup>st</sup> March for funding of one-off costs in the 2013/14 budget proposals		(0.297)
Less - Amount approved by Cabinet on 16 <sup>th</sup> July for reinstatement of funding within the Winter Maintenance reserve following utilisation of funding during 2012/13 (late March severe weather event)		(0.250)
Amount available for delegation to Cabinet		<u>3.159</u>
Add projected underspend as at 31 <sup>st</sup> March 2014		1.247
Less - Estimate of severe weather recovery costs		(0.518)
<b>Projected Level of Total Contingency Reserve as at 31<sup>st</sup> March 2014</b>		<b>3.888</b>



## HRA Major Variance Report - Month 4

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
HRA Subsidy	6,167	6,288	121	121	Capital Financing charges amended after budget rounds completed.	Review timings of figures with Capital Financing team.
Repairs and Maintenance	8,393	8,806	413	230	£40k net overspend variance on salaries due to restructure not being in place. £339k over spend on materials due to severe weather during late March/Early April.	Restructure to be implemented
Other variances (aggregate)	(14,063)	(14,337)	(274)	(309)		
<b>Total :</b>	<b>497</b>	<b>757</b>	<b>260</b>	<b>43</b>		



**Month 4**

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
<b>Fees &amp; Charges (APPENDIX 7a)</b>			
<i>Community Services</i>			
Residential Charging - Increased Income From Demand	0.100	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	It will not be known for sure until the end of the financial year if this efficiency has been met.
Mental Health Service Users	0.018	EFFICIENCY ALREADY ACHIEVED	
<b>TOTAL</b>	<b>0.118</b>		
<b>Service Change (APPENDIX 7b)</b>			
<i>Community Services</i>			
Reablement in the level of extra care	0.100	EFFICIENCY ALREADY ACHIEVED	
Preserved Rights - reduced activity levels	0.053	EFFICIENCY ALREADY ACHIEVED	
External Funding for Existing Post - Children's Services	0.043	EFFICIENCY ALREADY ACHIEVED	
Family Placement Team - revision of existing practices	0.040	EFFICIENCY ALREADY ACHIEVED	
Early Retirement - Non replacement of staff - CSA	0.015	EFFICIENCY ALREADY ACHIEVED	
General Office Administration Review	0.021	EFFICIENCY ALREADY ACHIEVED	
Housing Efficiency Savings	0.028	EFFICIENCY ALREADY ACHIEVED	

**Month 4**

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Homelessness - Timing of presentations	0.106	EFFICIENCY ALREADY ACHIEVED	
Youth Justice - Appropriate adult service	0.010	EFFICIENCY ALREADY ACHIEVED	
Legal Fees - Use of solicitors / barristers	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Due to the unpredictable nature of Legal Fees it will not be known if this efficiency has been achieved until later in the financial year.
Children's Services - Transport costs efficiency	0.015	EFFICIENCY ALREADY ACHIEVED	
Children's Services - FAST team budget reduction	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	The FAST team is currently showing an overspend of £0.014m.
Preventative foster care service - day care	0.005	EFFICIENCY ALREADY ACHIEVED	
<b>TOTAL</b>	<b>0.456</b>		
<b>Procurement (APPENDIX 7c)</b>			
<i>Community Services</i>			
PARIS - post implementation expenditure review	0.030	EFFICIENCY ALREADY ACHIEVED	
Housing Services - Supplies and Services	0.003	EFFICIENCY ALREADY ACHIEVED	
Social Care - Supplies and Services	0.075	EFFICIENCY ALREADY ACHIEVED	
Procurement Hub - regional procurement of high cost low volume placements	0.020	EFFICIENCY ALREADY ACHIEVED	



**Month 4**

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Children's Services - out of county placements - improved procurement practice	0.533	EFFICIENCY ALREADY ACHIEVED	As at month 3 this budget was showing an underspend of £(0.344m). However due to change in service user circumstances this budget is now showing an overspend of £0.031m.
Transport Review - revised contracts	0.025	EFFICIENCY ALREADY ACHIEVED	
<b>TOTAL</b>	<b>0.686</b>		
<b>Organisational Design (APPENDIX 7d)</b>			
<i>Community Services</i>			
Review of Supported Living Service	0.350	EFFICIENCY ACHIEVABLE IN PART	The efficiency has been partly achieved in 2013/14 (£0.058m) and is expected to be fully achieved in 2014/15. It should be noted that the non achievement of this efficiency is being offset with underspends elsewhere within the Directorate.
Service Review of Warden Service	0.018	EFFICIENCY ALREADY ACHIEVED	
Children's Services - Removal of one team manager post	0.040	EFFICIENCY ALREADY ACHIEVED	
Development and Resources - Rationalisation of Management Team	0.050	EFFICIENCY ALREADY ACHIEVED	
<b>TOTAL</b>	<b>0.458</b>		

**Month 4**

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
<b>Fees &amp; Charges (APPENDIX 7a)</b>			
<i>Environment</i>			
Agricultural Estate rentals	0.008	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Agricultural Estates currently reporting a surplus income position.
Public Protection - increase to market rates	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Fees for both Licensing and Bereavement Services were increased from 1st June 2013
Markets Service - increased lettable space	0.019	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Markets currently reporting a surplus income position.
Traffic Regulation order Notices	0.013	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Budget Reduction met from within Highways Policy Budget
Streetscene - leachate processing	0.075	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	It is anticipated that the new income target will be met in 2013/14
<b>TOTAL</b>	<b>0.140</b>		
<b>Service Change (APPENDIX 7b)</b>			
<i>Environment</i>			
Street Lighting - non-residential areas post midnight turn-off	0.050	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	The new Street Lighting policy has been adopted and this efficiency will be achieved in full
Highways Asset Management Plan (HAMP) -rephasing of full implementation	0.225	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Previous approved pressure that was not required in 2013/14 and 2014/15 due to Local Government Borrowing Initiative (LGBI)

**Month 4**

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Public Conveniences - revisit of strategy	0.050	EFFICIENCY ACHIEVABLE IN PART	Tower Gardens, Holywell didn't close until 30th April 2013 with Cilcain and Caerwys delayed. This is likely to result in an underachievement of the efficiency by £0.021m. This will be fully achievable from 14/15.
Streetscene - implementation of Part III agreement	0.300	EFFICIENCY NOT ACHIEVABLE	The achievement of this efficiency is dependant on the implementation of Single Status so is anticipated to be achieved in 2014/15. The 2013/14 shortfall is being met from the Single Status reserve.
Waste Services - vehicle savings from full roll out of Saturday collection	0.140	EFFICIENCY NOT ACHIEVABLE	The achievement of this efficiency is dependant on the implementation of Single Status so is anticipated to be achieved in 2014/15. The 2013/14 shortfall is being met from the Single Status reserve.
Business Development team - agile working	0.004	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Budget Monitoring Position at Period 4 indicates achievement of this efficiency.
Staff travel - reduced mileage payments	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Budget Monitoring Position at Period 4 indicates achievement of this efficiency.
Directorate Support & Performance - Supplies and Stationery - Streamline current processes	0.008	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Budget Monitoring Position at Period 4 indicates achievement of this efficiency.
<b>TOTAL</b>	<b>0.780</b>		
<b>Procurement (APPENDIX 7c)</b>			
<i>Environment</i>			
Waste Services - Tender Transport arrangements for waste disposal	0.050	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	New Transport arrangements have been awarded as part of a tender process and are now in place.

**Month 4**

<b>Efficiency Description</b>	<b>Budgeted Efficiency (£m)</b>	<b>Current Position</b>	<b>Further information to support current position status or other relevant information</b>
Transportation Services - Review of subsidised Bus Service Contracts and re-tender	0.036	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Efficiency absorbed within service budget
Reduction in use of consultants	0.013	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Efficiency absorbed within service budget
Reduction in influencable spend	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Efficiency absorbed within service budget
Streamline current processes within Directorate Support	0.020	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Efficiency absorbed within service budget
<b>TOTAL</b>	<b>0.144</b>		
<b>Organisational Design (APPENDIX 7d)</b>			
<i>Environment</i>			
Review Management Recharge to the Communities First Programme	0.020	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	It is anticipated that this will be achieved as part of the Communities First Grant Claim for 2013/14
<b>TOTAL</b>	<b>0.020</b>		
<b>Other Efficiencies (APPENDIX 7e)</b>			
<i>Environment</i>			
Agricultural Estates - balance not required	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Specific Directorate Balance in the Environment Balance Sheet
Licensing / Health & Safety - balance not required	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Specific Directorate Balance in the Environment Balance Sheet
<b>TOTAL</b>	<b>0.050</b>		

**Month 4**

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
<b>Fees &amp; Charges (APPENDIX 7a)</b>			
<i>Lifelong Learning</i>			
Library Service - Fines	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Library - Hire charges increase	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Leisure Services - increased charges	0.175	EFFICIENCY ACHIEVABLE IN PART	Tariffs were increased on the 1st January as agreed but as income targets are not expected to be met, the efficiency is also not likely to be fully achieved. Estimated amount achievable £0.164m.
Review of post 16 distance limit	0.030	EFFICIENCY ACHIEVABLE IN PART	The amendment to the proposal to continue to provide transport to Colleg Cambria means that only £0.010m of the efficiency can be achieved. Work is ongoing to confirm this. However, we do not anticipate a pressure on the Transport budget at this time.
<b>TOTAL</b>	<b>0.207</b>		
<b>Service Change (APPENDIX 7b)</b>			
<i>Lifelong Learning</i>			
Operational efficiencies	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Youth Service - reduction of senior area workers	0.032	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	The budget for area workers had previously been reduced. This efficiency created a budget flow which has been addressed as part of the Youth Strategy by retaining part of the £0.050m below on a recurring basis. We do not anticipate a pressure on Youth Service this financial year.



