

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

8 November 2013

Sharon Thomas 01352 702324
sharon.b.thomas@flintshire.gov.uk

Dear Sir / Madam

A meeting of the **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** will be held in the **DELYN COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **THURSDAY, 14TH NOVEMBER, 2013** at **10.00 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

A G E N D A

- 1 **APOLOGIES**
- 2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**
- 3 **MINUTES** (Pages 1 - 8)

To confirm as a correct record the minutes of the meeting held on 10 October 2013.

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

- 4 **WALES AUDIT OFFICE IMPROVEMENT ASSESSMENT LETTER AND THE COUNCIL'S RESPONSE AND REGULATORY PLAN** (Pages 9 - 28)
Report of Chief Executive enclosed.
- 5 **REVENUE BUDGET MONITORING 2013/14 (MONTH 5)** (Pages 29 - 76)
Report of Head of Finance enclosed.
- 6 **IMPROVEMENT PLAN MONITORING REPORT** (Pages 77 - 144)
Report of Member Engagement Manager enclosed.
- 7 **MID YEAR SERVICE PERFORMANCE REPORT** (Pages 145 - 178)
Report of Member Engagement Manager enclosed.
- 8 **FORWARD WORK PROGRAMME** (Pages 179 - 184)
Report of Member Engagement Manager enclosed.

Agenda Item 3

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE **10 OCTOBER 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, 10 October 2013

PRESENT: Councillor Peter Curtis (Vice-Chairman in the Chair)

Councillors: Haydn Bateman, Clive Carver, Ian Dunbar, Andy Dunbobbin, Ron Hampson, Richard Lloyd, Paul Shotton, Ian Smith and Arnold Woolley

SUBSTITUTES:

Councillors Carolyn Thomas for Ray Hughes and Nancy Matthews for Richard Jones

APOLOGIES:

Councillors: Tim Newhouse and Marion Bateman
Chief Executive and Head of Finance

ALSO PRESENT:

Councillors: Marion Bateman and Kevin Jones

CONTRIBUTORS:

Leader of the Council and Cabinet Member for Finance, Cabinet Member for Corporate Management, Corporate Finance Manager and Head of Human Resources and Organisational Development

IN ATTENDANCE:

Member Engagement Manager and Committee Officer

35. DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

No declarations of interest were made.

36. MINUTES

The minutes of the meeting of the Committee held on 12 September 2013 had been circulated to Members with the agenda.

Matters Arising

Councillor Haydn Bateman referred to the fourth paragraph on page five and asked for an update on the former chemical plant in Sandycroft. In response the Leader of the Council said that discussions were being undertaken with Welsh Government about providing assistance with the costs of clearing the site, which the Council had a duty to do under public protection regulations and that a response from the Minister was awaited.

RESOLVED:

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

37. REVENUE BUDGET MONITORING 2013/14 (MONTH 4)

The Corporate Finance Manager introduced a report to provide Members with the revenue budget monitoring 2013/14 (Month 4) information for the Council Fund and Housing Revenue Account (HRA) which was being submitted to Cabinet on 15 October 2013.

For the Council Fund, the projected net in-year expenditure was reported to be £1.247m less than the budget which was a decrease of £0.818m on the £2.065m reported at Month 3 as reflected in the table at paragraph 3.01.

The main reasons for the changes related to two main areas being a significant reduction in the projected outturn for Out of County Placements of over £0.600m and the inclusion of estimated costs of £0.400m in relation to securing and managing the site and its contents at the former chemical plant site in Sandycroft.

The programme of efficiencies were detailed in paragraph 3.05 which currently indicated that £4.469m of the £5.331m included in the budget (83.8%) would be achieved, resulting in a net under-achievement of £0.862m; full details were provided in appendix 9.

Paragraph 4 detailed the amounts for pay inflation and non standard price inflation which had not changed from Month 3 and the risks and assumptions were identified in section 5.00.

The current position of unearmarked reserves was detailed in paragraphs 6.01 and 6.02 where it was reported that after taking account of an allocation for £0.518m for recovery costs following the March 2013 severe weather, and taking account of the impact of the projected in year budget position, the current projected level of the contingency reserve at the end of March 2014 was £3.888m.

The Corporate Finance Manager also advised of a projected overspend of £0.260m on the HRA which was an increase of £0.217m on the £0.043m overspend reported at Month 3. The projected closing balance at Month 4 of £1.174m was 4.1% of total expenditure and 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.

In response to a query from Councillor Clive Carver, the Corporate Finance Manager said that the figure of £0.862m included some elements that might be achievable in subsequent years and some that may not be achievable. However, it was important to note that the amount of £0.862m had already been assumed in the projected figures.

Councillor Arnold Woolley asked whether there were any predictions on trends for Out of County Placements. The Corporate Finance Manager said that trends were analysed as part of the forecasting but that the main reason for the increase was due to new placements and extensions to existing placements. The situation was being monitored and would be reported monthly to Cabinet and this Committee.

The Leader of the Council said that it was a national trend of increases in the use of Out of County Placements but assured Members that the situation was being closely monitored.

He also provided a verbal update following the announcement by Jane Hutt, the Minister for Finance on the budget provision for Flintshire County Council for 2014/15. The funding formula used for all 22 Councils in Wales had resulted in a reduction of approximately a four percent cut which added £7m to the already identified budget gap resulting in a total deficit of approximately £16m for 2014/15. The cuts were being felt by all Councils in Wales and work was needed to increase the pace of change for the authority. It had been indicated that the cut for the year 2015/16 would be around 1.6% which was positive news. The Leader explained that the Medium Term Financial Plan (MTFP) was being submitted to the next meeting of Cabinet and that this Committee would play an important role in the MTFP for the forthcoming budget process. He spoke of some of the choices which would have to be considered on service ownership and delivery and commented on the decisions to be discussed on efficiencies and value for money. There were difficult times ahead which would result in reductions in the workforce including management positions.

Councillor Haydn Bateman referred to the drop in income projections for five a side pitches of £0.015m and also commented on the increased overspend on locums in Legal & Democratic Services. In response, the Corporate Finance Manager said that he would obtain further information on these issues and advise Councillor Bateman accordingly. Following a further question from Councillor Bateman about the efficiency for Waste Services reported on page 49, the Corporate Finance Manager confirmed that the efficiency of £0.050m had been achieved and that new transport arrangements were in place. Councillor Nancy Matthews explained that bigger vehicles were being used which would result in a reduction in the number of vehicles needed and would therefore reduce costs.

In response to a question from Councillor Matthews, the Leader of the Council said that collaborative projects were being considered due to the forthcoming changes to budgets. The Cabinet Member for Corporate Management concurred with the comments of the Leader about the seriousness of the budget cuts and said that all aspects of service delivery would need to be considered and that some difficult decisions would have to be made.

Councillor Carolyn Thomas sought assurance that a good standard of service would still be achieved. She also referred to schools that were experiencing difficulties in undertaking repairs and maintenance and queried whether some of the budget could be devolved to the schools for the work to be undertaken. Councillor Thomas also raised concern about the reduction of £0.025m in expenditure in Early Entitlement as reported in appendix 4. In response, the Leader of the Council said that the points raised by Councillor Thomas were valid but that difficult choices would have to be made across all service areas.

Councillor Paul Shotton referred to the costs incurred by the Council for the site at Sandycroft and asked whether a condition could be included in licences for similar sites for future applications could include a form of insurance to prevent the Council having to cover the cost in the future. The Leader of the

Council said there was a need to identify who should meet the costs in this situation and added that a number of discussions were ongoing.

Capital Programme 2013/14 (Month 4)

The Corporate Finance Manager introduced a report to provide Members with the Month 4 (end of July) capital programme information for 2013/14 which would also be submitted to Cabinet on 15 October 2013.

He explained that the table at paragraph 3.01.1 set out how the programme had changed during 2013/14 with the revised figure being £33.779m for Council Fund and £12.126m for HRA. The rollover from 2012/13 and the 20% holdback were reported along with changes during the period which included an increase/decrease in grant funding from Welsh Government and alteration of some funding profiles from external sources.

Details of the variances for individual programme areas were listed in appendix B and how the capital programme was financed was reflected in the table at paragraph 3.06.1.

The Corporate Finance Manager explained that at the 1 March 2013 budget meeting, it had been agreed to hold back 20% of core programme funding in the light of the continuing uncertainty over the timing of receipts. In view of the latest forecasts for capital receipts it was being recommended to Cabinet that the 20% should continue to be held back at this stage to keep the programme within the limits of anticipated receipts. This situation would be closely monitored and would be reported in future monitoring reports and would also become part of the capital programme considerations for 2014/15.

Councillor Carolyn Thomas referred to page 77 and the funding for Hawarden Infants/Juniors amalgamation which had now been reprofiled to 2014/15 and asked for further information on the project. The Corporate Finance Manager confirmed that he could provide further details following the meeting. Councillor Haydn Bateman commented on the changes in the capital programme during this period and the Corporate Finance Manager advised that the Mold Flood Alleviation Scheme and ERDF funded Town Centre Regeneration schemes had both been reprofiled to 2014/15. Councillor Bateman also asked for further information on the funding for Travellers' Sites referred to in appendix A. The Corporate Finance Manager advised that the budget had been amended to reflect reduced grant funding as referred to in appendix B

Councillor Ron Hampson asked for an update on the progress made on realising assets owned by the Council. The Leader of the Council said that there was a need to look at assets and that regular updates were provided to the Committee.

RESOLVED:

That the reports be noted.

38. WALES AUDIT OFFICE REGULATORY PLAN FOR PERFORMANCE 2013

The Head of Human Resources and Organisational Development introduced a report on acceptance of the proposed Regulatory Programme for Performance Audit for the Wales Audit Office (WAO) for the period April 2013 to March 2014.

Appendix one provided detail of the Regulatory Programme for 2013/14 and the Head of Human Resources and Organisational Development explained that the plan reflected performance and financial audit work for the period April 2013 to March 2014. The Improvement Plan Assessment Letter was to be submitted to the October meeting of Cabinet and the plan had been considered and endorsed by Audit Committee on 7 October 2013. Fees for the work had remained proportionate.

In response to a query from Councillor Nancy Matthews, the Leader of the Council said that there had been a slight reduction on costs from the previous year.

RESOLVED:

That the proposed Regulatory Programme for Performance Audit of the Wales Audit Office for the period April 2013 to March 2014 be received.

39. PEOPLE STRATEGY UPDATE

The Head of Human Resources and Organisational Development introduced a report to provide Members with a progress report on the delivery of the People Strategy Action Plan for 2009-12 as at 31 August 2013.

She explained that the current strategy covered the period 2009-12. It had been reviewed recently to reflect the Council's on-going and future priorities for 2013/14 based on the priorities identified in the Workforce workstream under the Flintshire Futures Programme pending a full review of the strategy which would run from 2014. She detailed the background to the report and highlighted some of the actions and projects that were ongoing. These included a significant amount of work on modernisation of working practices and the implementation of various aspects of manager and employee self service on the iTrent system. It was reported that Organisation Design & Change and the Organisation Design Change Programme were both under review pending further scoping work. The size and scale of the Council's next phase of change would be fundamental, involving the design and delivery of a major change programme, given the Council's anticipated budget gap for the next five years. Structural and Business Unit Reviews and Workforce Reduction/Scaling including management and supervision reduction were being considered as part of the scope for the Change Programme.

A Special Flintshire County Council meeting was to be held on 29 October 2013 on the issue of Single Status and the Head of Human Resources and Organisational Development reminded Members of the briefings which had been arranged for week commencing 14 October.

The Agile Working policy together with a revised Flexible Working Policy had been drafted and consultation with key stakeholders had been concluded. The policies would be submitted to Cabinet and this Committee for consideration before implementation.

Councillor Arnold Woolley commented on agile working and on the provision of equipment and raised concern about security of voice and data and asked for assurance that this had been considered. In response, the Head of Human Resources and Organisational Development said that further details would be provided to the Committee in a future report on Agile Working in relation to risk assessments etc. On the issue of equipment, she said that many officers now had laptops issued by the Council and the concept of 'Bring Your Own Device' would undoubtedly be considered as part of the future ICT Strategy. The Chairman suggested that Councillor Woolley contact the Head of ICT and Customer Services to discuss his concerns which centred around IT security and use of an employee's own equipment.

The Cabinet Member for Corporate Management thanked the Head of Human Resources and Organisational Development for her report. He commented on the significant amount of work that had been undertaken on the Single Status project. He said that agile working was an essential part of the need to move forward on the way that the Council delivered its services.

RESOLVED:

- (a) That the extension of the current People Strategy to 2014 pending a comprehensive review be noted and endorsed; and
- (b) That the progress on the delivery of actions up to 31 August 2013 be noted.

40. WORKFORCE INFORMATION QUARTER 1 APRIL - JUNE 2013

The Head of Human Resources and Organisational Development introduced a report to provide Members with an update for the first quarter 2013/14 on the following areas:-

- Establishment
- Headcount
- Agency
- Early Retirements
- Turnover
- Diversity
- Absence

It was reported that the number of placements for Agency Workers had increased throughout the first quarter due to a peak in seasonal variations. The Head of Human Resources and Organisational Development advised that the total number of hours worked by agency workers was also included which indicated that the overall usage of the temporary workforce had decreased year on year. On the issue of absence, it was reported that the number of days lost had increased in the first quarter and this was reflected in the table at paragraph 3.11. The Head of Human Resources and Organisational Development

explained that a continued programme of attendance management reporting was ongoing and a report on the interventions being implemented would be submitted to a future meeting of this Committee for consideration. Sections 3.15 to 3.18 of the report provided details of the absences lost by directorate.

Following a question from Councillor Haydn Bateman, the Chairman advised that any questions about individual posts or postholders should be discussed with the Head of Human Resources and Organisational Development following the meeting.

Councillor Arnold Woolley referred to the table in paragraph 3.03 and queried whether there was an explanation for the variation in costs. He also asked whether the number of placements over 12 weeks could be shown as figures rather than as a percentage. He referred to the reasons for absence reported in paragraph 3.11 which included Stress and asked whether measures were being put in place to ensure that the forthcoming changes did not worsen the situation. In response, the Head of Human Resources and Organisational Development said that she would provide further information on the average costs and long term agency use following the meeting and would include information on these issues in future meetings. She said that work was ongoing on supporting employees through the challenging times ahead and that additional training for Managers was being provided.

Councillor Clive Carver queried why some lines in the tables were blank and raised concern that some areas showed higher absences particularly for the reason 'other'. In response, the Head of Human Resources and Organisational Development said that the figures shown against the blank lines were for employees who had not been allocated into a new service area. She added that the reason 'other' had now been removed from the absence forms and more detailed categories had been included which would assist with analysing the underlying causes of absence. The Head of Human Resources and Organisational Development confirmed that the figures shown on absence were per employee in each service area and that service heads were developing action plans to address the issue of absence. The Cabinet Member added that the use of agency staff was essential but that it was being monitored regularly.

RESOLVED:

That the Workforce Information report for quarter one for 2013/14 be noted.

41. 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 14 November 2013 meeting of the Committee and explained that as Procurement as a Flintshire Futures workstream had been considered at the September meeting of this Committee an update would be submitted to the March 2014 meeting. He suggested that he discuss with the Head of Human Resources and Organisational Development inclusion of reports on agile working and absence to future meetings and update

the Forward Work Programme accordingly following discussions with the Chairman and Vice-Chair.

RESOLVED:

- (a) That the Forward Work Programme as submitted be approved, with the deletion of the report on Procurement at the November 2013 meeting; and
- (b) That the Chair and Vice-chair in conjunction with the Member Engagement Manager be authorised to change the Forward Work Programme between meetings.

42. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

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

(The meeting started at 10.00 am and ended at 11.53 am)

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Chairman

FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY, 14 NOVEMBER 2013**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **WALES AUDIT OFFICE IMPROVEMENT ASSESSMENT LETTER AND THE COUNCIL'S RESPONSE AND REGULATORY PLAN**

1.00 PURPOSE OF REPORT

- 1.01 To note the proposed Regulatory Programme for Performance Audit for the Wales Audit Office (WAO) for the period April 2013 to March 2014.
- 1.02 To advise Members of the Council's Improvement Assessment Letter September 2013 from the Auditor General for Wales.
- 1.03 Members to note the letter and the Council's Cabinet response.

2.00 BACKGROUND

Regulatory Programme for Performance Audit

- 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.
- Improvement Assessment Letter**
- 2.03 The Auditor General is required by the Measure to report any audit and assessment work which informs judgement as to whether the

Council has discharged its duties and met the requirements of the Measure.

- 2.04 This is the first letter that the Council has received for 2013/14. It summarises the Auditor General's view on the Council's compliance with the requirements to make arrangements to secure continuous improvement.

3.00 CONSIDERATIONS

Regulatory Programme for Performance Audit

- 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 Financial Audit Outlines are delivered under the Public Audit (Wales) Act 2004.

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. This is 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 (see paragraphs 3.10 to 3.13). 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.

Improvement Assessment Letter

3.10 The letter summarises the Auditor General's views on:

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

The full letter is attached at Appendix 2.

- 3.11 The Auditor General has made no new proposals for improvement in this letter. Previous proposals for improvement are still in place which the Auditor General believes reflects the areas for improvement the Council needs to address.
- 3.12 As good practice, the Council always makes a full response. The response is attached at Appendix 3.
- 3.13 Both the letter and the Council's response will be reported to the Audit Committee and Corporate Resources Overview and Scrutiny Committee meetings in October 2013.

4.00 RECOMMENDATIONS

Regulatory Programme for Performance Audit

- 4.01 Members are to note the proposed Regulatory Programme for Performance Audit of the WAO for the period April 2013 to March 2014.

Improvement Assessment Letter

- 4.02 To advise Members of the Council's Improvement Assessment Letter received from the Auditor General for Wales.
- 4.03 Members to note the report and the Council's Executive response.

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, Audit and Overview and Scrutiny Committees will be undertaken as a result of the implementation of the regulatory programme.

11.00 CONSULTATION UNDERTAKEN

Regulatory Programme for Performance Audit

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

Improvement Assessment Letter

- 11.02 Senior officers have had input into this report and the response to the Improvement Assessment Letter attached at Appendix 3.

12.00 APPENDICES

- 12.01 Appendix 1: Regulatory Programme for Performance Audit for 2013/14
- 12.02 Appendix 2: The Auditor General's Improvement Assessment Letter (September 2013)
- 12.03 Appendix 3: The Council's response to the Auditor General's Improvement Assessment Letter (September 2013)

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.

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

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

Fee	£	Previous year's fee
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	
Total Fee	354,213.00	355,952.00

*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) or Karen Lees (Karen.lees@wao.gov.uk).

Yours sincerely

A handwritten signature in black ink that reads "Alan Morris". The signature is written in a cursive style with a large initial 'A'.

Alan Morris
WAO Group Director



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

Date 16 September 2013
Our reference 457A2013
Pages 1 of 9

Dear Colin

Improvement Assessment

I am required, under the Local Government (Wales) Measure 2009 (the Measure) to report my audit and assessment work in relation to whether Flintshire Council (the Council) has discharged its duties and met the requirements of the Measure.

This letter summarises:

- my views on whether the Council has discharged its statutory duties in respect of improvement planning;
- my views on the Council's compliance with requirements to make arrangements to secure continuous improvement, based on work carried out to date by the Wales Audit Office and relevant regulators, including:
 - the Council's progress on areas for improvement and recommendations identified in my previous assessments;
 - any relevant issues that may have emerged since my last report, including comments on how the Council is addressing financial challenges; and
 - a brief summary of any reports of relevant regulators issued since my last report.
- my further proposals for improvement and/or recommendations; and
- updates to the Wales Audit Office work plan and timetable for delivering my Improvement Assessment work.

I shall update my views during the year and will provide a further letter by the end of November 2013.

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

I have reached this conclusion because:

- the 2013-14 Improvement Plan meets the requirements of the Measure;
- the presentation and content of the Improvement Plan enable public engagement with the Council's priorities far more effectively than in the past; although,
- the Council's approach to improvement planning does not fully comply with the Welsh Government guidance.

The Council approved its Improvement Plan (the Plan) for 2013-14 on 25 June 2013 and published it on its website in late July. Each of the 24 Improvement Objectives addresses one or more of the seven aspects of improvement as defined in the Measure.

This year's Plan reflects the Council's new and improved approach to the setting of Improvement Objectives compared with previous years. Prior to 2012, the Council's Improvement Plan consisted of several related documents. This year, in contrast, senior officers and Members have developed annual Improvement Objectives that are set out in a single, concise Plan. The Council has, this year, focused clearly on those elements of its five-year corporate priorities that will receive special attention during 2013-14. This approach has begun to sharpen the Council's own focus on the challenging agenda it has set itself, as well as making a clearer commitment to the citizens of Flintshire in terms of the Council's intentions for the year ahead.

Alongside taking a new approach to selecting its Improvement Objectives, the Council has also revamped the structure and presentation of its Plan. The Plan is much shorter than before and now communicates clearly and succinctly how each of the Improvement Objectives relates to the Council's eight medium-term corporate priorities and to those of partners in the Local Service Board. The well-judged use of colour, diagrams and photographs all contribute well to improving the Plan's accessibility and its overall effectiveness in communicating the Council's priorities for the year. The language used is mostly straightforward and helpful glossaries explain many of the more technical terms used in describing each Improvement Objective. Together, these changes make this Plan a more engaging document than has previously been the case and increase the Plan's accessibility to a wider readership.

As a document, the Plan represents a significant improvement on previous years. For each Improvement Objective, the Plan helpfully sets out a few key actions under the heading, 'What we will do in 2013-14' and, for each action, the Plan describes how achievement will be considered. In total, the Plan includes 131 descriptors covering the 24 Improvement Objectives. Though a fairly large number in total, the descriptors include a well-balanced selection of:

- 'task completion measures', such as, 'plans to support carers are agreed and implemented';
- qualitative measures that will require a degree of analysis and evaluation, such as, 'customer feedback'; and
- quantitative measures such as 'reducing the percentage of 16-24 year olds claiming job seeker's allowance'.

Despite the Council's improvements to its improvement planning process, there are aspects of the process that do not yet meet the Welsh Government guidance. In particular, the Plan lacks clear reference to any consultation on the improvement objectives, or the outcomes from any consultations. The Improvement Objectives are nevertheless drawn from previous objectives within the five-year plan, several of which are consistent with the Community Strategy. The Council has previously consulted with a range of stakeholders about many of these Objectives

In addition, we have reservations about compliance with the Welsh Government guidance in terms of how the Council intends to demonstrate whether or not it has achieved its Improvement Objectives.

We estimate that about 35 per cent of the descriptors that the Council says it will use to judge whether or not it has achieved its Improvement Objectives are quantitative. However, the Plan includes no information about current performance in relation to these descriptors, or to any targets for the year-end. The Plan states that this information is available in a linked document, but the Council has not yet produced this document. Some of this target information is available in other Council documents such as Directorate Plans and service strategies. However, it is not easy for the public, elected members or other interested parties to fully appreciate the targets the Council has set itself because of the dispersed nature of this information.

The Council intends to bring together baseline data and to set targets or reconsider existing targets in October 2013, half way through the year to which the Plan relates, alongside the reporting of progress to date. However, this will be too late to influence, for example, the detailed prioritisation of work streams and resources within services during the year.

The delay in describing baselines and year-end targets detracts from the Plan's value as a basis for elected Members to assess progress during the year and as a means by which the public might hold the Council to account for its performance. This year's Improvement Planning process represents an important and productive transitional step for the Council. The Council acknowledges that the development of the targets needs to occur at a similar time to the production of the Improvement Plan, and it is considering how this can be achieved in the future.

Based on, and limited to, work carried out to date by the Wales Audit Office and relevant regulators, I believe that the Council is likely to comply with the requirement to make arrangements to secure continuous improvement during this financial year, although aspects of these arrangements are underdeveloped

I have reached this conclusion because:

- aspects of the arrangements underpinning the Plan remain underdeveloped and this undermines our confidence in the Council's ability to deliver its Improvement Objectives;
- the Council has improved its processes for developing its Annual Governance Statement but recognises that there is more to do;
- the Council engaged well with other councils in North Wales and with the Wales Audit Office during our recent Improvement Study on the effectiveness of scrutiny; and
- the Care and Social Services Inspectorate Wales (CSSIW) reported many positive aspects in the Council's safeguarding arrangements and identified a small number of areas where further improvements are needed, which the Council is addressing.