**Month 4**

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Youth Service - term time only contracts	0.026	EFFICIENCY ACHIEVABLE IN PART	This change is being introduced as part of the Youth Strategy and has not yet been implemented though negotiations have started. At this stage it is anticipated that a saving of £0.007m will be made in this financial year.
Youth Service - Service reconfiguration	0.012	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Youth Service - Building costs savings	0.011	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Youth Service - Building rationalisation	0.005	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Youth Service - Holding back £50k (CC 1/3/13)	(0.050)	EFFICIENCY ALREADY ACHIEVED	This additional contribution is expected to be fully utilised.
Facilities - Management / Central Office - structure review	0.015	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Facilities - County Hall revised opening hours - reduced energy / overtime costs	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
LL ICT - Interim Service review - post reduction	0.025	EFFICIENCY NOT ACHIEVABLE	The Schools ICT Service Review has now been combined with the Corporate ICT Review. We do not anticipate a pressure on the schools ICT budget at this time.
Leisure Services - removal of swimming subsidy	0.023	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Directorate Management Team Restructure	0.043	EFFICIENCY ALREADY ACHIEVED	

**Month 4**

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
<b>TOTAL</b>	<b>0.192</b>		
<b>Procurement (APPENDIX 7c)</b>			
<i>Lifelong Learning</i>			
Reduction of Postage within the Library Service	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Out of County - Improved procurement through framework agreements and monitoring of placements.	0.385	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
School Transport Service - Operational efficiencies	0.080	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<b>TOTAL</b>	<b>0.466</b>		
<b>Organisational Design (APPENDIX 7d)</b>			
<i>Lifelong Learning</i>			
Libraries - Flexible retirement	0.015	EFFICIENCY ALREADY ACHIEVED	
Libraries - Library Service Review	0.037	EFFICIENCY ALREADY ACHIEVED	
<b>TOTAL</b>	<b>0.052</b>		
<b>Other Efficiencies (APPENDIX 7e)</b>			
<i>Lifelong Learning</i>			
Demographic Change in Schools (pupil numbers)	0.132	EFFICIENCY ALREADY ACHIEVED	
<b>TOTAL</b>	<b>0.132</b>		

**Month 4**

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
<b>Fees &amp; Charges (APPENDIX 7a)</b>			
<i>FINANCE - Corporate Services</i>			
Revenues - increased number of Council Tax fines	0.027	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<i>ICT &amp; CUSTOMER SERVICES - Corporate Services</i>			
Registrars - increased fees	0.019	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Network Services - income from hosting PSBA equipment	0.004	EFFICIENCY ALREADY ACHIEVED	
<i>LEGAL &amp; DEMOCRATIC - Corporate Services</i>			
External Fees - conveyancing / S106 agreements	0.015	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<b>TOTAL</b>	<b>0.065</b>		
<b>Service Change (APPENDIX 7b)</b>			
<i>Chief Executive - Corporate Services</i>			
Corporate Comms - reduced workforce bulletins	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Emergency Planning - collaborative working			
<i>HR &amp; OD - Corporate Services</i>			
CRB checks - review of options	0.035	EFFICIENCY ACHIEVABLE IN PART	Full details unknown at present therefore assumption made that 50% will be achieved. Further analysis and discussion required.
<i>LEGAL &amp; DEMOCRATIC - Corporate Services</i>			
Democratic Services - reduced paper usage	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Members Allowances (Basic Allowance) - no inflationary increase	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	



**Month 4**

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Members Allowances - Special Responsibility Allowances - reduction of number allocated	0.070	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Members Allowances - NI contributions reduction linked to reduced number of Special Responsibility allowances	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<b>TOTAL</b>	<b>0.138</b>		
<b>Procurement (APPENDIX 7c)</b>			
<i>Chief Executive - Corporate Services</i>			
Employee / Residents Consultations - reduction in number	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Supplies and Services	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Joint Working - costs reduction	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Alterations / Improvements reductions - future agile working	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Employee Safety Measures - reduced demand on budget	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Community Strategy / LSB partnership - reduction in planned requirements	0.000		
Conferences/Seminars/Lectures - reduced attendance	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<b>ICT &amp; CUSTOMER SERVICES - Corporate Services</b>			
Training Budget - Procurement via new solutions	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduced maintenance costs due to new security equipment	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	

**Month 4**

<b>Efficiency Description</b>	<b>Budgeted Efficiency (£m)</b>	<b>Current Position</b>	<b>Further information to support current position status or other relevant information</b>
Networking Hardware - reduced procurement	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
ICT Cabling - reduction enabled by IPT solution	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Leasing - budget adjustment	0.006	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Software Licensing - Microsoft licences procured through other agreements	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Hardware Maintenance - letting of MFD contracts	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduce influencable spend by 3%	0.004	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduced ICT Expenditure	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Rationalisation of third party software costs	0.013	EFFICIENCY ACHIEVABLE IN PART	Further analysis required, early assumption that 50% will be achieved
Avoidance of inflationary rises - software maintenance costs	0.020	EFFICIENCY ACHIEVABLE IN PART	Further analysis required, early assumption that 50% will be achieved
Reduced licence costs - via renegotiation	0.018	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Supplies and Services	0.061	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Training budget reduction - build around training solutions	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Alterations & Improvements - Datacentres	0.004	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	

**Month 4**

<b>Efficiency Description</b>	<b>Budgeted Efficiency (£m)</b>	<b>Current Position</b>	<b>Further information to support current position status or other relevant information</b>
Other Consumables - reduction in expenditure	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Hardware Maintenance - new technology with warranty	0.015	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Listing Paper - More use of electronic means	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Enterprise Servers - hardware	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Services work and Consultancy	0.004	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<i>HR &amp; OD - Corporate Services</i>			
Supplies & Services	0.009	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<i>FINANCE - Corporate Services</i>			
Supplies & Services	0.012	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<b>TOTAL</b>	<b>0.245</b>		
<b>Organisational Design (APPENDIX 7d)</b>			
<i>Chief Executive - Corporate Services</i>			
Reduction in mileage travelled - Emergency Planning	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<b>TOTAL</b>	<b>0.001</b>		

**Month 4**

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
<b>Service Change (APPENDIX 7b)</b>			
<i>Central &amp; Corporate Finance</i>			
Clwyd Theatr Cymru - agreed reduction to contribution	0.015	EFFICIENCY ALREADY ACHIEVED	
<b>TOTAL</b>	<b>0.015</b>		
<b>Procurement (APPENDIX 7c)</b>			
<i>Central &amp; Corporate Finance</i>			
Flintshire Futures - E-procurement and improved processes	0.102	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Flintshire Futures - Internal Fleet Review	0.160	EFFICIENCY ALREADY ACHIEVED	
<b>TOTAL</b>	<b>0.262</b>		
<b>Other Efficiencies (APPENDIX 7e)</b>			
<i>Central &amp; Corporate Finance</i>			
Reduced contingencies - one-off investment costs	0.240	EFFICIENCY ALREADY ACHIEVED	
Reduced contingencies - NDR	0.077	EFFICIENCY ALREADY ACHIEVED	
Reduction in Fire Levy due to formula changes	0.027	EFFICIENCY ALREADY ACHIEVED	

**Month 4**

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Flintshire Futures Assets Workstream - Facilities Management	0.060	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Flintshire Futures - Customer Workstream Contact Centre	0.100	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Flintshire Futures - Customer Workstream face to face customer contact	0.100	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Flintshire Futures - Customer Workstream Channel Shift	0.100	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<b>TOTAL</b>	<b>0.704</b>		



**FLINTSHIRE COUNTY COUNCIL**

**REPORT TO:**           **CABINET**

**DATE:**               **TUESDAY, 15 OCTOBER 2013**

**REPORT BY:**       **HEAD OF FINANCE**

**SUBJECT:**           **CAPITAL PROGRAMME 2013/14 (MONTH 4)**

**1.00**   **PURPOSE OF REPORT**

1.01   To provide Members with the Month 4 (End of July) capital programme information for 2013/14.

**2.00**   **BACKGROUND**

2.01   The Council approved a Housing Revenue Account (HRA) capital programme for 2013/14 of £10.992m at its meeting of 19<sup>th</sup> February 2013, and a Council Fund (CF) capital programme of £29.908m at its meeting of 1<sup>st</sup> March 2013.

**3.00**   **CONSIDERATIONS****3.01**   **Programme – Changes since Budget approval**

3.01.1 The table below sets out how the programme has changed during 2013/14 to date.

	CF £m	HRA £m	Total £m
<b>Council 19.02.13 (HRA) and 01.03.13 (CF)</b>			
Original Capital Programme	29.908	10.992	40.900
	<b>29.908</b>	<b>10.992</b>	<b>40.900</b>
<b>Latest Monitoring</b>			
Rollover from 2012/13 (See 3.02)	7.616	1.134	8.750
20% Holdback (See 3.03)	(2.106)	0	(2.106)
Changes this Period (See 3.04)	(1.639)	0	(1.639)
	33.779	12.126	45.905
<b>Revised Programme</b>	<b>33.779</b>	<b>12.126</b>	<b>45.905</b>

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

<b>REVISED PROGRAMME</b>	<b>Original Budget 2013/14</b>	<b>Rollover from 2012/13</b>	<b>20% Holdback</b>	<b>Changes</b>	<b>Revised Budget</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Corporate Services	1.613	1.283	(0.323)	(0.060)	2.513
Ciwyd Theatr Cymru	0.025	0.040	(0.005)	0	0.060
Community Services	3.350	(0.038)	(0.550)	0.784	3.546
Environment	16.460	2.580	(0.635)	(3.067)	15.338
Lifelong Learning	8.460	3.751	(0.593)	0.704	12.322
<b>Council Fund Total</b>	<b>29.908</b>	<b>7.616</b>	<b>(2.106)</b>	<b>(1.639)</b>	<b>33.779</b>
<b>Housing Revenue Account</b>	<b>10.992</b>	<b>1.134</b>	<b>0</b>	<b>0</b>	<b>12.126</b>
<b>Programme Total</b>	<b>40.900</b>	<b>8.750</b>	<b>(2.106)</b>	<b>(1.639)</b>	<b>45.905</b>

3.01.3 The revised budget is therefore the starting point for monitoring against in 2013/14.

### 3.02 Rollover from 2012/13

3.02.1 Rollover occurs when schemes due to be completed in a given financial year are delayed, possibly due to procurement issues/weather or if funding from external sources is altered e.g. rephasing of Welsh Government (WG) grants and are therefore not completed until the following year.

3.02.2 Rollover sums of £3.657m were agreed as part of the Quarter 3 report to Cabinet on 19<sup>th</sup> March, 2013 (subsequently reduced to £3.616m at outturn) and of £5.134m as part of the outturn report to Cabinet on 16<sup>th</sup> July, 2013, giving a total rollover amount of £8.750m.

3.02.3 For Early Identified Rollover (EIR) into 2014/15 see Section 3.05.4.

### 3.03 20% Holdback

3.03.1 In recent years there have been issues with the realisation of capital receipts required to fund the capital programme. This has led to a shortfall in funding which impacts on the Council's ability to fulfil its capital obligations.

3.03.2 Therefore, in a prudent approach to addressing this issue Council, at its meeting of 1<sup>st</sup> March, 2013, decided to hold back 20% of the core Council Fund programme pending the realisation of the appropriate level of capital receipts (See 3.06.3).

3.03.3 For an update on the capital receipts position see Section 3.06.3.



### 3.04 Changes during this period

3.04.1 Changes during this period have resulted in a net decrease in the programme total of £1.639m (CF £1.639m, HRA £0.0m).

3.04.2 Reasons for changes in the programme total include:-

- An increase/decrease in grant funding from WG or other external funding providers;
- Funding profiles from external sources sometimes alter during the year, resulting in expenditure needing to be realigned to meet this scenario; or
- Within Corporate Services are centrally held provisions for urgent Health and Safety issues and to provide funding for Feasibility Studies for potential future capital spend. These funds are reallocated to relevant programme areas as they are requested and approved.

3.04.3 A summary of the changes, showing major items, is shown in the table below -

<b>CHANGES DURING THIS PERIOD</b>		<b>£m</b>
<b>Increases</b>		
Private Sector Renewal/Improvement <sup>1</sup>	Additional WG Funding	0.980
Transportation <sup>2</sup>	Additional WG Taith Funding	1.449
School Modernisation <sup>3</sup>	Reprofiled Expenditure	0.444
Other Aggregate Increases		0.174
		3.047
<b>Decreases</b>		
Engineering <sup>4</sup>	Mold FAS	(3.000)
Regeneration <sup>5</sup>	ERDF Funding	(1.640)
Other Aggregate Decreases		(0.046)
		(4.686)
<b>Total</b>		<b>(1.639)</b>
<p>1 WG Funding re Houses into Homes (£0.380m) &amp; CESP Loans (£0.600m)</p> <p>2 Estimated allocation for 2013/14 increased to meet approved allocation from WG</p> <p>3 Funding reduced in 2012/13 due to reprofiling, reintroduced in current year</p> <p>4 Mold Flood Alleviation Scheme (FAS) awaiting Planning Permission, now reprofiled to 2014/15</p> <p>5 Spend on ERDF funded Town Centre Regeneration now reprofiled to 2014/15</p>		

### 3.05 Capital Expenditure compare to Budget

- 3.05.1 Actual expenditure at the end of July (Month 4) across the whole of the programme is £6.101m. The breakdown of expenditure is analysed in the following table, along with the percentage spend against budget. This shows that 13.29% of the budget has been spent across the programme (CF 12.24% and HRA 16.22%).
- 3.05.2 The table also shows the projected outturn (spend as at the end of the financial year) of £44.129m. It can be seen that on the Council Fund there is a projected underspend against budget of £1.534m and for the HRA a projected underspend of £0.242m.