Aspects of the arrangements underpinning the Plan, remain underdeveloped, and this undermines our confidence in the Council's ability to deliver its Improvement Objectives

Seven of the Council's Improvement Objectives relate to the priority that it should be a 'modern and efficient Council'. Several of these relate explicitly to major and complex projects, some of which have been underway for some time and whose pace has sometimes flagged. These are areas about which we have previously expressed concern, and we welcome the Council's commitment to address these key issues during 2013-14. For example, the Council has committed itself in the Plan to 'achieving a fair and affordable pay and grading structure' which includes 'agreeing and implementing a legal, affordable, acceptable and workable Single Status Agreement' and 'meeting any liability for equal pay claims'. The Council has also committed itself to 'producing a sustainable

four year financial plan which meets the funding gap and supports investment needs' and to 'producing an annual plan for 2014-15 within the larger four-year plan'.

However, the financial outlook has worsened significantly following the UK government's comprehensive spending review. The level of savings required in 2014-15 and beyond may well be much higher than had been foreseen. At present, plans which identify, in sufficient detail, the sources of efficiency savings or service cuts to meet the funding gap are not in place. The Council intends to update its medium-term financial plan and set out clearly its intentions by October 2013. However we have reservations about the Council's capacity to achieve this in enough detail to set the 2014-15 budget and beyond, particularly as plans which require, for instance, wide-scale service review often have considerable lead-in time between the decision and the savings realisation.

The Council has acknowledged in the Plan that many of the change programmes within its 'Organisational Change' Improvement Objective require investment, political support and staff engagement, all of which will take time to deliver. These programmes are therefore unlikely to deliver significant savings in time for 2014-15. It is nevertheless important for the realisation of future savings that the Council develops the detail of these medium-term programmes as soon as possible, establishing realistic timescales for their delivery and clear estimates of the extent of the savings that they will deliver. Further information about our findings in some of these areas is provided separately in interim updates where appropriate.

The Council has improved its processes for developing its Annual Governance Statement but recognises that there is more to do

The Council has established a Corporate Governance Working Group (CGWG) to drive forward the annual task of producing a governance statement and to gather and collate the evidence that supports it. The CGWG is made up of officers with key responsibilities for controls and processes that relate to governance issues, using a 'roadmap' to ensure that relevant actions are carried out on time. The Council, through the work of the CGWG, takes robust additional steps to obtain officer perspectives on the effectiveness of its governance arrangements.

The Council has been open to learning as demonstrated by the improvements it has made to the arrangements for drafting its Annual Governance Statement. However, there are no elected Members on the CGWG, and the focus on obtaining officer perspectives is not balanced by a comparable approach for Members. The Council has committed itself to the greater involvement of Members in future and is continuing to explore ways of making further improvements in its arrangements for drafting its Annual Governance Statement.

The Council engaged well with other councils in North Wales and with the Wales Audit Office during our recent Improvement Study on the effectiveness of scrutiny

During the autumn of 2012 and spring of 2013, the Council took an active part in our all-Wales Improvement Study into the effectiveness of councils' scrutiny arrangements. We shall be reporting the results of this work later in 2013 and hosting a shared learning event in November 2013.

During the study, the Council's Peer Learning Exchange Team, consisting of both Members and officers:

- took part in two regional workshops along with Peer Learning Exchange Teams from other North Wales councils;
- observed two scrutiny committee meetings at Denbighshire Council, providing feedback to committee members;
- discussed the way that scrutiny works in Denbighshire Council with a group of committee chairs and vice-chairs; and
- drawing on its discussions and observations, provided an external perspective to Denbighshire Council by evaluating its scrutiny function against criteria developed jointly by the Wales Audit Office, the Welsh Local Government Association, Welsh Government and the Scrutiny Officers' Network.

A Peer Learning Exchange Team from Wrexham Council also conducted similar work in Flintshire.

Before undertaking the activities set out above, the Council had evaluated the effectiveness of its own scrutiny function. After the Peer Learning Exchange Team had visited Denbighshire Council and received Wrexham Council's evaluation, the Council re-evaluated the quality of its own scrutiny, drawing on what it had learned.

We have provided the Council with an analysis of its two self-evaluations, and how they compare with those in other councils throughout Wales. We expect the Council to consider these and decide how it is to further improve its scrutiny arrangements. We will comment on the Council's final self-evaluation and action plan for improving scrutiny, once they have been agreed by the Council, as part of our on-going Improvement Assessment work.

The CSSIW reported many positive aspects in the Council's safeguarding arrangements and identified a small number of areas where further improvements are needed, which the Council is addressing

The CSSIW undertook a site visit in January 2013 which focused on the safeguarding arrangements in Flintshire. The findings indicate many areas of good practice and a

limited number of areas where performance could be improved. The Council recognised many of the areas that needed development and was, at the time of the fieldwork, taking steps to improve the service.

There are areas where performance is of a good standard, and these include:

- the timeliness of response, the initial alerts being appropriately managed and afforded high priority;
- strategy discussion and meetings routinely take place, and there is an increasing focus on zero tolerance of all forms of abuse;
- there was evidence of good partnership working arrangements, which focused on securing positive outcomes for service users; and
- the contracts team were particularly effective at identifying and monitoring safeguarding risks in care settings.

However, the fieldwork also found that areas for improvement remained, and these include:

- all contacts need to be consistently captured within the core electronic system, and there needs to be more accurate alignment between electronic and paper recording systems;
- strategy meetings need to be convened more promptly in some cases;
- risk, and how this will be managed, needs to be recorded consistently, and formally reviewed at the end of any intervention; and
- senior managers need to be assured that routine monitoring of safe outcomes are sufficiently established, recorded and reported before safeguarding interventions are concluded.

At the time of the inspection, the Council had recognised and begun to take action to address many of the areas for improvement, including:

- as a result of a review of capacity, they are investing in three new posts to strengthen safeguarding systems; and
- taking steps to improve the timeliness of strategy meetings.

Further proposals for improvement/recommendations

No proposals for improvement are being suggested in this letter, as previous proposals and recommendation for improvement are still in place, and reflect the areas for improvement the Council needs to address. We will continue to monitor and report on the progress made by the Council in implementing the proposals set out in my previous reports and letters.

Updates to the work plan and timetable

My Improvement Assessment Team will keep the Council informed of the detailed arrangements for the delivery of my assessment work.

The regularly updated work plan and timetable provides more detail on the work being delivered during this year's assessment and in particular, how we will add value by focusing on jointly identified areas or services.

The work plan and timetable takes account of my consultation with improvement authorities over my proposals for 2013-14 performance audit work.

I am grateful to the Council for the way in which it has helped to facilitate our work and hope to see even more effective and efficient arrangements between the two organisations developing over time. I remain committed to providing appropriate levels of public assurance while supporting you in mitigating the inevitable risks to services and accountability that stem from reducing resources and consequential change.

I will publish this Letter on the Wales Audit Office website as soon as the Letter has gone through the Council's democratic process, or two months after the Letter is issued, whichever is the sooner.

Yours sincerely



HUW VAUGHAN THOMAS

AUDITOR GENERAL FOR WALES

CC: Lesley Griffiths, Minister for Local Government and Government Business

Huw Lloyd Jones – Manager

Karen Lees – Performance Audit Lead

Wales Audit Office Improvement Assessment Letter

October 2013

Executive Response

The Wales Audit Office's Improvement Assessment Letter is, overall, a fair, evidenced and agreeable summary of the position of the Council. The letter is a positive endorsement of a transitional year for improvement planning supported by strong governance.

There are no new statutory recommendations or proposals for improvement. However, the letter notes that arrangements for improvement planning can and should be improved from 2014 once the transition is complete. We support this view and in our response we set out how we will make these improvements to ensure full compliance with the spirit and detail of the national guidance.

Listed below are the principal topics within the letter. The number in brackets refers to the pages in the letter where the topic is covered.

Topic	Issue	Response
Setting Improvement Priorities (2)	Improvement Planning	<p>The renewed approach to Improvement Priority setting has concentrated organisational capacity and energy and should be built upon. The letter does not fully appreciate that this was a new approach with collective learning and an overdue streamlining of business planning arrangements.</p> <p>For 2014 we plan to:-</p> <ol style="list-style-type: none"> 1. review priorities for 2014/15 alongside the budget process to ensure that they are complementary. This review will be based on a mid-year evaluation of performance in 2013/14 which is due to be published in October 2. the supporting priorities for operational plans at service divisional level will similarly be reviewed and re-set according to this timescale 3. targets for performance will be reviewed within the same timescale 4. publish the new Improvement Plan supported by the full baseline performance data and renewed targets by the Council Annual General Meeting (May 2014)
Improvement Plan format and structure (2)	Improvement Planning	<p>The new Plan format, with some improvement over time, sets a new standard which should be continued. The Council has received positive feedback both locally and nationally on the new</p>

		format.
Improvement Plan contents (3)	Meeting Welsh Government guidance - consultation	The letter does not fully appreciate the complexity of setting Priorities and the right of the Council and its political leadership, with professional advice, to do so. How Priorities have been developed and selected has been explained in previous Improvement Plans and will be set out in the Annual Performance Report 2012/13 (due for publication by 31/10.13).
Improvement Plan contents (3, 4)	Meeting Welsh Government guidance – measuring objectives	The Council has considerable underpinning background documentation within which measures and targets for achieving the Priorities objectives as set. Whilst it is accepted that this was not published in a single place alongside the Improvement Plan it should be recalled that 2013 was a transition year where we ‘overhauled’ the way we go about Improvement Planning to make it more meaningful. From 2014 this will be corrected.
Improvement Plan arrangements (4,5)	Single Status	A Single Status Agreement is close to completion for recommendation to full Council on 29 October and with a combined effective and implementation date of 1 April 2014.
Financial and Organisational Planning (5)	Capacity to identify in sufficient detail the sources of efficiency savings or service cuts to meet the funding gap to set the 2014/15 budget and beyond	<ul style="list-style-type: none"> • A second revision of the Medium Term Financial Plan is being published in October 2013 • This second revision will set out an outline of the Organisational Change and Re-Design Plan to further modernise the organisation and secure major efficiencies through a co-ordinated strategic change programme • Given the growing scale of the financial ‘gap’, as a result of national fiscal and public services funding changes, meeting such targets will pose major challenges to the capacity and the capability of the organisation
Annual Governance Statement (5)	Greater involvement of members	The Audit Committee has agreed further improvements to the process of developing the Annual Governance Statement
Effectiveness of Scrutiny (6)	Peer evaluation	The study offered a learning opportunity and encouraged self-reflection of the use of scrutiny skills by the Peer Learning Evaluation Team. An initial report on the study’s findings has been considered by the Constitution Committee and changes to working practices are being evaluated.
Safeguarding arrangements (7)	CSSIW field visit	The letter is an endorsement of good standard of arrangements in place. Areas for improvement are being worked through.

FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY, 14 NOVEMBER 2013**

REPORT BY: **HEAD OF FINANCE**

SUBJECT: **REVENUE BUDGET MONITORING 2013/14 (MONTH 5)**

1.00 PURPOSE OF REPORT

1.01 To provide Members with the Revenue Budget Monitoring 2013/14 (Month 5 report).

2.00 BACKGROUND

2.01 The Revenue Budget Monitoring 2013/14 (Month 5) report will be presented to Cabinet on 19th November 2013. A copy of the report is attached as Appendix A to this report.

3.00 RECOMMENDATIONS

3.01 Members are asked to note the report.

4.00 FINANCIAL IMPLICATIONS

4.01 As set out in the report.

5.00 ANTI POVERTY IMPACT

5.01 None

6.00 ENVIRONMENTAL IMPACT

6.01 None

7.00 EQUALITIES IMPACT

7.01 None

8.00 PERSONNEL IMPLICATIONS

8.01 None

9.00 CONSULTATION REQUIRED

9.01 None

10.00 CONSULTATION UNDERTAKEN

10.01 None

11.00 APPENDICES

11.01 Appendix A - Revenue Budget Monitoring 2013/14 (Month 5) report

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

Contact Officer: Sara Dulson
Telephone: 01352 702287
Email: sara.dulson@flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: TUESDAY, 19 NOVEMBER 2013

REPORT BY: HEAD OF FINANCE

SUBJECT: REVENUE BUDGET MONITORING 2013/14 (MONTH 5)

1.00 PURPOSE OF REPORT

1.01 To provide Members with the most up to date revenue budget monitoring information (Month 5) 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 4
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 5, is as follows:-

Council Fund

- Net in year expenditure forecast to be £1.074m less than the budget. (A decrease of £0.173m on the £1.247m reported at Month 4)
- Projected contingency reserve balance at 31st March 2014 of £3.715m

Housing Revenue Account (HRA)

- Net in year expenditure forecast to under spend the budget by £0.014m (£0.260m overspend reported at Month 4)
- Projected HRA balances at 31st March 2014 of £1.448m

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 £1.074m.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend	
			Month 4	Month 5
	£m	£m	£m	£m
<u>DIRECTORATES (Service Groups)</u>				
Services for Adults	45.642	44.336	(0.832)	(0.759)
Services for Children	11.906	12.165	0.298	0.472
Housing Services	1.800	1.805	(0.288)	(0.295)
Development & Resources	1.688	1.665	(0.037)	(0.023)
TOTAL : COMMUNITY SERVICES	61.036	59.971	(0.859)	(0.605)
Assets and Transportation	6.015	6.092	(0.006)	0.002
Planning	1.708	1.719	0.022	(0.005)
Public Protection	3.455	3.467	(0.026)	(0.028)
Regeneration	0.715	0.707	(0.031)	(0.019)
Streetscene	19.320	19.220	0.356	0.343
Management, Support & Performance	1.088	1.086	(0.096)	(0.072)
TOTAL : ENVIRONMENT	32.301	32.291	0.219	0.221
Culture & Leisure	6.876	6.393	0.360	0.367
Inclusion Services	14.058	13.263	(0.102)	(0.027)
Primary School Services	43.374	43.383	(0.025)	(0.025)
Secondary School Services	36.638	37.468	0.002	0.002
Development & Resources	12.118	12.185	(0.164)	(0.208)
TOTAL : LIFELONG LEARNING	113.064	112.692	0.071	0.109
Chief Executive	2.356	2.335	(0.017)	(0.049)
Finance	14.265	14.291	(0.308)	(0.463)
HR & OD	2.427	2.466	0.000	(0.004)
ICT & Customer Services	4.922	4.929	(0.041)	(0.004)
Legal & Democratic Services	3.145	3.158	0.020	(0.002)
TOTAL : CORPORATE SERVICES	27.115	27.179	(0.346)	(0.522)
TOTAL DIRECTORATES	233.516	232.133	(0.915)	(0.797)
Central and Corporate Finance	26.236	27.619	(0.332)	(0.277)
Total	259.752	259.752	(1.247)	(1.074)

- 3.02 The original budget column reflects the budget approved by Council on the 1st March 2013. The revised budget column reflects in-year virements which have been approved in compliance with Financial Procedure Rules.

Programme of Efficiencies

- 3.03 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 £4.462m (83.7 %) will be achieved, resulting in a net under-achievement of £0.870m.

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	2.229	2.229	0.000
ACHIEVABLE IN PART	0.664	0.285	(0.380)
NOT ACHIEVABLE	0.490	0.000	(0.490)
Total	5.331	4.462	(0.870)

- 3.04 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 5 projected outturn position.

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 arising from these allocations are now fully reflected in the Table at paragraph 3.01 above.

- 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 Service budgets which incur the costs affected by non standard inflation continue to be monitored closely and the funds will be released based on a full assessment of evidenced need. 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 reflected within the current projected outturn position, 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 16th July showed unearmarked reserves at 31st 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 £3.715m. Details are shown in Appendix 7.

7.00 HOUSING REVENUE ACCOUNT

- 7.01 On 19th 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 16th 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 opening balance for 2013/14 by the same amount.
- 7.03 For 2013/4 there is an overall projected under spend of £0.014m and a projected closing balance at Month 5 of £1.448m, which at 5.1 % 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 31st 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 4 - Appendix 1
Council Fund Significant Variances - Appendices 2 - 6
Council Fund - Movements on un earmarked 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 5)
Summary of Movement from Month 4**

	£m	£m
Month 4		
Service Directorates	(0.915)	
Central and Corporate Finance	(0.332)	
Variance as per Cabinet Report		(1.247)
Month 5		
Service Directorates	(0.797)	
Central and Corporate Finance	(0.277)	
Variance as per Directorate Returns		(1.074)
Change Requiring Explanation		0.173
<u>Community Services</u>		
Services For Adults		
• Hospital Social Work (Intake and Reablement) - due to a Hospital Social Worker covering in the Crisis Intervention Team. These costs are recovered from Health.	(0.038)	
• Resource and Regulated Service (Intake and Reablement) - due to a combination of an increase in residential care costs (£0.032m) and home care costs (£0.027m) offset by an increase in the projected underspend for Extra Care (£0.026m) due to an additional delay. The balance of £(0.015m) is made up of a number of other movements.	0.048	
• Locality Teams (Localities) - due to an increase in purchased domicilliary care (£0.038m) additional residential packages (£0.061m) and a reduction in expected property income (£0.055m). The balance (£0.018m) is made up of a number of small movements.	0.172	
• Resource and Regulated Service (Disability Service) - due to additional Health funding for one service user within LD residential (£0.120m).	(0.114)	
• Disability Service (Disability Service) - additional transition service user costs.	0.062	
• Residential and Domiciliary Service (Mental Health and Substance Misuse Service) -due to a reduction of two residential placements.	(0.056)	
• Other minor changes of less than £0.025m for Services for Adults	(0.001)	
Subtotal: Services for Adults		0.073
Development & Resources		
• Other minor changes of less than £0.025m	0.014	
Subtotal: Development & Resources		0.014
Services For Childrens		
• Out of County Pooled Budget (Children's Services) -There have been three additional placements and an increase in costs for one placement, as well as the loss of income (£0.033m) from Health for another placement	0.178	
• Other minor changes of less than £0.025m	(0.004)	
Subtotal: Services For Childrens		0.174
• Other minor changes of less than £0.025m	(0.007)	
Subtotal: Housing Services		(0.007)
Total: Community Services		0.254

Environment

• Highways - lower anticipated levels of income for Fixed Penalty Notices	0.025	
• Other minor changes of less than £0.025m	(0.023)	
		0.002

Lifelong Learning**Culture & Leisure**

• Leisure Services - Minor Variances	0.020	
• Libraries, Culture & Heritage - Minor Variances	(0.014)	

Inclusion Service

• Out of County - change in funding on one placement (£0.068m where Health are no longer expected to contribute. The remainder relates to minor variances.	0.081	
• Minor Variances	(0.007)	

Development & Resources

• Facilities Services - This relates to a revised projection for food inflation and other minor variances.	(0.068)	
• Pupil/Student Transport - due to a special transport contract where health and safety needs have to be met and the addition of a 1:1 escort costing £0.035m. The remainder relates to minor invoices.	0.043	
• Minor Variances	(0.017)	
		0.038

Corporate Services

• Legal and Democratic Services - reduced overspend on Locums (£0.003m), vacancy savings (£0.014m), minor variances (£0.005m)	(0.022)	
• HR and Organisational Development - reduced DBS check expenditure (£0.030m), vacancy savings (£0.021m), loss of income £0.027m, Occupational Health specialists £0.014m, minor variances £0.006m	(0.004)	
• ICT and Customer Services - registrars income (£0.019m), additional postage costs £0.046m, minor variances £0.010m	0.037	
• Finance - vacancy savings (£0.140m), additional surplus on Council Tax Collection Fund (£0.011m), reduced shortfall on CTRS (£0.004m)	(0.155)	
• Chief Executives Department - vacancy savings (£0.027m), minor variances (£0.005m)	(0.032)	
		(0.176)

Central and Corporate Finance

• Impact of additional costs relating to 2012/13 for the Coroners service.	0.055	
		0.055

Total changes

	0.173
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COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Services for Adults Hospital Social Work (Intake and Reablement)	0.405	0.338	(0.067)	(0.029)	The reduction in outturn from month 4 (£0.038m) in this area is due to a Hospital Social Worker covering in the Crisis Intervention Team. These costs are recovered from Health. The balance (£0.029m) is due to a staff vacancy.	One-off.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Resources and Regulated Services (Intake and Reablement)	5.349	5.140	(0.209)	(0.257)	<p><u>Extra Care</u> Projected underspend on Liys Jasmine has increased due to additional delays, by (£0.026m) to (£0.235m). <u>In-house Domiciliary Care</u> underspend (£0.087m) due to greater use of reablement and independent sector care providers. The increase from month 4 (£0.027m) is due to an increase in service need.</p> <p><u>Client Transportation Service</u> underspend (£0.046m) relates to staff vacancies. <u>Day Services</u> underspend (£0.038m) mostly due to vacancies (£0.026m). These underspends are offset by a projected overspend within <u>In-house Residential Service</u> (£0.197m) due to the need to ensure staff cover (£0.231m) additional premises costs (£0.036m) and additional supplies and service (£0.048) offset by client (£0.070m) and Health (£0.050m) income. The increase from month 3 (£0.032m) is mostly due to increased agency cover (£0.023m).</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 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Locality Teams (Localities)	13.893	13.979	0.086	(0.086)	<p>Older People Services</p> <ul style="list-style-type: none"> > Locality Teams are together expected to underspend (£0.127m) mostly due to vacant posts. > Purchased domiciliary costs are projected to overspend (£0.042) due to additional service user costs. > Purchased residential costs are projected to overspend (£0.109) due to additional service user costs. > Early Onset Dementia is projected to overspend (£0.080m) due to purchased domiciliary care costs. > The balance (£0.018m) is made up of a number of smaller variances. 	<p>Keep under review.</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 teams.</p>
Resource and Regulated Services (Disability Services)	15.243	15.069	(0.174)	(0.060)	<p>The movement in outturn results in an increase in underspend of £0.114m that is mostly due to additional Health funding for one service user within LD residential (£0.120m).</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 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Disability Services (Disability Services)	1.942	2.004	0.062	0.000	The overspend is due to additional transition service user costs.	Keep under review.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Administrative Support (Disability Services)	0.411	0.457	0.046	0.041	This is due to an overspend against staff pay costs (£0.041m).	Keep under review.
Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.734	0.485	(0.249)	(0.193)	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, there has been a delay in transferring this client into the service. The underspend decreased from month 4 (£0.056m) due to a reduction of two residential placements.	Keep under review.
Professional Support (Mental Health & Substance Misuse Service)	0.828	0.756	(0.072)	(0.073)	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 5)

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	0.159	(0.146)	(0.142)	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	0.426	(0.056)	(0.054)	Reflects current care packages for 2013/14.	
Other Services for Adults variances (aggregate)	4.744	4.764	0.020	0.021	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	44.336	43.577	(0.759)	(0.832)		

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Development & Resources						
Business Systems (Development & Resources)	1.150	1.092	(0.058)	(0.057)	The underspend within this area is mostly due to vacant posts.	One off.
Vacancy Control	(0.100)	0.000	0.100	0.100		Realignment of vacant posts
Other Development & Resources variances (aggregate)	0.615	0.550	(0.065)	(0.080)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	1.665	1.642	(0.023)	(0.037)		

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Services for Children						
Family Placement (Children's Services)	1.977	2.308	0.331	0.323	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.
Out of County Pooled Budget (Children's Services)	3.178	3.387	0.209	0.031	Costs reflect existing placements up until March 2014. The increase in overspend (£0.178m) is due to additional placements and an increase in costs for one placement as well as the loss of income (£0.033m) from Health from another placement.	The focus of high cost placements is now a North Wales project and will continued to be reviewed.
Other Services for Children variances (aggregate)	7.010	6.942	(0.068)	(0.056)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	12.165	12.637	0.472	0.298		

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Housing Services						
Homelessness Accommodation (Housing Services)	0.360	0.153	(0.207)	(0.197)	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)	1.213	1.138	(0.075)	(0.070)	Service undergoing restructure which is not yet in place.	Restructure to be implemented.
Other variances (aggregate)	0.232	0.219	(0.013)	(0.021)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	1.805	1.510	(0.295)	(0.288)		
Total :	59.971	59.366	(0.605)	(0.859)		