EXPENDITURE	Revised Budget	Cumulative Expenditure Month 4	Percentage Spend v Budget	Projected Outturn	Variance Budget v Outturn (Under)/Over
	£m	£m	%	£m	£m
Corporate Services	2.513	0.029	1.16	2.513	0.000
Ciwyd Theatr Cymru	0.060	(0.002)	(2.83)	0.060	0.000
Community Services	3.546	0.809	22.80	3.500	(0.046)
Environment	15.338	1.803	11.76	14.598	(0.740)
Lifelong Learning	12.322	1.494	12.13	11.574	(0.748)
<b>Council Fund Total</b>	<b>33.779</b>	<b>4.134</b>	<b>12.24</b>	<b>32.245</b>	<b>(1.534)</b>
<b>Housing Revenue Account</b>	<b>12.126</b>	<b>1.967</b>	<b>16.22</b>	<b>11.884</b>	<b>(0.242)</b>
<b>Programme Total</b>	<b>45.905</b>	<b>6.101</b>	<b>13.29</b>	<b>44.129</b>	<b>(1.776)</b>

- 3.05.3 Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and the required remedial action, where those variances exceed 10% of the budget. In addition, where Early Identified Rollover (EIR) into 2014/15 has been identified, this is also included in the narrative.
- 3.05.4 As at Month 4 EIR of £1.432m 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 in 2014/15.
- 3.05.5 Information relating to each programme area is contained in Appendix B and summarised below –
- Environment                      £0.689m
  - Lifelong Learning                £0.743m

### 3.06 Financing

3.06.1 The capital programme is financed as summarised below:-

<b>FINANCING RESOURCES</b>	<b>General Financing<sup>1</sup></b>	<b>Specific Financing<sup>2</sup></b>	<b>Total Financing</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Latest Monitoring</b>			
Council Fund	14.599	19.180	33.779
Housing Revenue Account	5.200	6.926	12.126
	<b>19.799</b>	<b>26.106</b>	<b>45.905</b>
<b>Total Financing Resources</b>	<b>19.799</b>	<b>26.106</b>	<b>45.905</b>

1 Supported Borrowing / General Capital Grant / Capital Receipts  
2 Grants & Contributions / CERA / Reserves / Prudential & Other Borrowing

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

3.06.3 The position regarding 2013/14 capital receipts is summarised below:-

The original estimate for capital receipts was £6.618m, of which £3.700m is to be used to finance capital expenditure in 2013/14 and £2.918m to address the projected shortfall in capital receipts from 2012/13.

The latest reviewed position indicates decreased total receipts of £3.505m, with the largest amount of the receipts anticipated to be received in March 2014. Actual receipts received at Month 4 are £1.085m.

The outturn shortfall in 2012/13 was £3.028m, which together with the reduced target in 2013/14 and some minor adjustments, but mitigated by the £2.106m held back (20% of the original core programme), currently indicates a total shortfall in 2013/14 of £1.174m.

3.06.4 The situation regarding disposals remains fluid in this economic climate and hence it is difficult to predict with certainty when disposals will be effected. For example, a potential farm sale listed for 2014/15 could arise in the current financial year, thereby reducing the 2013/14 shortfall carried forward.

- 3.06.5 Also, early funding estimates for 2014/15 (pending the release of the Provisional Welsh Government Settlement) indicate sufficient resources to address the anticipated shortfall in the current year. It is therefore suggested that the Council continues to monitor the disposals programme closely and brings further updates to Cabinet in future capital monitoring reports.
- 3.06.6 The first call on any receipts received in the current year will be to address the brought forward shortfall.
- 3.06.7 At the 1<sup>st</sup> March budget meeting it was agreed to hold back 20% of core programme funding in the light of the continuing uncertainty over the timing of receipts (See Section 3.03). On the basis of the current projection and timing of receipts it is recommended that the 20% should continue to be held back to keep the programme within the limits of anticipated receipts. This will be closely monitored and will be reported on in future monitoring reports and will become part of the capital programme considerations for 2014/15.
- 3.06.8 The HRA capital resources are ring-fenced and used only for HRA purposes.

#### **4.00 RECOMMENDATIONS**

4.01 Cabinet is requested to:-

- Note and approve the report.
- Approve the continued holding back of 20% of the core programme.
- Approve the rollover adjustments in 3.05.4.

#### **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 2013/14  
Appendix B : Variances

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

Capital Programme Monitoring Papers 2013/14

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## CAPITAL PROGRAMME - CHANGES DURING 2013/14

	Original Budget 2013/14	Rollover from 2012/13	20% Holdback	Changes (Current)	Revised Budget	Rollover to 2014/15	Savings	Projected Outturn 2013/14
	£m	£m	£m	£m	£m	£m	£m	£m
<b>Environment</b>								
Administrative Buildings	3.785	0.237	(0.302)	0	3.720	0	0	3.720
Sustainable Waste Management	0.000	0.554	0	0.118	0.672	0	0	0.672
Engineering	3.200	0.665	(0.040)	(3.000)	0.825	0	0	0.825
General Environmental Enhancement	0	0.002	0	0	0.002	0	0	0.002
Highways	3.860	0.588	(0.232)	0	4.216	0	0	4.216
Planning Grant Schemes	0.000	0.000	0	0.006	0.006	0	0	0.006
Ranger Services	0.236	0.007	0	0	0.243	0	0	0.243
Regeneration	3.679	0.522	(0.061)	(1.640)	2.500	0	0	2.500
Transportation	1.700	0.005	0	1.449	3.154	0	0	3.154
	<b>16.460</b>	<b>2.580</b>	<b>(0.635)</b>	<b>(3.067)</b>	<b>15.338</b>	<b>0.000</b>	<b>0.000</b>	<b>15.338</b>



## CAPITAL PROGRAMME - CHANGES DURING 2013/14

	Original Budget 2013/14	Rollover from 2012/13	20% Holdback	Changes (Current)	Revised Budget	Rollover to 2014/15	Savings	Projected Outturn 2013/14
	£m	£m	£m	£m	£m	£m	£m	£m
Lifelong Learning								
Leisure Centres	0	0	0	0.026	0.026	0	0	0.026
Swimming Pools	0	0.120	0	0	0.120	0	0	0.120
Community Centres	0	0.065	0	0	0.065	0	0	0.065
Recreation - Other	0	0.034	0	0	0.034	0	0	0.034
Play Areas	0	0	0	0.050	0.050	0	0	0.050
Education - General	3.580	0.403	(0.566)	(2.998)	0.419	0	0	0.419
Primary Schools	0.075	1.129	(0.015)	1.219	2.408	0	0	2.408
Schools Modernisation	4.745	0.138	0	1.109	5.992	0	0	5.992
Community Youth Clubs	0	0	0	0.093	0.093	0	0	0.093
Secondary Schools	0	0.718	0	0.627	1.345	0	0	1.345
Special Education	0	1.138	0	0.578	1.716	0	0	1.716
Minor Works, Furniture & Equipment	0.060	0	(0.012)	0	0.048	0	0	0.048
Schools - Additional Funding	0	0.006	0	0	0.006	0	0	0.006
	<b>8.460</b>	<b>3.751</b>	<b>(0.593)</b>	<b>0.704</b>	<b>12.322</b>	<b>0.000</b>	<b>0.000</b>	<b>12.322</b>

## CAPITAL PROGRAMME - CHANGES DURING 2013/14

Original Budget 2013/14	Rollover from 2012/13	20% Holdback	Changes (Current)	Revised Budget	Rollover to 2014/15	Savings	Projected Outturn 2013/14
£m	£m	£m	£m	£m	£m	£m	£m
5.321	1.196	0	0	6.517	0	0	6.517
0.300	0.020	0	0	0.320	0	0	0.320
4.061	(0.132)	0	0	3.929	0	0	3.929
1.000	0	0	0	1.000	0	0	1.000
0.310	0.050	0	0	0.360	0	0	0.360
<b>10.992</b>	<b>1.134</b>	<b>0.000</b>	<b>0.000</b>	<b>12.126</b>	<b>0.000</b>	<b>0.000</b>	<b>12.126</b>

**Housing Revenue Account :**

## Housing Revenue Account

Major Works

Accelerated Programmes

WHQS Improvements

Disabled Adaptations

Other Services

**Totals :**

Council Fund

Housing Revenue Account

Grand Total

29.908	7.616	(2.106)	(1.639)	33.779	0	0	33.779
10.992	1.134	0	0.000	12.126	0	0	12.126
<b>40.900</b>	<b>8.750</b>	<b>(2.106)</b>	<b>(1.639)</b>	<b>45.905</b>	<b>0.000</b>	<b>0.000</b>	<b>45.905</b>

## CORPORATE SERVICES

## Capital Budget Monitoring 2013/14 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Information Technology	1.685	0.034	1.685	0.000	0	0.000		
Flintshire Connects	0.674	(0.005)	0.674	0.000	0	0.000		
Corporate Finance	0.154		0.154	0.000	0	0.000		
<b>Total</b>	<b>2.513</b>	<b>0.029</b>	<b>2.513</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>		

Clwyd Theatr Cymru	0.060	(0.002)	0.060	0.000	0	0.000		
<b>Total</b>	<b>0.060</b>	<b>(0.002)</b>	<b>0.060</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>		

Variance = Budget v Projected Outturn
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COMMUNITY SERVICES

Capital Budget Monitoring 2013/14 - Month 4

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required
	£m	£m	£m	£m	%	£m		
Private Sector Renewal/Improvement	3.396	0.813	3.396	0.000	0	0.000		
Depot (Housing)	0.000	0.002	0.000	0.000		0.000		
Children's Services	0.000	(0.006)	0.000	0.000		0.000		
Travellers' Sites	0.150		0.104	(0.046)	(31)	0.000	WG Grant approved at £104k	Budget to be amended to reflect reduced grant funding and expenditure kept within grant total
<b>Total</b>	<b>3.546</b>	<b>0.809</b>	<b>3.500</b>	<b>(0.046)</b>	<b>(1)</b>	<b>0.000</b>		

Variance = Budget v Projected Outturn

## ENVIRONMENT

## Capital Budget Monitoring 2013/14 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Administrative Buildings	3.720	0.542	3.728	0.008	0	0.000		
Sustainable Waste Management	0.672	0.122	0.622	(0.050)	(7)	0.000	Sandycroft Household Recycling Centre has been delayed in 2013/14 due to Review of the Council's Waste Collection Policy	Cabinet to consider revised Strategy on 17th December 2013
Engineering	0.825	0.008	0.477	(0.348)	(42)	0.000	Early Identified Rollover - Majority of land drainage schemes delayed due to re-directing funds to Mold FAS, which is currently awaiting planning permission	Request approval to move funding into 2014/15
General Environmental Enhancement	0.002	0.004	0.004	0.002	100	0.000		
Highways	4.176	0.817	4.176	0.000	0	0.000		
Planning Grant Schemes	0.006	0.007	0.007	0.001	17	0.000		
Ranger Services	0.243		0.236	(0.007)	(3)	0.000		
Regeneration	2.500	0.181	2.159	(0.341)	(14)	0.000	Early Identified Rollover - ERDF Grant for Town Centre Regeneration delayed and expenditure reprofiled to 2014/15	Request approval to move funding into 2014/15
Transportation	3.189	0.123	3.189	0.000	0	0.000		
Industrial Units	0.005	0.000	0.000	(0.005)	(100)	0.000	No planned works in 2013/14	
<b>Total</b>	<b>15.338</b>	<b>1.803</b>	<b>14.598</b>	<b>(0.740)</b>	<b>(5)</b>	<b>0.000</b>		

Variance = Budget v Projected Outturn

## LIFELONG LEARNING

## Capital Budget Monitoring 2013/14 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Leisure Centres	0.026		0.026	0.000	0	0.000		
Swimming Pools	0.120	0.049	0.120	0.000	0	0.000		
Community Centres	0.065	0.028	0.065	0.000	0	0.000		
Recreation - Other	0.034		0.034	0.000	0	0.000		
Play Areas	0.050	0.046	0.050	0.000	0	0.000		
Education - General	0.419	0.159	0.414	(0.005)	(1)	0.000		
Primary Schools	2.408	0.170	2.372	(0.036)	(1)	0.000	Early Identified Rollover - Relates to retention monies payable 12 months after project completion	Request approval to move funding into 2014/15

Variance = Budget v Projected Outturn
---------------------------------------

LIFELONG LEARNING (Cont.)

Capital Budget Monitoring 2013/14 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Schools Modernisation	5.992	0.560	5.327	(0.665)	(11)	0.000	Early Identified Rollover - Funding for Hawarden Infants/Juniors amalgamation, now reprofiled to 2014/15	Request approval to move funding into 2014/15
Community Youth Clubs	0.093	0.090	0.093	0.000	0	0.000		
Secondary Schools	1.345	0.268	1.303	(0.042)	(3)	0.000	Early Identified Rollover - Relates to retention monies payable 12 months after project completion	Request approval to move funding into 2014/15
Special Education	1.716	0.118	1.716	0.000	0	0.000		
Early Years	0.000	0.002	0.000	0.000		0.000		
Minor Works, Furn & Equip	0.048		0.048	0.000	0	0.000		
Schools - Additional Funding	0.006	0.003	0.006	0.000	0	0.000		
<b>Total</b>	<b>12.322</b>	<b>1.494</b>	<b>11.574</b>	<b>(0.748)</b>	<b>(6)</b>	<b>0.000</b>		

Variance = Budget v Projected Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2013/14 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Major Works	6.517	0.795	6.300	(0.217)	(3)	0.000		Underspend may be required to fund additional WHQS expenditure
Accelerated Programmes	0.320	0.012	0.295	(0.025)	(8)	0.000		Underspend may be required to fund additional WHQS expenditure
WHQS Improvements	3.929	0.971	3.929	0.000	0	0.000		
Disabled Adaptations	1.000	0.189	1.000	0.000	0	0.000		
Other Services	0.360		0.360	0.000	0	0.000		
<b>Total</b>	<b>12.126</b>	<b>1.967</b>	<b>11.884</b>	<b>(0.242)</b>	<b>(2)</b>	<b>0.000</b>		

Variance = Budget v Projected Outturn



## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE**  
**DATE:** **THURSDAY, 10 OCTOBER 2013**  
**REPORT BY:** **CHIEF EXECUTIVE**  
**SUBJECT:** **WAO REGULATORY PLAN FOR PERFORMANCE 2013**

### **1.00 PURPOSE OF REPORT**

- 1.01 To report for acceptance the proposed Regulatory Programme for Performance Audit for the Wales Audit Office (WAO) for the period April 2013 to March 2014.

### **2.00 BACKGROUND**

- 2.01 The Auditor General is responsible for preparing a programme of work under the Local Government (Wales) Measure 2009 (the Measure), the remaining functions of the Local Government Act 1999 and the Public Audit (Wales) Act 2004. The programme sets out the work to be delivered by and on behalf of the Auditor General for Wales and by his appointed auditors. It also covers the work of the Care and Social Services Inspectorate for Wales (CSSIW) and Estyn.
- 2.02 The purposes of regulation are to provide assurance to the organisation, the public and government; to support the development of internal governance and assurance frameworks (e.g. risk management); to aid and support performance improvement (of governance and of public services). In addition the Local Government Act 1999 places requirement on those inspectorates named specifically in the legislation (CSSIW and Estyn) alongside the WAO and its appointed auditor to work together to co-ordinate their activity within each authority.

### **3.00 CONSIDERATIONS**

- 3.01 The Regulatory Plan is three separate documents. Two of them, the Financial Audit Outline for Flintshire County Council and the Financial Audit Outline for Clwyd Pension Fund were presented to the Audit Committee in March 2013.  
The Regulatory Programme for Performance Audit for 2013/14 is attached at Appendix 1.
- 3.02 The range of performance audit work that the Auditor General and relevant regulators will carry out is detailed in a Work Plan. This

reflects the Council's improvement planning arrangements and is aligned to its improvement objectives. It provides more detailed information on the nature and scope of improvement assessment activities. This will be reviewed at least every quarter and will be the subject of liaison between WAO, the relevant regulators and council officers. We wish to continue to ensure that each piece of regulatory work is clearly scoped (the type, purpose and value) provides timely and quality reports which balance minimising the fees and burden of regulation and appropriate regulation in the public interest.

- 3.03 In ongoing discussions with the regulators the council has stressed the need for value for money in regulation.
- 3.04 The Performance Audit in the main comprises the Improvement Assessment, which is separated into four parts:
- The Councils arrangements for continuous improvement.
  - Improvement studies on the effectiveness of scrutiny; the preparation of the Annual Governance Statement; and key themes that have emerged from audits of authorities' improvement objectives and self assessment of performance.
  - Local work on the Council's self assessment of its arrangements and performance; and on collaboration with partners.
  - Audits of the Improvement Plan and Assessment of Performance (the latter must be published by the Council by the end October).
- 3.05 In addition the Auditor General has a duty to undertake national studies across local authorities. In 2013/14 there will be two studies relating to:
- Welfare Reform
  - Delivering with Less – The impact on services and citizens

The 2011/12 study 'Responding to the Financial Challenge' is due to be published in October 2013 and the 2012/13 study relating to young people not in employment, education or training is due to be published early 2014.

- 3.06 Following the audit of the Improvement Plan, the Auditor General has written to the Council to formally report the findings of the audit. The findings will be reported at the next meeting of this Committee. In addition, an Annual Improvement Report will set out the finding of the audit of the Council's assessment of performance, a summary of any corporate or performance assessment work carried out by the WAO and a summary of work carried out by the relevant regulators.

- 3.07 Final reports, their findings, recommendations and subsequent actions are to be brought to Cabinet from Directors within three months. The role of both the Corporate Management Team and Cabinet is one of accountability; being accountable for the activity, its findings and the improvement actions presented.
- 3.08 The regular reviews with WAO in developing their Work Plan and Timetable will take our own audit activity into account to reduce duplication, maximise resources and ensure appropriate accountability for regulation.
- 3.09 Other roles within the Council in relation to the Regulatory Plan activities include that of check and challenge by Overview and Scrutiny Committees and assurance by the Council's Audit Committee. The terms of reference and adopted protocols of these bodies reflect the tripartite roles of Corporate Management Team/Cabinet, Overview and Scrutiny and Audit Committee in relation to regulation.

#### **4.00 RECOMMENDATIONS**

- 4.01 The Audit Committee are requested to receive for acceptance the proposed Regulatory Programme for Performance Audit of the WAO for the period April 2013 to March 2014.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 The proposed fee for this year's regulatory performance work is £354,213.

#### **6.00 ANTI POVERTY IMPACT**

- 6.01 There are no direct implications in relation to this report.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 There are no direct implications in relation to this report.

#### **8.00 EQUALITIES IMPACT**

- 8.01 There are no direct implications in relation to this report.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 There are no direct implications in relation to this report.

#### **10.00 CONSULTATION REQUIRED**

- 10.01 Consultation with relevant members and Audit or Overview and Scrutiny Committees will be undertaken as a result of the

implementation of the regulatory programme.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Ongoing consultation on the status of the programme and its implications is undertaken with the regulators on a quarterly basis.

**12.00 APPENDICES**

12.01 Appendix 1: Regulatory Programme for Performance Audit for 2013/14

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

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Mr C Everett  
Chief Executive  
Flintshire County Council  
County Hall  
Mold  
CH7 6NB

Date 12 June 2013  
Pages 1 of 4

Dear Colin

**2013-14 Performance Audit Work and Fees**

I am writing to confirm the programme of performance audit work at Flintshire County Council (the Council) for 2013-14 and the associated fee for that work. This work is delivered under the Local Government (Wales) Measure 2009 (the Measure), the Local Government Act 1999 and Parts 2 and 3A of the Public Audit (Wales) Act 2004.

In addition to the annual programme of audit and assessment of improvement planning and reporting arrangements, we will undertake a programme of Improvement Studies and Local Government National Studies as set out in the Auditor General’s letter of 3 April 2013. These and the specific elements of our audit and assessment work are set out in the table below. Please note that each year’s work programme and performance audit fee covers one cycle of Improvement Assessment work. However, as this work does not fit neatly within a period starting on 1 April and ending on 31 March, the delivery of the annual work programme may overlap financial years.

<b>WAO performance audit work 2013-14</b>	
<b>Corporate Assessment Update</b>	Update of the Council’s capacity and capability to deliver continuous improvement
<b>‘Improvement Plan’ Audit</b>	Review of the Council’s published plans for delivering on improvement objectives
<b>‘Assessment of Performance’ Audit</b>	Review of the Council’s published performance assessment, including testing and validation of performance

	information
<b>Data quality review</b>	Review of systems to ensure accuracy of performance information (incl. performance indicator audit)
<b>Improvement study – Safeguarding</b>	Review of whole authority governance and management arrangements for safeguarding children and vulnerable adults
<b>Local Government National Study – Welfare reform</b>	Review of arrangements to manage the impact of welfare reform
<b>Local Government National Study - Delivering with less – the impact on services and citizens</b>	First of a series of national studies into specific service areas to examine how best use is being made of diminishing resources
<b>Local Review</b>	Review of asset management

The table below sets out our fees for performance audit work and includes the fee for financial audit work for completeness. The indicative fee for April 2013 to March 2014 will be charged in equal instalments between April 2013 and March 2014. If during the course of the audit and assessment any additional work is identified as being necessary, this may incur additional fees. Similarly should an issue arise of such importance that we consider a special inspection to be an appropriate response, we will charge an additional fee to conduct such an inspection. VAT will be applied as applicable as set out in the Auditor General's communication dated 26 April 2013.