Budget Monitoring 2013/14 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 4 (£m)	Cause of Variance	Action Required
Assets & Transportation	6.092	6.094	0.002	(0.006)		
Industrial Units	(1.253)	(1.158)	0.095	0.076	Estimated net income shortfalls across the Industrial Estate portfolio which has increased at Period 05 by a further £19k.	Keep Unit rental income closely monitored throughout 2013/14.
Property Holdings	0.083	0.047	(0.036)	(0.030)	NNDR costs lower than anticipated	Review of site budgets necessary in line with asset management programme
Property Asset & Development	0.534	0.417	(0.117)	(0.103)	Net Vacancy Savings	
Highways Development Control & Regulatory Services	0.813	0.886	0.073	0.048	Lower than anticipated levels of income for FPN's (based on improving standards of repair by utility companies) & road closures.	
Aggregate of other Variances	5.915	5.902	(0.013)	0.003		
Planning	1.719	1.714	(0.005)	0.022		
Public Protection	3.467	3.439	(0.028)	(0.026)	Various minor variances	
Regeneration	0.707	0.688	(0.019)	(0.031)	Various minor variances	
					Various minor variances	

Budget Monitoring 2013/14 (Month 5)

Service		Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 4 (£m)	Cause of Variance	Action Required
Streetscene		19.220	19.563	0.343	0.356		
	Waste Disposal & Waste Collection	9.268	9.614	0.346	0.350	Plastic recycling prices reduced by £100 per tonne between June and September. The export market has subsequently reopened and overall this is likely to result in an estimated income reduction of £70k in 2013/14. Staff backfilling costs to the end of December as a result of the on-going investigation within waste. Notification was given by WG in late July that the Sustainable Waste Management Grant (SWMG) was being reduced in-year by up to 10%. Subsequently, confirmation was received from WG in late August of a grant reduction in 2013/14 of £150k.	Consider potential impact on MTFP going forward Consider impact on MTFP going forward
	Aggregate of other Variances	9.952	9.949	(0.003)	0.006		
	Management Support & Performance	1.086	1.014	(0.072)	(0.096)		
	Management Support & Performance	1.086	1.014	(0.072)	(0.096)	Net Vacancy Savings ahead of service review implementation and reduced commitments on supplies and services budgets.	
Total :	Total :	32.291	32.512	0.221	0.219		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Culture & Leisure	6.393	6.760	0.367	0.367	<p>School Library Service (£0.100m saving) 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>Libraries, Culture & Heritage (£0.025m saving) Minor variances</p> <p>Leisure Services (£0.492m pressure) There are a number of pieces of work being completed to explore solutions to the remaining deficit. £0.023m relates to the final costs for Swim Flintshire. This programme ceased in August. £0.034m relates to employee costs. £0.301m relates to pressures on income across centres. £0.065m relates to pressures on premises budgets. £0.045m to security costs, £0.007m to credit/debit card fees and £0.017m to other minor variances.</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	13.263	13.236	(0.027)	(0.102)	Inclusion Services (£0.027m saving) Minor Variances	
Primary School Services	43.383	43.358	(0.025)	(0.025)	Primary School Services (£0.025m saving) Minor Variances	Service Manager to review and reduce planned expenditure by £0.025m.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Secondary School Services	37,468	37,470	0.002	0.001	Regional Services (£0.002m pressure)	
Development & Resources	12,185	11,977	(0.208)	(0.164)	Children, Youth & Community (£0.008m saving) Minor variances Schools ICT (£0.150m saving) 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. Transport (£0.016m pressure) Minor Variances Service Units (£0.032m saving) Pressures of £0.003m linked to NDR costs on Westwood School House, £0.056m on Pupil Support (Free School Meals) and £0.011m on Regional Capita One have been offset by estimated savings on Mobile Classrooms (£0.067m), Insurance (£0.035m). Facilities Services (£0.035m saving) Minor Variances	Service Manager to place a hold on all uncommitted expenditure within Schools ICT. We are awaiting information from the Schools relating to Music remissions which will affect the estimated costs. The figures reported assume that the full food NSI budget of £0.141m is transferred to the facilities budget.
					Minor Pressures £0.001m	
Total :	112.692	112.801	0.109	0.071		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.335	2.286	(0.049)	(0.017)	£0.014m Corporate voluntary sector contribution to Dangerpoint (£0.048m) Vacancy savings (£0.015m) minor variances	
Finance	14.291	13.828	(0.463)	(0.308)	£0.107m net Vacancy savings following realignment of budget (£0.771m) net surplus on the Council Tax Collection Fund after meeting the £0.420m costs allocated in 2013/14 budget £0.415m CTRS shortfall in funding compared to estimated in year cost	Demand led service but subject to ongoing monitoring. Contributing to national discussion on CTRS funding for 2014/15.
Legal & Democratic Services	3.158	3.156	(0.002)	0.020	£0.022m Legal Staffing including use of Agency/Locums and recharges (£0.014m) other Vacancy savings (£0.010m) minor variances	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Human Resources & Organisational Development	2.466	2.462	(0.004)	0.000	(£0.030m) reduced DBS Check expenditure (£0.021m) Vacancy savings £0.027m loss of income from external organisations £0.014m Specialist Occupational Health resources £0.006m minor variances	
ICT & Customer Services	4.929	4.925	(0.004)	(0.041)	(£0.036m) Vacancy savings (£0.022m) additional Registrars Income £0.046m postage costs £0.008m minor variances	
Total :	27.179	26.657	(0.522)	(0.346)		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Central Loans & Investment Account	15.283	15.041	(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).	
Coroners	0.193	0.248	0.055	0.000	Due to a change in the lead authority for Coroners service provision (effective from May 2013), it has been brought to our attention that Wrexham CBC are continuing to process a significant number of invoices pertaining to financial year 2012/13 (currently value circa £0.110m) for which the Flintshire share is 50%, resulting in a current year budget pressure.	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Centrally Held Provisions	5.818	5.007	(0.811)	(0.811)	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	0.400	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.	
Other variances - aggregate	8.256	8.266	0.010	0.010		
Total :	27.619	27.342	(0.277)	(0.332)		

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 st March for funding of one-off costs in the 2013/14 budget proposals		(0.297)
Less - Amount approved by Cabinet on 16 th 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 st March 2014		1.074
Less - Estimate of severe weather recovery costs		(0.518)
Projected Level of Total Contingency Reserve as at 31st March 2014		3.715

HRA Major Variance Report - Period 5

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.
Rents	-26,946	-27,182	-237	-243	Bad Debt provision reviewed based on Q1 impact of "bedroom tax", resulting in a saving of £258k	Monitor impact of "Bedroom Tax" and review expected costs at H1
Repairs and Maintenance	8,393	8,721	328	413	£57k net under spend variance on salaries due to restructure not being in place. £318k over spend on materials and £68k overspend on equipment due to increase in the number of high cost jobs. Travis Perkins is to review pricing.	Restructure to be implemented. Housing Asset Team is working closely with Travis Perkins to try and mitigate some of the overspend in H2.
Finance & Support	2,656	2,458	-197	-8	Support Recharges reflected at 2012/13 actuals, saving £106k. Information on 2013/14 has been requested. Pension Fund Strain costs £80k lower than anticipated creating saving.	
Other variances (aggregate)	10,227	10,197	-30	-23		
Total :	497	482	-14	260		

Month 5

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Fees & Charges (APPENDIX 7a)			
<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	
TOTAL	0.118		
Service Change (APPENDIX 7b)			
<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 5

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 £0.017.
Preventative foster care service - day care	0.005	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.456		
Procurement (APPENDIX 7c)			
<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	

Budget Monitoring Efficiencies

Month 5

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 £(0.344). However due to change in service user circumstances this budget is now showing an overspend of £0.209
Transport Review - revised contracts	0.025	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.686		
Organisational Design (APPENDIX 7d)			
<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	
TOTAL	0.458		

Month 5

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Fees & Charges (APPENDIX 7a)			
<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
TOTAL	0.140		
Service Change (APPENDIX 7b)			
<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 5

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	<i>Budget Monitoring Position at Period 4 indicates achievement of this efficiency.</i>
Staff travel - reduced mileage payments	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	<i>Budget Monitoring Position at Period 4 indicates achievement of this efficiency.</i>
Directorate Support & Performance - Supplies and Stationery - Streamline current processes	0.008	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	<i>Budget Monitoring Position at Period 4 indicates achievement of this efficiency.</i>
TOTAL	0.780		
Procurement (APPENDIX 7c)			
<i>Environment</i>			
Waste Services - Tender Transport arrangements for waste disposal	0.050	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	<i>New Transport arrangements have been awarded as part of a tender process and are now in place.</i>

Month 5

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
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
TOTAL	0.144		
Organisational Design (APPENDIX 7d)			
<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
TOTAL	0.020		
Other Efficiencies (APPENDIX 7e)			
<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
TOTAL	0.050		

Month 5

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Fees & Charges (APPENDIX 7a)			
<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.
TOTAL	0.207		
Service Change (APPENDIX 7b)			
<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 5

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 NOT ACHIEVABLE	Although we do not expect a pressure on the Facilities budget this year, the decision to revise the County Hall opening hours has not yet been made.
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	

Month 5

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Directorate Management Team Restructure	0.043	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.192		
Procurement (APPENDIX 7c)			
<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	
TOTAL	0.466		
Organisational Design (APPENDIX 7d)			
<i>Lifelong Learning</i>			
Libraries - Flexible retirement	0.015	EFFICIENCY ALREADY ACHIEVED	
Libraries - Library Service Review	0.037	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.052		
Other Efficiencies (APPENDIX 7e)			
<i>Lifelong Learning</i>			
Demographic Change in Schools (pupil numbers)	0.132	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.132		

Month 5

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Fees & Charges (APPENDIX 7a)			
<i>FINANCE - Corporate Services</i>			
Revenues - increased number of Council Tax fines	0.027	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<i>ICT & 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 & DEMOCRATIC - Corporate Services</i>			
External Fees - conveyancing / S106 agreements	0.015	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
TOTAL	0.065		
Service Change (APPENDIX 7b)			
<i>Chief Executive - Corporate Services</i>			
Corporate Comms - reduced workforce bulletins	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<i>HR & OD - Corporate Services</i>			
CRB checks - review of options	0.035	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<i>LEGAL & 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	
Members Allowances - Special Responsibility Allowances - reduction of number allocated	0.070	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	

Month 5

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Members Allowances - NI contributions reduction linked to reduced number of Special Responsibility allowances	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
TOTAL	0.138		
Procurement (APPENDIX 7c)			
<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	
Conferences/Seminars/Lectures - reduced attendance	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
ICT & CUSTOMER SERVICES - Corporate Services			
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	
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	

Month 5

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
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	
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	

**Budget Monitoring
Efficiencies**

Month 5

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
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 & 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	
TOTAL	0.245		
Organisational Design (APPENDIX 7d)			
<i>Chief Executive - Corporate Services</i>			
Reduction in mileage travelled - Emergency Planning	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
TOTAL	0.001		

Month 5

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Service Change (APPENDIX 7b)			
<i>Central & Corporate Finance</i>			
Ciwyd Theatr Cymru - agreed reduction to contribution	0.015	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.015		
Procurement (APPENDIX 7c)			
<i>Central & 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	
TOTAL	0.262		
Other Efficiencies (APPENDIX 7e)			
<i>Central & 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 5

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	
TOTAL	0.704		

FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY 14TH NOVEMBER 2013**

REPORT BY: **MEMBER ENGAGEMENT MANAGER**

SUBJECT: **IMPROVEMENT PLAN MONITORING REPORT**

1.00 PURPOSE OF REPORT

1.01 To note and consider elements of the 2013/14 Mid Year Improvement Plan Monitoring Report relevant to the Corporate Resources Overview and Scrutiny Committee. The report covers the period April – September 2013.

1.02 To note the following:-

- The levels of progress and confidence in meeting the Council's Improvement Priorities and their impacts including the milestones achieved.
- The measures which evidence achievement and the baseline data, and targets.
- The baseline risk assessment for the strategic risks identified in the Improvement Plan and the arrangements to control them.

1.03 To enable Members to comment on the new approach to performance reporting.

2.00 BACKGROUND

2.01 The new style Improvement Plan adopted by Council in June 2013 which is aligned to the new three year Outcome Agreement, focuses on the priorities which are expected to have the most impact during 2013/14.

2.02 In addition to the Improvement Plan Monitoring Report, bi-annually performance highlight reports will be presented from the Heads of Service. These will be similar to those previously produced for quarterly reporting.

3.00 CONSIDERATIONS

3.01 The Improvement Plan Monitoring Report gives an explanation of the progress being made towards delivery of the impacts set out in the Improvement Plan. The narrative is supported by measures and/or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.

3.02 For Corporate Resources Overview and Scrutiny Committee the following Improvement Plan sub-priority reports are attached at Appendix 1 - 8:-

- Welfare Reform
- Organisational Change
- Matching Resources to Priorities
- Achieving Efficiency Targets
- Procurement Strategy
- Asset Strategy
- Access to Council Services
- Single Status

4.00 RECOMMENDATIONS

4.01 That the Committee consider the 2013/14 Mid Year Improvement Plan Monitoring Report, highlight and monitor poor performance and feedback details of any challenge to the Policy, Performance & Partnerships Team who are responsible for the overview and monitoring of improvement targets, for inclusion in the report to Cabinet.

4.02 That the Committee comment on the newly introduced improvement plan performance monitoring approach.

5.00 FINANCIAL IMPLICATIONS

5.01 There are no specific financial implications for this report; however the Council's Medium Term Financial Plan is aligned to resource the priorities of the Improvement Plan.

6.00 ANTI POVERTY IMPACT

6.01 There are no specific anti poverty implications for this report, however poverty is a priority within the Improvement Plan 2013/14.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no specific environmental implications for this report; however the environment is a priority within the Improvement Plan 2013/14.

8.00 EQUALITIES IMPACT

8.01 There are no equalities implications for this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no personnel implications for this report.

10.00 CONSULTATION REQUIRED

10.01 Publication of this report constitutes consultation.

11.00 CONSULTATION UNDERTAKEN

11.01 Corporate Management Team and the Performance Leads from across the Authority have contributed to help shape the new approach to reporting.

12.00 APPENDICES

12.01 Appendix 1 – Welfare Reform
Appendix 2 – Organisational Change
Appendix 3 – Matching Resources to Priorities
Appendix 4 – Achieving Efficiency Targets
Appendix 5 – Procurement Strategy
Appendix 6 – Asset Strategy
Appendix 7 – Access to Council Services
Appendix 8 – Single Status

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

None.

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APPENDIX 1

Priority: Poverty
Sub-Priority: Welfare Reform
Impact: Protecting people from poverty

We said in 2013/14 that we would:

1. Help prevent people from becoming homeless

Progress Status	Progress RAG	G	Outcome RAG	G
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The Housing Options service has implemented new working practices to make best use of the resources within the team. The team now work to a rota system which means two officers are on duty every day dealing with all enquiries and carrying out interviews. The rest of the team are able to focus on their open cases and take a more proactive approach to prevention and discharging duty including home visits, landlord liaison, payments from homeless prevention fund and referrals to welfare rights and accommodation support. This increase in activities has enabled the service to maintain the spend on B&B below the same four month period in the previous year.

Achievement will be Measured through:

- The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Homeless Prevention for 6 months (HHA/013)	Head of Housing	83.41%	90%	90%	N/A (annual)	N/A	G

Risks to Manage

1. Meeting the growing costs of homeless prevention
2. Rent arrears rising if tenants are unable to afford to pay their rent
(these risks are combined and therefore both covered below, if tenants are able to afford rent, this lessens the demand and therefore cost of providing homelessness prevention and use of B&B's)

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<ol style="list-style-type: none"> Staff across the service have had HomeSwapper training to help assist tenants to downsize. 1,2 Work undertaken with Revenues & Benefits to identify affected customers whose arrears are increasing at the most rapid rate and staff have been making regular contact with those people. 2 A new system to ensure that those requesting re-housing as a result of welfare reform receive an equal quota of allocations has been introduced. 1, 2 Advice and assistance has been given to affected tenants who may qualify for discretionary housing payment. 1,2 	H	H	R	<ol style="list-style-type: none"> Development of the Local Support Services Framework in readiness for implementation of Universal Credit 1,2 Introduce measures to improve financial capability & access to affordable credit within households impacted by welfare reforms. 1,2 A Private Rented Sector strategy is currently in development and will consider how we can work with landlords as part of a long term solution. 1,2 	Head of Housing		H	H	R

2. Provide advice and support services to help people protect their income

Progress Status	Progress RAG	G	Outcome RAG	A
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The Welfare Rights Team have assisted residents to claim additional welfare benefit income totalling £573,000 during this quarter, boosting household income and spending power within the local economy. However, the service is experiencing problems managing the demand from residents requesting specialist advice to appeal adverse decisions on their benefit entitlement. Compared to the same period in the previous year the demand has increased by over 50%.

Achievement will be Measured through:

- Number of Flintshire residents assisted by Flintshire County Council's Welfare Rights Unit to claim additional Social Security and Tax Credits
- Number of residents supported to successfully challenge adverse benefit decisions
- Number of residents accessing money management training
- Number of residents helped to move to more affordable accommodation
- Amount of additional Social Security and Tax Credits paid to Flintshire Residents as a result of the work undertaken by Flintshire County Council
- Amount of debt managed as a result of advice provided by the Flintshire Money Advice Service

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Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)	Head of Housing	£2,000,000	£2,200,000	£3,500,000	£573,000	G	G

The following indicators are provided for information and monitoring only and are not suitable for target setting and performance RAGs

Number of Flintshire residents assisted by FCC to claim Additional Social Security and Tax Credits	Head of Housing	1,200	N/A	N/A	351	N/A	N/A
Number of residents supported to successfully challenge adverse benefit decisions	Head of Housing	110	N/A	N/A	35	N/A	N/A
Number of residents accessing money management training	Head of Housing	N/A	N/A	N/A	11	N/A	N/A
Number of residents helped to move to more affordable accommodation	Head of Housing	N/A	N/A	N/A	6	N/A	N/A
Amount of debt managed as a result of advice provided by the Flintshire Welfare Rights and Money Advice Service	Head of Housing	£3,500,000	N/A	N/A	£1,537,281	N/A	N/A

Risks to Manage

1. The Welfare Rights and Money Advice Service being able to meet demand
2. Local neighbourhood services may suffer as residents have less income to spend
(these risks are combined and therefore both covered below)

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	1. Advice and assistance has been given to affected tenants who may qualify for discretionary housing payment	H	M	R	1. Develop and implement a welfare reform training/coaching programme to raise awareness amongst internal and external service providers. 2. Implement and manage a communication strategy ensuring information on the welfare reforms is disseminated to all stakeholders 3. Review and improve casework procedures for Welfare Rights team to ensure we maximise the use of current resources	Head of Housing		H	M	R

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APPENDIX 2

Priority: Modern and Efficient Council
Sub-Priority: Organisational Change
Impact: Managing services well to achieve our priorities

What we said we would do in 2013/14 – Agree an organisational change programme that will: -

1. Establish a future ‘operating model’ for a modern Council

Progress Comment	Progress RAG	A	Outcome RAG	A
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The development and adoption of a sustainable business and operating model is a key to organisational change planning. The business and operating model will set the principles and values, objectives, and framework for corporate organisational change, service priorities, service models, and deliverable efficiency targets for a four year period to 2017.

The four change programmes in development to design the model are Corporate Efficiency, Organisational Design, Workforce Efficiency and Functional Efficiency.

Achievement will be measured through:

- The development of a “politically” agreed and sustainable “social business model” for the Council

Achievement Milestones for strategy and action plans: (Lead Officer – Chief Executive)

Development and adoption of a “politically” agreed and sustainable “social business model” for the Council – December 2013

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2. Integrate business units and consider alternative models				
Progress Comment	Progress RAG	A	Outcome RAG	A
This objective is central to the development of a social business and operating model for the Council and the two change programmes of Organisational Design and Functional Efficiency. These programmes are under development.				
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Agreeing a model to support the future operating model <p>Achievement Milestones for strategy and action plans: (Lead Officer – Chief Executive) Agreement of a model to support the future operating model – December 2013</p>				

Risk to be managed – Gaining political agreement to the future operating model. (Links to activities 1 and 2)

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<p>The demanding timescales for the completion of the design programmes are being met through prioritisation of activity</p> <p>Capacity and capability to produce effective designs and plans is being met by prioritisation and the use of external support</p> <p>The organisational reaction to ambitious and radical plans is being met by work to build consensus</p>	M	M	A	<p>Continued prioritisation of professional and political leadership capacity</p> <p>Appointment of expert external advisors for specific change programmes</p> <p>Planning of organisational briefing and decision-making paths for the adoption and implementation of change programmes</p>	Chief Executive		L	L	G

3. Streamlining the organisation

Progress Comment	Progress RAG	A	Outcome RAG	A
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This objective is central to the development of a social business and operating model for the Council and the two change programmes of Organisational Design and Workforce scaling. These programmes are under development. The current plans for workforce scaling can only be measured by the cumulative targets of workforce reduction through service reviews and vacancy management. This approach will be replaced by a single corporate programme for workforce scaling and reduction under the social business and operating model.

Achievement will be measured through:

- The changing organisational hierarchy, workforce numbers and costs

Achievement Milestones for strategy and action plans: (Lead Officer – Head of HR and OD)
Measures for the percentage change in workforce numbers and the paybill to be established as part of the workforce scaling programme – from February 2014

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Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of planned service reviews which have been completed. <i>(2013/14 target may change dependent on the identification of priorities as part of Change Programme)</i>	Head of HR and OD	19 completed to date	15	N/A Now overtaken by Value for Money	5 reviews completed	A	A

4. Modernise working practices

Progress Comment	Progress RAG	A	Outcome RAG	G
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Flintshire Futures is about maximising savings from changing the way we do things rather than making choices about doing things less or not at all. It's also about improving things for our customers and communities and providing better services. As a large complex organisation everything we do is underpinned by processes. We have to ensure these processes are focussed on the customer and not designed around organisational structure. Work has been on-going to simplify, standardise and often automate processes through the use of technology.

Significant progress has been made in the standardisation of procurement processes and the implementation of an e-procurement solution which automates the purchase to pay (P2P) element of the procurement life cycle The project is on target to complete the full implementation of the P2P system by March 2014.

An additional e-sourcing solution is currently being implemented with a target date of January, 2014. This system will handle all tendering activities, contract and supplier management, select lists and includes a full contract register and e-auction facilities. We have also participated in a national e-invoicing pilot which although successful we have decided not to proceed with at the moment pending completion of an options appraisal for an e-invoicing solution which will best meet our needs going forward. Opportunities for joint development and support have been investigated with Wrexham and Denbighshire who are using the same e-procurement solution, we are currently working jointly with Denbighshire in the implementation of the e-sourcing solution.

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Achievement will be measured through:

- Process and cost efficiencies

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Procurement process efficiencies achieved	Head of ICT and Customer Services	£24,000	£102,000	£267,000	£161,000	G	G
Procurement cost efficiencies achieved	Head of ICT and Customer Services	N/A	£1.723m	£2.673m	£450,000	G	G
iTrent process efficiencies achieved <i>(Will be achieved through the Organisation Admin Review. These savings relate to the introduction of automated expenses and based on the assumption that roll out across the whole organisation is completed before April 2014. Future development work will release comparable process efficiencies)</i>	Head of HR and OD	£3,211	£6,427	£11,780	£3,200	G	G

Risk to be managed – Gaining workforce and Trade Union agreement and acceptance of the organisational changes. (Links to activities 1 - 4)

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	Regular and on-going dialogue with trade unions via FJTUC, Employee/Directorate liaison meetings and individual briefing. Employee communications via InfoNet, staff conferences, change exchange and as part of project communication plans.	M	M	A	Early and full engagement with employees and trade unions on the developing Organisational Change Strategy and plans.	Chief Executive		L	L	G

Risk to be managed – Keeping up workforce motivation and morale to prevent resistance to organisational change and minimise service disruption such as industrial action. (Links to activities 1 - 4)

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	Employee communications via manager, InfoNet, staff conferences, change exchange and as part of project communication plans.	M	M	A	Early engagement and involvement of employees in change programmes and projects.	Directors and Heads of Service		L	L	G

5. Provide capability and capacity to manage a reduced sized organisation

Progress Comment	Progress RAG	A	Outcome RAG	A
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The scale, complexity and urgency of the development and implementation of a new social business and operating model and the four supporting work programmes is a major organisational challenge. The Council is undergoing a change development phase and will move into transition and completion phase following agreement of major change plans. The Council requires internal and external capacity and capability for the planning and transition phases as a priority. Internal professional capability is being used to its maximum and external support is being sought and appointed for specific work programmes. Like all organisations, the Council has limited change capability and can be restricted in its ambition and planning by the limitations of its own experience and traditionalism.