<b>Fee</b>	<b>£</b>	<b>Previous year's fee</b>
Fee for WAO performance audit work from April 2013 to March 2014	137,587.00	139,985.00
Fee for Appointed Auditor's work on 2012-13 financial statements	215,967.00	215,967.00
WPS 2025 contribution*	659.00	
<b>Total Fee</b>	<b>354,213.00</b>	<b>355,952.00</b>

\*A small element of this fee relates to the WAO agreement to second a member of staff to work as a public finance lead with Wales Public Services 2025 (WPS 2025) for a period of six months. WPS 2025 is an independent programme established to raise awareness of the scale of the long term demographic, fiscal and sustainability challenges faced in Wales, and to create and support ideas that will help our public services respond effectively. Steve Thomas, Chief Executive of the WLGA, has recognised the relevance of this project and the WLGA has supported the funding of the secondment via a recharge alongside external audit fees, which will be apportioned equally across all unitary authorities. The recharge is estimated to be between £600 and £800 per unitary authority and will be invoiced alongside external audit fees during the course of 2013-14.

In addition to the programme of work set out above the Wales Audit Office may be undertaking work at local government bodies in the course of our programme of value for money studies laid before the National Assembly for consideration by its Public Accounts Committee. As many of these studies cut across the boundaries between different parts of the Welsh public sector, they will often be relevant to our work in local government. This work is funded separately by the Welsh Consolidated Fund and therefore does not incur a fee.

The Auditor General also has a duty under the Measure in relation to the coordination of the regulatory functions of the Wales Audit Office and relevant regulators, those being the Appointed Auditor; the Care and Social Services Inspectorate Wales (CSSIW); Estyn; and the Welsh Language Commissioner. The range of performance audit work that the Wales Audit Office and relevant regulators will carry out will be set out in more detail in a Work Plan and Timetable (WP&T) which will be reviewed every quarter.

We will publish an Annual Improvement Report for Flintshire County Council summarising our work and that of relevant regulators, and will issue reports (and/or letters) setting out the findings of audit and assessment work. As required by the Measure, these will be

copied to Welsh Ministers. We will also provide local feedback on our Improvement Studies. As our national studies are only carried at a selection of authorities, you may not receive a local report: instead we will publish a national report, the recommendations of which will apply to all local authorities. Where appropriate, both our improvement studies and national work may result in shared learning seminars.

Should you wish to discuss any element of this work please do not hesitate to contact me or Huw Lloyd Jones ([Huw.lloydjones@wao.gov.uk](mailto:Huw.lloydjones@wao.gov.uk)) or Karen Lees ([Karen.lees@wao.gov.uk](mailto:Karen.lees@wao.gov.uk)).

Yours sincerely

A handwritten signature in black ink that reads "Alan Morris". The signature is written in a cursive, slightly slanted style.

Alan Morris  
WAO Group Director



## FLINTSHIRE COUNTY COUNCIL

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

**DATE:** **THURSDAY, 10<sup>TH</sup> OCTOBER 2013**

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

**SUBJECT:** **PEOPLE STRATEGY UPDATE**

### **1.00 PURPOSE OF REPORT**

**1.01** To provide Scrutiny Members with a progress report on the delivery of the People Strategy Action Plan for 2009–12 as at 31 August 2013.

**1.02** To extend the current People Strategy and associated Action Plan to 2014, pending a full review of the strategy by the new HR and OD Departmental Management Team (post HR and OD service review).

### **2.00 BACKGROUND**

**2.01** The People Strategy is one of the four Corporate Resource Strategies for the Council. It sets out the Council's vision and intentions to achieve effective Organisational Change and modernisation, improved Leadership and people management practice, increased performance and productivity, updated working practices and pay and reward arrangements to better meet the needs of our customers.

**2.02** The current strategy covers the period 2009-12. It has been reviewed recently to reflect the Council's on-going and future priorities for the next twelve months (2013 - 14), based on the priorities identified in the Workforce Work stream under the Flintshire Futures Programme, pending a full review of the strategy which will run from 2014.

**2.03** The progress on the delivery of the strategy is reported on a regular basis to Cabinet and Overview and Scrutiny Committees. To supplement this, the Quarterly Performance reports for Human Resources and Organisational Development provide details on progress, by exception, focusing on actions that have been completed in accordance with the Action Plan and actions that have not been delivered in accordance with the original timeframes set, the reasons for this and the recovery plan that has been put into place.

### 3.00 CONSIDERATIONS

3.01 The following actions / projects are reported 'by exception' as follows:

- The action CUS/003 in the 'Customer' work stream, i.e. to design and implement a new HR and OD structure is completed with the new service structure populated and operational with an effective date of 1 June 2013. During the first six months of operation, employees assuming new roles and responsibilities will be trained in line with the transition plan.
- The action CUS/006, i.e. employee and manager self service on iTrent has progressed well with the Expenses module fully implemented across Corporate Services with implementation across both Lifelong Learning and Environment achieved during May and June 2013. The Training module successfully 'went live' on 27 April allowing employees to apply for training courses on-line. The scoping of the Web recruitment module commenced on 22 April.
- The actions CHA/003 and CHA/004, i.e. Organisation Design and Change development and the Organisation Design Change Programme are both under review pending further scoping work. The size and scale of the Council's next phase of change will be fundamental, involving the design and delivery of a major change programme, given the Council's anticipated budget gap over the next five years.
- With reference to the above, work streams will include a **Structural and Business Unit Review**, with the aim of creating a smaller number of bigger business units or divisions and exploring alternative delivery models and **Workforce Reduction/Scaling**, including management and supervision reduction, the potential for targeted voluntary redundancy programme and other methods, e.g. reduction in hours, flexible retirement etc. The scope and planning for this programme will be completed during September and October 2013.
- The action CHA/006, i.e. to agree and implement the 'Jobs at this Level' Framework is complete. The framework has been used to determine the Career Grades in readiness for Single Status. A new Job Evaluation process has since been designed and is currently being implemented and the 'Jobs at this Level' framework will be used as a reference point for assessing the size of jobs as part of the new Job Evaluation approach.
- The action CAP/003 under the 'Capacity' work stream, i.e. to adapt / develop a new competency based appraisal system is largely complete. A new Behavioural Competency Framework has been developed which will form an important part of the

appraisal process.

- The action CON/001 under the 'Consolidation' work stream, i.e. to implement Single Status and Equal Pay is near completion. The Part 3 provisions have been provisionally agreed with the Trade Unions back in April 2013 and a preferred pay model has been developed jointly with the Trade Unions during July 2013. A written offer to the Trade Unions on a provisional Collective Agreement was made in mid August 2013. The aim is to achieve approval and adoption of the draft Collective Agreement at County Council on 29th October 2013.
- The action CON/007, i.e. to review HR policies to enable / promote Agile Working is completed. The Agile Working policy, together with a revised Flexible Working Policy and the underpinning guidance / tool kit have been drafted and consultation with key stakeholders is concluded. Implementation of the new policies will commence from September 2013 onwards.

#### **4.00 RECOMMENDATIONS**

**4.01** That Scrutiny Members note and endorse the extension of the current People Strategy to 2014 pending a comprehensive review.

**4.02** That Scrutiny Members note the progress report on delivery of actions up to 31 August 2013.

#### **5.00 FINANCIAL IMPLICATIONS**

**5.01** The resourcing implications are set out in the attached Action Plan and in the project documentation for larger projects.

#### **6.00 ANTI POVERTY IMPACT**

**6.01** None identified.

#### **7.00 ENVIRONMENTAL IMPACT**

**7.01** None identified.

#### **8.00 EQUALITIES IMPACT**

**8.01** Equality Impact Assessments will be undertaken for individual projects as appropriate.

#### **9.00 PERSONNEL IMPLICATIONS**

**9.01** None specifically arising from this report. Any actions arising from

delivery of projects within the strategy which may impact on employees will have their own communication and consultation plan.

**10.00 CONSULTATION REQUIRED**

**10.01** None specifically arising from this report.

**11.00 CONSULTATION UNDERTAKEN**

**11.01** Not applicable.

**12.00 APPENDICES**

**12.01** Appendix 1 - People Strategy Action Plan with updates as at 31 August 2013.

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

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# APPENDIX 1

## PEOPLE STRATEGY ACTION PLAN – COMPLETED ACTIONS AND PRIORITIES TO 2014

PEOPLE STRATEGY THEME	CUSTOMER		
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>To ensure that employees have the skills, knowledge and behaviours to deliver accessible, responsive and customer focused services</li> <li>To design the organisation to meet the requirements of customers, ensuring structures are shaped with the aim of delivering excellent customer services</li> <li>To develop a 'world class' HR service for both strategic and transactional HR</li> </ul>	<b>LEAD ROLE</b>	Head of HR and OD
<b>DELIVERABLES</b>	<ul style="list-style-type: none"> <li>Providing development opportunities for employees to develop excellent customer care skills (Customer Care Award)</li> <li>Design and implement an organisational design model / framework with guidance for managers to meet the needs of customers</li> <li>Implementation of HRMIS Phase II – Manager and Employee Self-Service</li> <li>Design and implementation of a new HR &amp; OD Service Structure</li> </ul>	<b>TARGET COMPLETION DATE</b>	<b>MARCH 2014</b> (some workstreams will extend beyond)

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<b>RESOURCES</b>	HR Management team, Corporate Training, Directorate Management Teams, Corporate Management Team
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REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
CUS/001	Develop Customer Care Award	Completion by June 2011 achieved.	Corporate Training (Steve Hughes)/ Deeside College / DMTs	Within existing resources	GREEN	Customer Service Award development completed.  <b>C - Completed</b>
CUS/002	Implement Customer Care Award across the organisation	Implement from July 2011 and on-going	Heather Johnson (L & D) / Heads of Service Denise Naylor (LEAD) / Rebecca Jones	Within existing resources	GREEN	Housing award completed.  <b>C - Completed</b>
					GREEN	Programme of development for Environment complete. Roll out in Environment due to be completed April/May 2012. Wider roll out to organisation within 18 months.  <b>✓ - On Track</b>

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
CUS/003	Design and Implement new HR and OD service	Service Review to be implemented by 1 June 2013.	Head of HR and OD	Additional project support resources secured.	GREEN	HR and OD Review in place on 1 June 2013  C - Completed
CUS/004	Tailor and implement Customer Care Award for new HR and OD service	Tailor the Customer Care Award - Commence by August 2012. Revised date Jan 2014 Implement the Customer Care Award - Complete by December 2012. Revised date June 2014	Steve Hughes and Employment Services Manager (on appointment)	Within existing resources	AMBER	HR and OD Review to be completed first.  HR & OD review completed on 1 <sup>st</sup> June. Design work for Customer Care Award has commenced.  ✘- Behind Schedule – date adjusted.
CUS/005 PROJECT PLAN IN PLACE – (Flints. Futures)	Implement Phase II of HRMIS - Employee Self-Service	Completion by August 2011 achieved.	iTrent HRMIS Project Manager (Rebecca Noble)	Continuation of Project Funding confirmed via Flintshire Futures.	GREEN	Employee Self-Service roll out complete for IT users  C – Completed

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REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	<b>Progress</b> <b>C - Completed</b> <b>✓ - On Track</b> <b>✘ - Behind Schedule</b>
<b>CUS/006</b>  <b>PROJECT PLAN IN PLACE- (Flints. Futures)</b>	Implement Phase II of HRMIS (iTrent)  Manager Self-Service (People Manager)	Project in progress.	iTrent HRMIS Project Manager (Rebecca Noble) – CMT – Project Board – DMT's	Continuation of Project Funding confirmed via Flintshire Futures.	<b>GREEN</b>	Manager Self Service rollout complete to all IT users.  Expenses module roll out across all service areas complete (only outstanding areas are some service areas within Community Services).  Learning / Training Module to book Corporate Training Events live since May 2013  Skills and Qualifications available via Employee Self Service since July 2013  Recruitment and Web recruitment module – development work commenced, roll out scheduled December 2013  <b>✓ - On Track</b>

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
CUS/007	Identify and implement employee involvement methods	Project in progress. Methods to be identified and implemented from April 2012 onwards	Heather Johnson /Corporate Communications Officer (Gill Watkins)	Within existing resources	AMBER	Methodologies identified but plan still requires developing. Intention is to have a programme of involvement /engagement activities.  ✘- Behind Schedule – date adjusted.