Achievement will be measured through:

- The development of a “politically” agreed “social business model”
- Agreeing a model to support the future operating model
- The changing organisational hierarchy, workforce numbers and costs.

Achievement Milestones for strategy and action plans: (Lead Officer – Chief Executive)
See the measures for activities 1 – 3 above.

Risk to be managed – Ensuring organisational capability to make the changes happen and sustain the model. (Links to activities 1-5)

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	Management Development Framework, Lean Academy, Managing Change Successfully (Regional Programme). Personal Develop Plans arising from appraisals. HR support for coaching and mentoring opportunities.	M	M	A	Influencing and changing skills and behaviours by the introduction of the new competency framework with an emphasis on change and innovation. This will be achieved via appraisals and identification of development needs. External advice and support providing skills and expertise (Skills Transfer). Learning from other organisation and their approach to implementing major change programmes.	Head of HR & OD		L	L	G

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Risk to be managed – How we can fund the necessary investment costs to create change. (Links to activities 1 -5)

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	To date a contingency fund has been available on invest to save basis to support change and priorities.	M	M	A	Consider future funding requirements to invest in future change programme, explore options of engagement of external partners on a results/outcome basis.	Chief Executive / Head of Finance		L	L	G

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APPENDIX 3

Priority: Modern and Efficient Council
Sub-Priority: Matching Resources to Priorities
Impact: Protecting local frontline public services through the best use of our resources

What we said we would do in 2013/14: -

1. Agreement of the Council Priorities for this Council

Progress Comment	Progress RAG	A	Outcome RAG	G
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The review of the 2012-13 priorities and their re-adoption as part of the Council's 2013-14 Improvement Plan was a major organisational task. The new Improvement Plan, to be adopted at the earliest possible point in the new Council year would set direction for achievement and performance, assist the organisation to streamline its performance management arrangements, better align resources to priority activity, and fulfil the Council's statutory duty to produce an Improvement Plan in the public domain under the Local Government Measure.

The production of the Plan was a major developmental exercise for the organisation. The Plan with the Improvement Priorities was adopted by both Cabinet and full Council in June 2013. An evaluative assessment of its impact will be based on (1) achievement against the priorities (2) the extent to which the Improvement Priorities guide the allocation of resources in the second revision of the Medium Term Financial Plan and the coming annual budgets and (3) the effectiveness of the streamlining of the Council's performance reporting and management arrangements. Both the Progress and Risk RAGs are Amber due to the developmental nature of the new reporting and management arrangements.

The new style Improvement Plan has been assessed by the Wales Audit Office as meeting our statutory obligations with some observations for improvement in process and format.

Achievement will be measured through:

- Agreement of the 2014/15 Council Improvement Priorities

Achievement Milestones for strategy and action plans: (Lead Officer – Chief Executive)

Agreement of the 2014/15 Council Improvement Priorities as part of a new style and more impacting Improvement Plan – April/May 2014

2. Agreement of the capital and revenue resources to deliver our priorities for this Council

Progress Status	Progress RAG	A	Outcome RAG	G
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Resources to Fund Priorities - Resources are in place within the 2013/14 budget to deliver the 2013/14 Improvement priorities. Some of these resources are met from within the base budget but there was specific and positive investment in the 2013/14 budget as detailed in the budget report on 1st March 2013. Over the five year life of the Council, the full set of priorities will adapt and the annual set of priorities selected for special attention will change according to need and circumstances. The financial impacts of additional investment in specific new priorities from 2014/15 will be included in future revisions to the Medium Term Financial Plan (MTFP) as policy decisions are taken. The red performance RAG status reflects that resources for priorities for future are not yet agreed. Consideration of resources will be as part of the Medium Term Financial Plan 2014/15 to 2018/19, the next update of which will be reported in October 2013 with further updates following through up to the 2014/15 budget setting in February 2014.

The risk RAG status currently shows as green RAG status at present as plans are on track. However the target risk RAG status is shown as amber as the risk can never be fully mitigated. Achievement is reliant on the level of funding received from WG which supports 80% of Council spending and which is under significant pressure from the national funding position

Creative Funding Models - Opportunities for creative models to fund or partially fund priorities are being developed through exploration of new service models, partnership working and potential financing models as efficiency options are developed alongside options to close the budget gap over the MTFP period. The next revision of the MTFP will be to Cabinet in October, followed by Scrutiny consideration. Initial research on capital financing opportunities has been completed and will inform the Assets and Capital Programme Review. The amber progress RAG status reflects that the work has begun but is still in progress and being developed.

Fees and Charges - The work to implement a Corporate Fees and Charges Policy will commence in Q3. Alongside this, the approach for the 2014/15 budget is to raise the level of total income from fees and charges higher than an inflationary increase. The quantum for this will be included in the October revision to the MTFP. The red performance and risk RAG status reflects 1) that the work on the policy has not yet begun and is scheduled for Q3, 2) agreement of the policy not yet secured and 3) decisions will need to be taken which may introduce or increase some charges significantly and which are likely to be subject to challenge and debate. The green target RAG for risk is because achievement of this is within the Council's control.

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Achievement will be measured through:

- Resources being available to fund each priority in setting budgets
- Agreement of creative models to fund or part fund our priorities
- Agreement of a business approach to fees and charges

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Finance)

As part of the MTFP find new ways of funding: -

- Revenue priorities – from February 2014
- Capital Priorities – from February 2014

Implement a Corporate Fees & Charges Policy – From April 2014

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Resources in place to fund 2013/14 priorities	Head of Finance	N/A	100%	100%	N/A Annual	G	G
Resources in place to fund future year priorities	Head of Finance	N/A	N/A	100%	N/A Annual	R	G

Risk to be managed – Securing Council agreement to the priorities

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	1. Adoption of improved performance management and performance arrangements for the setting, review and performance management of the Council's Improvement Priorities.	M	M	A	Effective management of the new performance system introduced from September 2013	Chief Executive		L	L	G

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Risk to be managed – Ensuring sufficient capital & revenue resources to meet ambition of our priorities

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<ul style="list-style-type: none"> Resources for 2013/14 priorities included within the budget Monitoring of budget to ensure resources remain sufficient to deliver 	L	L	G	<ul style="list-style-type: none"> For future years ensure that the revenue and capital funding needs to deliver priorities are clearly identified within the MTFP and annual budget proposals for member consideration. Maximise resources available through creative models Seek to influence WG to maximise the local discretion available over available resources so that they can be allocated to local priorities 	Head Finance		M	M	A

Risk to be managed – Funding the delivery of our priorities if the national financial position worsens

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<ul style="list-style-type: none"> Resources for 2013/14 priorities included within the budget Monitoring of budget to ensure resources remain sufficient to deliver 	L	L	G	<ul style="list-style-type: none"> For future years ensure that the revenue and capital funding needs to deliver priorities are clearly identified within the MTFP and annual budget proposals for member consideration. Maximise resources available through creative models Seek to influence WG to maximise the local discretion available over available resources so that they can be allocated to local priorities 	Head of Finance		M	M	A

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Risk to be managed – Gaining political agreement to a business approach for fees and charges which may have public opposition

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<ul style="list-style-type: none"> Discussion planned to commence through the next revision of the MTFP in October 	H	H	R	<ul style="list-style-type: none"> Develop Corporate Fees and Charges Policy Cabinet and Scrutiny Consideration Fees and Charges increases in targeted areas as part of the 2014/15 budget. 	Head of Finance		L	L	G

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APPENDIX 4

Priority: Modern and Efficient Council
Sub-Priority: Achieving Efficiency Targets
Impact: Protecting local frontline public services through the best use of our resources

What we said we would do in 2013/14: -

1. Agree a four year organisational change & efficiency programme

Progress Status	Progress RAG	A	Outcome RAG	A
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- Initial 4 year plan published within MTFP
- Complex supporting programmes under development to support 2014-15 budget

Achievement will be measured through:

- Producing a sustainable four year financial plan which meets the funding gap and supports investment needs

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Finance / Chief Executive)

Production and agreement of a sustainable 4 year plan – February 2014

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2. Agree a specific saving and efficiencies programme for 2014/15

Progress Status	Progress RAG	R	Outcome RAG	A
------------------------	---------------------	----------	--------------------	----------

Specific Savings and Efficiencies Programme for 2014/15 - The savings and efficiency programme for 2014/15 will be developed as part of the MTFP and the setting of a balanced budget for 2014/15 which will be considered by the Council in February 2014, for this reason the progress RAG for the balanced budget milestone is currently red.

Achievement will be measured through:

- Producing an annual plan for 2014/15 within the larger four year financial plan

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Finance)

A balanced annual budget is approved by the Council each year which will include a savings and efficiencies programme to be achieved in 2014/15 – February 2014

1. Agree the value for money strategy to support them

Progress Status	Progress RAG	R	Outcome RAG	A
<ul style="list-style-type: none"> Value for Money model developed and at embryonic stage Model being applied to corporate and functional (service) programmes under the organisational design and efficiency work within MTFP 				
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Developing a value for money strategy to generate the efficiencies from 2013/14 to assist the funding of services for 2014/15 and onwards 				
<p>Achievement Milestones for strategy and action plans: (Lead Officer – Chief Executive) Development of a value for money strategy to generate efficiencies for 2014/15 and onwards – by February 2014</p>				

4. Achieving our targeted efficiencies for 2013/14

Progress Status	Progress RAG	A	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Achieve Targeted Efficiencies for 2013/14 – total savings and efficiency programme of £5.437m are included within the 2013/14 budget. In order to bring the budget for the year in on or better than target, this level of efficiencies needs to be achieved. Monitoring of the in year position is through the monthly budget monitoring report to Cabinet and Corporate Resources Scrutiny. The first detailed report will be in September 2013. The green outcome performance reflects that the Council will take measures to achieve at least the level of efficiencies included in the 2013/14 budget in order to bring in year spending in at or under budget.

Achievement will be measured through:

- Meeting 85% or more of our pre-agreed efficiency targets

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Achieve 85% or more of the agreed efficiencies included within the 2013/14 budget	Head of Finance	146%	85%	85%	95%	G	G
Seek alternative efficiencies for the remaining 15%(or more) to bring the budget outturn in within budget	Head of Finance	N/A	15%	15%	10%	A	G

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Risk to be managed – Delivery of priorities if the national financial position worsens.