<b>PEOPLE STRATEGY THEME</b>	<b>CHANGE</b>		
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>To ensure that managers are confident and competent in managing change effectively</li> <li>To promote a culture where employees understand and participate in change</li> <li>To achieve planned organisational change and modernisation throughout our services and business practices</li> <li>To create frameworks, tools and techniques for managing change</li> </ul>	<b>LEAD ROLE</b>	Head of HR and OD
<b>DELIVERABLES</b>	<ul style="list-style-type: none"> <li>Delivery of 'managing change' programme to develop skills and knowledge</li> <li>Development and implementation of Organisation Design principles</li> <li>Development of framework and guidance for managing change effectively</li> <li>Implementation of tools and techniques to support change and service modernisation</li> </ul>	<b>TARGET COMPLETION DATE</b>	<b>MARCH 2014</b> (some workstreams will extend beyond)
<b>RESOURCES</b>	HR Management team, Corporate Training, Single Status Project Manager, Directorate Management Teams, Corporate Management Team, Regional Partners Additional resource – Temporary Organisation Design Officers / Job Analysts		

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS		Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CHA/001 (Flints. Futures)	Develop set of Organisational Design principles	Completed by December 2011	Cross-organisation Management Group / Single Status Project Manager / Head of HR and OD	Additional project support resources secured	GREEN	Research and benchmarking work completed Final document prepared  <b>C - Completed</b>
CHA/002 (Flints. Futures)	Review and revise "Guide to Organisational Design for Senior Managers	To be determined.	Organisation Design Officer(s) Averil Thomas/Sian Williams		AMBER	<b>ON HOLD.</b> Major change Programme is currently being scoped and designed. Supporting guidance will be developed to align to programme requirements
CHA/003 Flint Futures	Design and Deliver coaching / development programme on Organisation Design and Change	To be determined	Head of HR/Single Status Project Manager/Corporate Training Officers	Additional project support resources	AMBER	<b>ON HOLD</b> As above

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS		Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CHA/004 (Flints. Futures)	To define the programme and identify which services to be reviewed as part of Organisational Design Change Programme	To be determined	Chief Executive / Assistant Chief Executive / Head of HR and OD		AMBER	<ul style="list-style-type: none"> <li>Major Change Programme is currently being scoped and designed. Workstreams will include a Structural and Business Unit Review and Workforce Reduction, including management and supervision reduction. The scope and planning for this programme will be completed during September 2013.</li> </ul>
CHA005 (Flints. Futures)	Commence implementation of Organisation Design Change Programme	To be determined	CMT / HR / Organisation Design Officers	Additional project support resources secured	AMBER	See explanation above.

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS		<b>Progress</b> <b>C - Completed</b> <b>✓ - On Track</b> <b>✗ - Behind Schedule</b>
CHA/006	Agree and implement "Jobs at this Level" Framework for broader usage across organisation	Completed	Head of HR and OD / Single Status Project Manager / CMT / Joint Trades Unions	Project resources in place	GREEN	<p>Framework document prepared and implemented for determining 'Career Grade Progression' – see CON/003.</p> <p>New 'shorter version' JE process designed with JATL framework being used as a key reference to determine job size / grade.</p> <p><b>C- Completed</b></p>
CHA/007	Promote attendance for senior and middle managers on 'Managing Change Successfully' Regional Programme  <b>Revised key task to:</b>  Target attendance for	In progress	HR Managers with Heads of Service	Within existing resources	GREEN	<p>Programme well established <b>C- Completed</b></p> <p>Evaluation of learning / measures around improved practice to be identified</p>

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS		Progress C - Completed ✓ - On Track ✗ - Behind Schedule
	senior and middle managers on 'Managing Change Successfully' Regional Programme					✓ - On Track
CHA/008	Create opportunities for exchanging good practice / excellence in managing change Identify 'Change Champions' within services  (CHA/008 and CHA / 009 now combined)	Commence December 2012	CMT [Head of HR and OD / Head of Housing and Head of ICT and Customer Services] (Flintshire Futures Programme)	Within existing resources  HR Manager (Lesley Newton)  Flintshire Futures HR Lead (Angela Lawrence)	GREEN	Review of organisational change approach with Leadership Team  ✓ - On Track

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*Interdependencies: Key Tasks CHA/001, CHA/002, CHA/005 have interdependencies with Single Status – CON/001  
CHA/008 is interdependent with CHA/002*

<b>PEOPLE STRATEGY THEME</b>	<b>CAPACITY</b>		
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>To identify and implement a framework to remodel the workforce as part of corporate and service planning</li> <li>To promote succession and continuity planning</li> <li>To develop key skills for employees to support the effective delivery of services now and in the future</li> </ul>	<b>LEAD ROLE</b>	Head of HR and OD
<b>DELIVERABLES</b>	<ul style="list-style-type: none"> <li>Workforce Planning Model including identification of talent and succession planning</li> <li>Developing use of Appraisal system to identify and develop our talent</li> <li>Development and implementation of People Development Framework including Leadership Development</li> </ul>	<b>TARGET COMPLETION DATE</b>	<b>MARCH 2014</b> (some workstreams will extend beyond)
<b>RESOURCES</b>	HR Management team, Corporate Training, Single Status Project Manager, Directorate Management Teams, Corporate Management Team, Regional Partners		



REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CAP/001	Develop Workforce Planning Skills for HR	Completion by October 2011 achieved	Head of HR and OD / HR Managers	N/A	GREEN	Training completed.  <b>C - Completed</b>
CAP/002	Develop Workforce Planning Approach and Model	Commence by January 2012.  Complete by March 2012.	Head of HR and OD / HR Managers / CMT	Within existing resources	GREEN	Draft Workforce Planning model developed. <b>C - Completed</b>
	Implement new Workforce Planning Model and explore integration into Service Planning process	Complete by April 2013  <b>Carry forward to next phase of People Strategy 2014 - 2017.</b>	Head of HR and OD / HR Managers / Karen Armstrong / CMT	Within existing resources		Model to be 'tested' by Directorate and Service teams.  Workforce Planning principles have been incorporated

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
						into the service planning process but further work to be undertaken to develop into more sophisticated approach.  ✓ - On Track
Page 104 CAP/003	Adapt Appraisal System to assess and improve performance, identify talent and provide development opportunities	Commence by January 2013.  Complete by December 2013  Behavioural competencies and 'Jobs at this Level' to be developed prior to selecting and introducing new approach.	Learning & Development – Heather Johnson	Additional resources (in collaboration with neighbouring Councils) to be identified	<b>GREEN</b>	Competency framework and new appraisal system developed.  New Appraisal Policy to drafted. Consultation ongoing  ✓ - Near completion (On Track)

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CAP/004	Embed People Development Framework Programmes and align with new Qualification Framework	In progress. Complete by January 2012	Learning & Development Heather Johnson	Within existing resources	GREEN	Programmes designed and implemented  C - Completed
CAP/005	Develop/identify options for Leadership Development for existing Leadership team	In progress. Complete by February 2012	Head of HR / CMT / Learning and Development	Within existing resources	GREEN	Initial options identified. Application of appropriate methods to be arranged to include Coaching options  C - Completed
	Identify options for 'aspiring' / future Leaders as part of programmes offered in partnership with Deeside College	In progress. Complete by April 2013	Head of HR and OD / CMT/ Learning and Development– Heather Johnson.	Within existing resources		

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CAP/006	Develop New Manager Development Programme (E-Learning)	Commence by January 2012. Complete by June 2012	Learning and Development Heather Johnson	Within existing resources	GREEN	E learning programme developed.
	Implementation of new programme	November 2012				C- Completed  ICT arrangements now in place to implement programme by revised deadline.
CAP/007	Develop and implement Coaching Strategy	Commence by April 2012  Complete by December 2013.  Carry forward to next phase of People Strategy 2014 - 2017.	Heather Johnson – Learning and Development/ Head of HR and OD	Within existing resources	GREEN	Draft Coaching Strategy for other NW Councils to be adapted for FCC.  ✓ - On Track

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*Interdependencies: Key Tasks CAP/005 is interdependent with CAP / 007*

<b>PEOPLE STRATEGY THEME</b>	<b>CONSOLIDATION</b>		
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>To enhance Flintshire’s reputation as a “modern employer of first choice”</li> <li>To ensure we set and meet standards of performance through sound people management</li> <li>To provide and maintain a fair and equitable reward strategy to recognise and reward the contributions of employees</li> </ul>	<b>LEAD ROLE</b>	Head of HR and OD
<b>DELIVERABLES</b>	<ul style="list-style-type: none"> <li>Implementation of Single Status and settlement of Equal Pay Claims</li> <li>Negotiate and implement a revised set of Part III Terms and Conditions</li> <li>Identify, develop and review HR policies to enable flexible, agile and modernised working practices</li> </ul>	<b>TARGET COMPLETION DATE</b>	SEPTEMBER 2012  Revised effective date of 1 <sup>st</sup> Qtr 2013/14 agreed in November 2012
<b>RESOURCES</b>	HR Management team, Corporate Training, Single Status Project Manager, Directorate Management Teams, Corporate Management Team, Regional Partners		

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	<b>Progress</b> <b>C - Completed</b> <b>✓ - On Track</b> <b>✗ - Behind Schedule</b>
<b>CON/001</b>  <b>PROJECT PLAN IN PLACE</b>  Page 108	Implement Single Status  Settle Equal Pay claims	In progress.  <b>Project plan under review – date may change</b>	Chief Executive / Head of HR and OD / Head of Finance /Head of Legal / CMT / Joint Trade Unions	Project resources in place	<b>AMBER</b>	Part 3 negotiations completed and a provisional agreement achieved with Trade Unions. Preferred pay model developed jointly with TUs July 2013. Offer on collective agreement made August 2013 to TUs.  Equal Pay Settlement Strategy under development. concluding of the Council's approach is dependent on determining the new pay model. Equal Pay settlement will

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
						take place broadly in tandem with concluding Single Status ✘ - Behind Schedule
CON/002	Modify and agree elements of the JE process to enable the converging of organisational change projects with Single Status	Completion by December 2011 achieved.	Head of HR and OD / JE Team / CMT / Joint Trades Unions	Project resources in place	GREEN	Alternative proposals for modernising JE process developed and agreed at CMT and is currently being implemented. See CHA / 006  <b>C - Completed</b>
CON/003	Develop Career Progression Frameworks via use of 'Jobs at this level')  (See link to CHA/006 re agreement and implementation of	Commence by May 2012.  Complete by July 2012.	OD Officers / Senior Managers	Additional project support resources secured	GREEN	Research and benchmarking work completed. Project interdependency with Single Status identified. Timeframes brought forward.

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track x - Behind Schedule
	'Jobs at this Level' model for broader usage across organisation for service change projects)					C - Completed
CON/004 Page 110	Establish governance and monitoring post Single Status implementation	Commence September 2012  Complete by April 2013  Project plan under review – date may change	Head of HR & OD / HR Policy and Reward Adviser / Employment Services Manager / HR Business Partners	Within existing resources	AMBER	Dependent on Single Status project.  Draft policy developed – to be finalised and agreed.  ✓ - On Track
CON/005	Set proposals for revised Part III terms and conditions and prepare EIA	Completion by August 2011 achieved. Part 3 to be integrated in with Single Status Agreement – see CON / 001	CMT / CEO / Head of HR & OD / Head of Finance	N/A	GREEN	Proposals and Equality Impact Assessment completed  C - Completed



REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CON/006 (Flints. Futures) Action deleted – negotiations for Part 3 now incorporated in with Single Status project.						N/A – to be integrated with Single Status CON / 001
CON/007 (Flints. Futures)	Identify and review HR policies to enable / promote Agile Working	Commence by January 2012.  Complete by September 2012.  <b>Revised deadline June 2013</b>	HR Lead – Flintshire Futures Programme Head of HR & OD  Interim HR Policy Development Officer	Additional capacity identified within existing resources	<b>GREEN</b>	Policies have been identified and draft policies completed. To be finally approved by CEO via delegated powers - <b>Completed</b>
CON/008 (Flints. Futures)	Develop Manager Guidance on Agile Working practices	Completion by March 2012 achieved.	HR Lead – Flintshire Futures Programme Head of HR & OD	Resources in place.	<b>GREEN</b>	Toolkit developed ( <b>requires maintenance which is ongoing</b> )

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
						C - Completed
CON/009	Review and implement Attendance Management Strategy	In progress.  Action Plans in place by 30 September 2013	Head of HR & OD / HR Managers / Occupational Health Team/Lesley Newton /Sharon Cave	Within existing resources	GREEN	Review of Attendance Strategy has commenced. Additional OH Service interventions to be incorporated  ✓ - On Track
CON/010	Develop Holiday Policy  Implementation plan to be developed and actioned	In progress. Complete by February 2012  April 2014	Employment Services Manager - John Griffiths / HR Policy and Reward Adviser	Within existing resources	GREEN	Scope for new policy developed. <b>C – Completed</b> Holiday policy to be implemented. Action Plan under development <b>Schedule</b> ✓ - On Track

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<b>PEOPLE STRATEGY THEME</b>	<b>COLLABORATION</b>		
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>To continue to develop and maintain a positive employee relations culture by promoting open and effective partnership working with Trades Unions</li> <li>To lead collaborative working on innovative and responsive HR shared solutions across North Wales</li> <li>To develop good practice principles and capacity to lead and participate effectively in collaborative working projects</li> <li>To promote mobility across the public sector to achieve workforce planning, recruitment and retention and develop talent</li> </ul>	<b>LEAD ROLE</b>	Head of HR and OD
<b>DELIVERABLES</b>	<ul style="list-style-type: none"> <li>To establish links with other Local Authorities, public sector organisations and WG to explore opportunities to working collaboratively to deliver positive outcomes together</li> <li>To enable collaborative working projects (e.g. shared School Improvement Service) to deliver by ensuring that the 'people' workstreams are managed effectively (creation of HR Collaboration Toolkit)</li> <li>To promote and deliver regional collaboration within Human Resources with other local authorities</li> </ul>	<b>TARGET COMPLETION DATE</b>	SEPTEMBER 2012
<b>RESOURCES</b>	HR Management team, HRD Network, HR Regional Community, Directorate Management Teams, Procurement, Corporate Management Team, other Regional Partners		

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
COL/001 PROJECT PLAN IN PLACE (Flints. Futures)  Page 114	Implement shorter term options to maximise benefits of MASS project further across the three Local Authorities	In progress. Complete by September 2012	Heads of HR and OD / Director of Community Services / Managed Agency Contracts Manager	Within existing resources	GREEN	New contract re-negotiated for 3 Local Authorities from October 2011 onwards  Implementation of new version of Matrix system in progress  C – Completed
COL/002 PROJECT PLAN IN PLACE (Flints. Futures)	Explore options for introducing systems such as the Dynamic Purchasing System to procure other services, e.g consultants  Above action no longer relevant. Council entering into Joint	Not applicable	Heads of HR and OD / Director of Community Services / Procurement Manager	Within existing resources	AMBER	

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track x - Behind Schedule
	Procurement Service with DCC and introducing 'Category Management' approach for procurement. Likely to utilise existing P2P System					
<b>COL/003</b> <b>PROJECT PLAN IN PLACE (Flints. Futures)</b>	Consultants and Interims Review	To commence October 2012.  To complete December 2013.	Head of HR & OD / Head of Finance / Procurement Manager / CMT		<b>GREEN</b>	Further development as a Flintshire Futures Project under Workforce Work stream (links with Procurement Work stream).  ✓ - On Track
<b>COL/004</b>	Development of NW approach for providing outplacement services for all redeployees.	Commence by January 2012.  Complete by September 2012.	Heads of HR and OD / HR Community Group for North Wales	Within existing resources	<b>GREEN</b>	<b>C - Completed</b>

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track x - Behind Schedule	
Page 116		Part of task removed as this is not currently a collective priority for NW Councils					
	COL/005	Sharing HR policy development and harmonising current policies across Local Authorities	In progress from March 2012 and on-going	Heads of HR and OD / HR Community Group for North Wales / HR Policy Development Officers	Within existing resources	AMBER	Key policies shared policies to be collectively developed identified. Working Group set up to identify areas of priority. ✓ - On Track
	COL/006	Development of Commissioning Model for Learning and Development across North Wales	Commence from January 2012. On-going.	Heads of HR and OD / Learning and Development Advisers	Within existing resources	AMBER	NW Managing Change Successfully Programme developed and delivered to 700 managers. NW Coaching

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
						Framework in place and delivering ILM Level 5 Coaching Diploma ✓ - On Track
COL/007	Development and implementation of an HR Toolkit for Collaboration and Integration Projects.	Commence by January 2012. Complete by December 2013.	Heads of HR and OD	Financial assistance bid submitted to WLGA for Project Manager for two year duration to work across NW Local Authorities	GREEN	✓ - On Track
COL/008	Agree and finalise partnership with WCBC to act as host authority for providing Occupational Health Services	Implementation date 1 September 2011 achieved.	Head of HR & OD	N/A	GREEN	New OH service partnership agreement with WCC fully operational  C - Completed

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## FLINTSHIRE COUNTY COUNCIL

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

**DATE:** **THURSDAY, 10<sup>TH</sup> OCTOBER 2013**

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

**SUBJECT:** **WORKFORCE INFORMATION QUARTER 1 APRIL - JUNE 2013**

### **1.00 PURPOSE OF REPORT**

- 1.01 To provide Scrutiny Members with an update for the first quarter 2013/14. This report provides details of the following:

Establishment  
Headcount  
Agency  
Early Retirements (First and third quarter reports only)  
Turnover  
Diversity  
Absence

### **2.00 BACKGROUND**

- 2.01 The format of the detailed Workforce Information report was approved by Scrutiny on 9 March 2009 and agreed by Corporate Management Team on 26 March 2009.
- 2.02 This report now includes additional details on agency workers, including number of placements, level of spend and the savings which have been achieved through the Matrix contract and information on Early Retirements, the latter being reported bi-annually (first and third quarter reports).
- 2.03 The format of this accompanying report has been adapted to provide commentary on changes and trends that have occurred during the quarter on an exceptional basis.

### **3.00 CONSIDERATIONS**

#### **Establishment**

- 3.01 Overall vacancies have increased, however, where a Service Review has been implemented, e.g. Corporate Services, the figure has decreased. A hold on the deletion of vacant positions was implemented whilst the data was being imported to the Pay Modeller, however, this is now complete and

members will see a reduction in most areas reflected in the second quarter.

**Headcount**

3.02 The only changes in the headcount report is the difference in the part Time and Part Time Term Time totals as this now reflects the workforce more accurately.

**Agency**

3.03 The statistics below provide a breakdown of spend and net savings per month during the first quarter.

Month	Spend £	Net Savings £	Net Savings %
April	£192,435.31	£18,903.31	9.82%
May	£170,794.81	£15,212.71	8.91%
June	£295,625.77	£25,352.82	8.58%

3.04 Snapshot figures taken from Matrix on 30<sup>th</sup> June indicate 175 placements were active, a slight decrease figure when compared to the same date in the previous financial year. As expected, the number of placements has increased throughout the 1<sup>st</sup> quarter due to a peak in seasonal obligations (for example grass cutting).

Year	2012	2013
April	191	148
May	163	164
June	178	175

3.05 The table below indicates the overall number of hours completed by workers during the 1<sup>st</sup> quarter of the current financial year and the previous two. These figures indicate that the overall usage of the temporary workforce has decreased year on year.

Q1	Total Hours Worked
2011/12	53,661
2012/13	34,843
2013/14	32,475

3.06 In line with the AWR (Agency Workers Regulations), temporary workers are entitled to equal treatment after 12 weeks in the job, this relates to basic employment and working conditions. The Council monitors the number of placements exceeding 12 weeks and where appropriate have taken steps to reduce those that exceed this duration. Figures taken from the Matrix placement report at the end of June 2013 indicate that the number of placements over 12 weeks has risen by 4% in comparison with figures for June 2012. Work continues to monitor and reduce the number of long term temporary workers.

3.07 The Agency net savings for the first quarter for the financial year 2013/14 are £48,203.50, compared to £45,523.88 savings for the same quarter in the financial year 2011/12.

### Early Retirements

3.08 There were 7 Early Retirements for the period January to June 2013. 5 of these Early Retirements were on the grounds of redundancy, with the remainder being Dismissal. The total cost for this period is £136,919.31.

These figures are based on the leaver information available in Trent and may be subject to change based upon the receipt of late paperwork and the delay in payments being made which will be processed in the next period.

### 3.09 Turnover

The headcount for Corporate Service has reduced from the 1<sup>st</sup> quarter 2011/12. An exercise to vacate Acting/Stage Management positions inflated the 1<sup>st</sup> quarter 2011/12 figures, the same exercise has been carried out in the 2<sup>nd</sup> quarter 2012/13 and this will be reflected in the next quarter.

Lifelong Learning has also reduced due to a number of Catering/Cleaning positions being vacated in the 1<sup>st</sup> quarter 2011/12.

### Diversity

3.10 Further to our commitment to Equality in Employment, as required by the Equality Act 2010, an equalities information review has been carried out across the organisation, resulting in an increase in the quality and quantity of data.

### Absence

3.11 The number of days lost in the 1<sup>st</sup> quarter absence has increased. This is predominantly due to a significant increase in the short term and long term absence in 'C – Stress/Depression Mental Health and Fatigue Syndrome' and 'K – Chest Respiratory'. It is also worth noting that there has been a significant decrease in 'J' – Blood Pressure Circulation'.

Average FTE Days Lost							
	All Wales Avg Whole Year 2010/11	2011/12 Actual FCC	All Wales Avg Whole Year 2011/12	2012/13 Actual FCC	All Wales Avg Whole Year 2013/14	2013/14 Actual FCC	2013/14 Target FCC
Qtr 1		2.27		2.52		2.65	2.25
Qtr 2		2.17		2.13			1.95
Qtr 3		2.89		3.18			2.45
Qtr 4		3.21		3.26			2.95
Whole Year	10.34	10.54	10.9	11.10		2.65	9.60

- 3.12 An additional absence report is included that shows the breakdown of absence reasons by long and short term periods. This report has been extended to show the breakdown by Directorate.

This report aligns to the breakdown developed as part of our benchmarking work across Wales. This means that each service area can now compare its long and short term absence at each level of the Organisation, throughout Wales.

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.

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 and is being evaluated.

**100% Attendance - Flintshire**

- 3.13 When looking at the 1<sup>st</sup> quarter 2013/14 data there are no changes to the 2012/13 figures.

<b>100 % Attendance</b>				
	<b>2010/11 Actual</b>	<b>2011/12 Actual</b>	<b>2012/13 Actual</b>	<b>2013/14 Actual</b>
<b>Quarter 1</b>	78	77	75	75
<b>Quarter 2</b>	78	84	80	
<b>Quarter 3</b>	65	75	67	
<b>Quarter 4</b>	69	67	70	
<b>Whole Year</b>	40	42	41	

### 100% Attendance by Directorate

- 3.14 When looking at each Directorate, the rate for Community Services has increased by 6% and schools have decreased by 3%.

	2012/13					2013/14				
	Q1	Q2	Q3	Q4	Whole Year	Q1	Q2	Q3	Q4	Whole Year
<b>Community Services</b>	69	71	63	65	30	76				
<b>Corporate Services</b>	81	83	74	76	45	82				
<b>Environment</b>	76	74	66	68	37	76				
<b>Lifelong Learning</b>	78	79	72	71	44	77				
<b>Schools</b>	76	85	65	70	44	73				

### Community Services

- 3.15 The Community Services Directorate Management Team (DMT), Managers and Supervisors continue to carry out the actions within the Attendance Management Strategy. This financial year has started well with the 1<sup>st</sup> quarter data showing an improvement across all services when compared to the end of the last reporting period in March (4<sup>th</sup> quarter). There has been a significant improvement in the attendance rates in Social Services for Adults which is very encouraging. The Directorate needs to maintain its focus on managing attendance as overall absence rates continue remain above the corporate target.

Long term absence continues to have the greatest impact on attendance rates across all services and although managers have been working hard to keep absences to a minimum, clearly there remains more work to be done to ensure that there is a greater focus on the importance of managing attendance. A Return to Work pathway has been developed for Community Services to assist managers to facilitate an early return to work. This pathway involves 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 have already had a positive impact with employees returning to work much sooner thereby improving absence rates at the start of this financial year. Heads of Service Services are in the process of setting service targets to focus performance in this area and to identify areas which require further support and management intervention.

#### Average Days Lost by Service

	2012/2013					2013/2014		2013/14 Target
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year	Qtr 1	Whole Year	
<b>Development and Resources</b>	3.73	2.31	2.84	2.35	11.24	1.40		

<b>Housing Services</b>	3.03	3.14	4.02	3.06	<b>13.25</b>	2.58		
<b>Social Services for Adults</b>	4.67	4.34	5.56	6.35	<b>20.92</b>	4.06		
<b>Social Services for Children</b>	2.57	3.24	3.98	5.11	<b>14.91</b>	2.80		
	0.42	0.19	0.41	0	<b>1.02</b>	0.26		
<b>Community Services</b>	<b>3.9</b>	<b>3.75</b>	<b>4.78</b>	<b>5.16</b>	<b>17.57</b>	<b>3.37</b>		

### Corporate Services

3.16 In line with more robust reporting and the variation in absence levels across Corporate Services additional HR support has been introduced mid-quarter to ensure managers are taking action swiftly when 'trigger' reports occur for individuals on long term sickness and frequent short term repeats. This will help ensure management processes are applied early and consistently.

The greatest proportion of absences have been categorised as reason 'other' and so coaching will be undertaken with line managers to ensure that sufficient information is captured on the initial day of absence. This is critical in assisting senior managers to understand any underlying issues and develop more target and proactive strategies to maximise attendance.

General downward trend across Corporate Services and all below 2 days with the exception of HR & OD which is managing a four long term absentees through the established processes with one returned and one due back shortly which will impact positively in Quarter 2.

#### Average Days Lost by Service

	2012/2013					2013/2014		2013/14 Target
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year	Qtr 1	Whole Year	
<b>Chief Executive's Dept</b>	1.94	4.16	2.44	2.71	<b>11.25</b>	1.88		
<b>Clwyd Theatr Cymru</b>	0.68	0.08	0.80	0.95	<b>2.51</b>	0.53		
<b>Finance</b>	1.70	1.42	1.62	6.01	<b>10.75</b>	1.58		
<b>HR &amp; OD</b>	0.72	1.61	2.26	2.71	<b>7.29</b>	2.98		
<b>ICT &amp; Customer Serv</b>	0.78	0.95	1.17	1.06	<b>3.97</b>	0.96		
<b>Legal and Democratic Serv</b>	4.51	2.8	2.45	1.04	<b>10.8</b>	1.89		
<b>Corporate Services</b>	<b>1.49</b>	<b>1.52</b>	<b>1.65</b>	<b>1.75</b>	<b>6.44</b>	<b>1.59</b>		

### Environment

3.17 Managing attendance remains a priority for the Directorate. We are pleased to report that Assets & Transportation has achieved a figure which is below average for the quarter and that two other service areas, Management Support & Performance and Public Protection have achieved an improved position in comparison to the same quarter last year.

Streetscene is still a key priority for the Directorate and as such Supervisors/Team Leaders have attended focussed sessions on the importance of managing attendance with HR colleagues. The sessions have focussed on the cost of absence in terms of increased spend, impact on service delivery and impact on colleagues and what actions they can and should take to improve the position. A level of challenge has also been introduced by means of carrying out random checks of the quality and frequency of return to work interviews and associated paperwork.

Long-term absence accounts for the majority of absence in Planning and Regeneration. Targeted management interventions during the quarter have resolved the outstanding issues and therefore an improved position is anticipated going forward.

#### Average Days Lost by Service

	2012/2013					2013/2014		2013/14 Target
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year	Qtr 1	Whole Year	
Assets and Trans	2.02	1.6	2.5	2.23	8.35	2.55		
Mgt, Supp and Perf	1.92	1.37	1.26	4.37	8.92	0.74		
Planning Serv	2.38	0.91	2.97	4.02	10.27	4.41		
Public Protection	2.35	1.36	1.83	1.3	6.83	1.79		
Regeneration Div	4.56	1.6	2.38	4.9	13.44	8.41		
Streetscene Serv	3.54	3.33	4.39	4.34	15.61	3.81		
	1.33	1.33	0	0	2.67	0		
Environment	2.95	2.42	3.4	3.55	12.34	3.49		

#### Lifelong Learning

- 3.18 Encouraging overall decrease in the absence levels across the directorate this quarter compared to Q4 of 2012/2013 and compared to Q1 last year.

Significant activity with moving cases forward through the process including warnings and dismissal. More work required in some service areas but overall positive signs going forward.

#### Average Days Lost by Service

	2012/2013					2013/2014		2013/14 Target
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year	Qtr 1	Whole Year	
Culture and Leisure	1.58	2	2.39	2.34	8.3	1.97		
Resources and Dev	3.58	2.95	3.34	3.9	13.77	3.62		
Lib, Culture and Heritage	1.62	3	3.4	2.98	10.99	0.69		

School Services	2.33	1.55	3.54	3.44	10.86	2.54		
	7.14	0	0	0	7.14			
Lifelong Learning	2.56	2.37	3.11	3.13	11.12	2.36		

#### **4.00 RECOMMENDATIONS**

4.01 Scrutiny Members note Workforce Information Report for quarter one for 2012/13.

#### **5.00 FINANCIAL IMPLICATIONS**

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

#### **6.00 ANTI POVERTY IMPACT**

6.01 None.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 None.

#### **8.00 EQUALITIES IMPACT**

8.01 This increased reporting and monitoring within this area will result in more informed analysis of the impact our policies and procedures have across these groups.

#### **9.00 PERSONNEL IMPLICATIONS**

9.01 None.

#### **10.00 CONSULTATION REQUIRED**

10.01 None.

#### **11.00 CONSULTATION UNDERTAKEN**

11.01 Already undertaken with Corporate Management Team and Equalities Unit.

#### **12.00 APPENDICES**

12.01 Available in Members' Services.



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

**Contact Officer:** Helen Stappleton, Head of HR & OD  
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**Email:** [helen.stappleton@flintshire.gov.uk](mailto:helen.stappleton@flintshire.gov.uk)

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## FLINTSHIRE COUNTY COUNCIL

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

**DATE:**                    **10<sup>TH</sup> OCTOBER 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 Cabinet Work Programme and the Strategic Assessment of Risks & Challenges.

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

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

### **3.00**    **CONSIDERATIONS**

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

**4.00 RECOMMENDATIONS**

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

**5.00 FINANCIAL IMPLICATIONS**

None as a result of this report.

**6.00 ANTI POVERTY IMPACT**

None as a result of this report.

**7.00 ENVIRONMENTAL IMPACT**

None as a result of this report.

**8.00 EQUALITIES IMPACT**

None as a result of this report.

**9.00 PERSONNEL IMPLICATIONS**

None as a result of this report.

**10.00 CONSULTATION REQUIRED**

N/A

**11.00 CONSULTATION UNDERTAKEN**

Publication of this report constitutes consultation.

**12.00 APPENDICES**

Appendix 1 – Forward Work Programme

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

None.

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**Email:** robert.robins@flintshire.gov.uk

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

<b>DATE</b>	<b>SUBJECT</b>	<b>O&amp;S FOCUS</b>	<b>REPORT FROM</b>
Thursday 14 <sup>th</sup> November 2013 10.00	Revenue Budget Monitoring 2013/14 Month 5  Medium Term Financial Plan update  WAO Improvement Assessment Letter  Procurement as a Flintshire Futures workstream (6 monthly update, as per the resolution of the committee on 17/1/13)  Forward Work Programme	Monitoring  Information  Information  Monitoring and development  Development and confirmation	HF  CE/HF PPPM  H of ICT&CS  MEM
Thursday 12 <sup>th</sup> December 2013 10.00	Revenue Budget Monitoring 2013/14 Month 6  Q2 Performance reporting  Finance as a Flintshire Futures workstream (6 monthly update, as per the resolution of the committee on 17/1/13)  Forward Work Programme	Monitoring  Monitoring and development  Monitoring and development  Development and confirmation	HF  MEM  HF  MEM
Friday 13 <sup>th</sup> December 2013 10.00	Budget meeting – Central and Corporate Services functions	Consultation	
Wednesday 18 <sup>th</sup> December 14.00	Capital Programme meeting: as all Members will be invited to this meeting, as is the usual practice, this meeting will be held in the Council Chamber.		

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

Date to be identified in January 2014	'Round up' meeting at the end of the O&S budget consultation process. As all Members will be invited to this meeting, as is the usual practice, this meeting will be held in the Council Chamber.		
Thursday 16 <sup>th</sup> January 2014	Revenue Budget Monitoring 2013/14 Month 7  Assets as a Flintshire Futures workstream (6 monthly update, as per the resolution of the committee on 17/1/13)  Forward Work Programme	Monitoring  Monitoring and development  Development and confirmation	HF  HAT  MEM

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**Key:** CE = Chief Executive; HF = Head of Finance; H of HR&OD = Head of Human Resources & Organisational Development; H of ICT&CS = Head of ICT & Customer Service; H of L&DS = Head of Legal & Democratic Services; HAT = Head of Assets & Transportation; MEM = Member Engagement Manager, PPPM = Policy, Performance & Partnerships Manager