This is shown as green RAG status at present as plans are on track. The target RAG status is shown as amber as the risk can never be fully mitigated. Achievement is reliant on the level of funding received from WG

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood (L)	Impact (I)	Gross Score (LxI)		Likelihood (L)	Impact (I)	Gross Score (LxI)				Likelihood (L)	Impact (I)	Gross Score (LxI)
H	H	R	<ul style="list-style-type: none"> Resources for 2013/14 priorities included within the budget Monitoring of budget to ensure resources remain sufficient to deliver 	L	L	G	<ul style="list-style-type: none"> For future years ensure that the revenue and capital funding needs to deliver priorities are clearly identified within the MTFP and annual budget proposals for member consideration. Maximise resources available through creative models Seek to influence WG to maximise the local discretion available over available resources so that they can be allocated to local priorities 	Chief Executive Head of Finance		M	M	A

Risk to be managed – Gaining Political Agreement of the Financial Plan

This is shown as Amber RAG status at present as work is in progress but requires greater engagement. The target RAG status is shown as amber as the risks can never be fully mitigated. There will be a need for on-going and greater engagement and commitment as the Council works through challenging choices and opportunities to successfully deliver priorities, and reshape service delivery in the light of significantly less resource than has been available in the past i.e. doing more with less.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood (L)	Impact (I)	Gross Score (LxI)		Likelihood (L)	Impact (I)	Gross Score (LxI)				Likelihood (L)	Impact (I)	Gross Score (LxI)
H	H	R	<ul style="list-style-type: none"> • MTFP first 2013 revision and the plans for the October Revision and Budget 2014/15 discussed with Members at Cabinet and Scrutiny in July • Member discussion has focused on the gravity of the national financial position and its impacts on the Council which will require challenging decisions to be made. • Ongoing detailed working with Leadership and Cabinet Members 	M	M	A	<ul style="list-style-type: none"> • Ongoing detailed working with Leadership and Cabinet Members • Ongoing member briefing and engagement 	Chief Executive Head of Finance		M	M	A

Risk to be managed – Ensuring the organisation responds positively to the financial plan and has the capability and capacity to make it happen

This is shown as Amber RAG status at present as work is in progress but requires greater engagement. The target RAG status is shown as amber as the risks can never be fully mitigated. There will be a need for on-going and greater engagement and commitment as the Council works through challenging choices and opportunities to successfully deliver priorities, and reshape service delivery in the light of significantly less resource than has been available in the past i.e. doing more with less.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<ul style="list-style-type: none"> MTFP first 2013 revision and the plans for the October Revision and Budget 2014/15 discussed with Leadership Team and through DMT's in July Discussion with senior officers has focused on the gravity of the national financial position and its impacts on the Council which will require challenging decisions to be made. Ongoing detailed working with Senior Managers and Staff 	M	M	A	<ul style="list-style-type: none"> Ongoing detailed working with Leadership Team and Senior Managers Agreement with Leadership on priorities and the focus needed on making change happen to achieve the MTFP Directors and Heads of Service to identify capacity and skills gaps and solutions to manage these. Peer Challenge built into VFM model as an integral part of the programme 	Chief Executive Head of Finance		M	M	A

Priority: Modern and Efficient Council
Sub-Priority: Procurement Strategy
Impact: Making our money go further through smart procurement

What we said we would do in 2013/14: -

1. Simplify, standardise and automate our local procurement arrangements both in professional practice and the use of technology.

Progress Status	Progress RAG	A	Outcome RAG	G
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Significant progress has been made in the standardisation of procurement processes and the implementation of an e-procurement solution which automates the purchase to pay (P2P) element of the procurement life cycle. The project is on target to complete the full implementation of the P2P system by March 2014. The original timescales have been delayed due to additional work to link the P2P solution with other core business systems that are used for procurement activities.

An additional e-sourcing solution is currently being implemented with a target date for implementation of January, 2014. This system will handle all tendering activities, contract and supplier management, select lists and includes a full contract register and e-auction facilities.

We have also participated in a national e-invoicing pilot which although successful we have decided not to proceed with at the moment pending completion of an options appraisal for an e-invoicing solution which will best meet our needs going forward.

Opportunities for joint development and support have been investigated with Wrexham and Denbighshire who are using the same e-procurement solution, we are currently working jointly with Denbighshire in the implementation of the e-sourcing solution.

To ensure full adoption of the new e-procurement systems the new set of Contract Procedure Rules (CPRs) due to be considered for adoption by County Council mandate the use of the P2P and e-Sourcing systems as they become available.

Achievement will be measured through:

- Process and cost efficiency targets being achieved

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Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/017 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Achievement of procurement process efficiencies	Head of ICT & Customer Services	£24,000	£102,000	£267,000	£161,000	G	G
Achievement of procurement cost efficiencies	Head of ICT & Customer Services	N/A	£2.23m	£2.673m	£450,000	G	G

Risk to be managed – Ensure the internal adoption of improved procurement practice and process.

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Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
M	M	A	New CPR's will be in place from September, 2013 which mandates standard processes and use of systems.	L	M	G	The risk is actually completing the rollout of the new systems according to plan, which we are monitoring via strong project governance.	Head of ICT & Customer Services		L	L	G

2. Optimise procurement efficiencies through the use of regional procurement frameworks.

Progress Status	Progress RAG	A	Outcome RAG	G
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The North Wales Procurement partnership was dissolved in June 2013, staff from the partnership were transferred to some partner organisations and a Memorandum of Understanding was agreed to fund the staff on a regional basis and continue to work together to maximise collaborative procurement efficiencies. The responsibility for the on-going management of the regional work programme now sits with the North Wales Procurement Managers group with leadership from Denbighshire's Head of Finance.

We are currently considering membership of The Wales Procurement Consortium which is made up of all local authorities in Wales except for North Wales. This membership will complement the National Procurement Service and enable the transition from the current NWPP contracts as they expire. Cabinet will be asked to consider WPC membership in September.

Achievement will be measured through:

- The scale of the use of regional procurement frameworks and the resulting efficiencies

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Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Achievement of efficiency savings achieved due to the use of regional procurement frameworks.	Head of ICT & Customer Services	£257,000	It is anticipated that we will maintain the same level of savings as a minimum. We are awaiting savings reports following the dissolution of the NWPP partnership and the work programme for the WPC once membership is confirmed.			N/A	N/A

Risk to be managed – Keep up the pace of collaboration to maximise procurement efficiencies through the use of the National Procurement Service and regional procurement frameworks (links to activities 2- 4).

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
M	M	A	MOU signed to ensure continuity and management of residual NWPP contracts.	M	M	A	Consideration of membership of WPC to access their contracts, NPS due to come on stream from November for national frameworks for repetitive spend.	Head of ICT & Customer Services		L	M	G

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3. Using the new Welsh National Procurement Service effectively to maximise the benefits for the organisation.

Progress Status	Progress RAG	G	Outcome RAG	G
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NPS due to commence operations from November 2013, commitment already been given for membership alongside 50 plus public sector organisations in Wales. Until contracts come on stream unable to report on performance in terms of savings achieved.

Achievement will be measured through:

- The scale of the use of the National Procurement Service and the resulting efficiencies

Achievement Milestones for strategy and action plans: (Lead Officer – Head of ICT & Customer Services)

- Establish mechanism to collect and report the volume of goods and services procured through the National Procurement Service – June 2014
- Establish mechanism to collect and report the achievement of efficiency savings achieved due to the use of national procurement frameworks– June 2014

Risk to be managed – Keep up the pace of collaboration to maximise procurement efficiencies through the use of the National Procurement Service and regional procurement frameworks (links to activities 2- 4).

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(Lxl)		(L)	(I)	(Lxl)				(L)	(I)	(Lxl)
M	M	A	Use of Value Wales and GPS contract continues in advance of NPS contract coming on stream	M	M	A	Consideration of membership of WPC to access their contracts. NPS due to come on stream from November for national frameworks for repetitive spend.	Head of ICT & Customer Services		L	M	G

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4. Implement proposals for a joint Flintshire and Denbighshire corporate procurement unit.

Progress Status	Progress RAG	R	Outcome RAG	A
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Draft structures and business case has been developed, on-going senior management discussion with Denbighshire regarding management arrangements, location, lead responsibilities. Full business case should be complete by October, 2013 for consideration by Cabinet with a target date of January, 2014 for the new arrangements to be in place. In the meantime considerable amount of joint work taking in place, including shared management, development of CPRs and other policies, system development and support.

Achievement will be measured through:

- The merger of Flintshire and Denbighshire procurement teams to a single corporate procurement unit serving the 2 organisations

Achievement Milestones for strategy and action plans: (Lead Officer – Head of ICT & Customer Services)

Creation of a single corporate procurement unit for Flintshire and Denbighshire County Councils – January 2014

Risk to be managed – delays in agreeing and implementing new joint arrangements.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	Development of full business case for agreement by both cabinets. Senior management and staff engaged and supportive of new arrangements. Project team in place.	M	M	A	Full engagement with all stakeholders will continue. Due to seek cabinet approval at both Councils in October, 2013	Head of ICT & Customer Services		M	M	A

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5. Develop an improved corporate approach to community benefits and supply chain management to benefit the organisation, local communities and the local economy

Progress Status	Progress RAG	R	Outcome RAG	A
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To date the use of Community Benefits clauses within procurement activities has been limited in Flintshire. The Cabinet and Welsh Government both see the use of Community Benefits as a way of addressing both local and national priorities.

Achievement will be measured through:

- The increasing inclusion of community benefits clauses in contracts

Achievement Milestones for strategy and action plans: (Lead Officer – Head of ICT & Customer Services)
Establishment of criteria and identification of applicable contracts to include community benefit clauses – January 2014

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Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Number / Percentage of applicable contracts which include community benefits clauses.	Head of ICT & Customer Services	1 Contract	Tend to be included in large construction projects (£2m plus) but can be included in general goods and services contracts. Currently applied in Shotton school project and being considered for major projects going forward. Further work to be undertaken to establish criteria and applicable contracts.			N/A	N/A

Risk to be managed – Having the creativity to apply community benefit clauses within contracts.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	M	R	Identify opportunities for including Community Benefit clauses in applicable contracts.	M	M	A	Measurement of impact and outcomes of community benefits clauses	Head of ICT & Customer Services		M	L	G

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Priority:	Modern and Efficient Council
Sub-Priority:	Asset Strategy
Impact:	Having the right buildings in the right places for the right uses

What we said we would do in 2013/14: -

1. Renew the Asset Strategy alongside capital planning				
Progress Status	Progress RAG	A	Outcome RAG	A
2. Reduce the number of office buildings				
Progress Status	Progress RAG	A	Outcome RAG	A
3. Extend the use of Agile Working				
Progress Status	Progress RAG	A	Outcome RAG	A
<p>Our assets strategy is closely aligned to the Councils Medium Term Financial Plan and other key strategic documents. The links to these documents are necessary in order to ensure a full picture of our requirements. A key component in the delivery of the strategy is its links to the Flintshire Futures Programme and in particular the assets workstream. This workstream is a key component in the delivery of a much reduced and rationalised property estate and seeks to also shift our workforce to a more agile and mobile way of working as well as locating services into the heart of our communities through Flintshire Connects.</p> <p>Our current work involves undertaking the following activities:</p> <ul style="list-style-type: none"> • The decant of staff from Connahs Quay Offices and demolition of those facilities • Developing Flintshire Connects facilities Connahs Quay, Flint and Buckley • Rationalising the use of space within County Hall • Phased reduction in third party leases • Phased transition to agile and mobile working 				

- Phased reduction in cost per head of staff/m2 of accommodation occupied
- Creation of new policies and procedures to support staff in the New Ways of Working (NWOW)
- Reductions in document (paper copies) and a move to the paperless office
- Overall reduction in storage space/requirements
- Review our current maintenance and asset costs and seek to reduce them through smarter procurement and rationalisation (hard and soft FM)

Achievement will be measured through :-

- Reducing maintenance and asset costs
- Joint use of assets with partners
- Carbon reduction
- Increased agile working

Achievement Milestones for strategy and action plans: (Lead Officer –Head of Assets and Transportation)

Determine strategic approach to measuring and capturing scale of workforce engaged in agile working – March 2014

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Reduction in the cost per m2 per person in our offices	Head of Assets and Transportation	£1,233.00	£1,172.18	£794	£1,233.00	A	G
Increase the use of our property assets by increasing partnership through the public and third sector via our Flintshire Connects and other property rationalisation approaches.	Head of Assets and Transportation/Head of Housing	1 Connects Office	3 Connects Offices	5 Connects Offices by 2016	1	A	G
Reduction in our office storage space requirements (incremental)	Head of Assets and Transportation	12%	10%	2% by 2016	10%	A	G
Reduction in our core office buildings from three to two (core buildings to be smaller and more energy efficient)	Head of Assets and Transportation	3	2	2 by 2017/18	0	A	G
Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non-domestic property portfolio)	Head of Assets and Transportation	Current tonnes of carbon 14,112.5 (weather corrected)	Target 5% reduction	60% by 2021	+0.28%	A	G

Risk to be managed – Gaining public acceptance to the rationalisation of assets

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	The development and rollout of a programme of Flintshire Connects provides services in the heart of our communities. Holywell is currently open and Connahs Quay, Flint and Buckley are to follow.	M	M	A	Continue the work in relation to developing our Flintshire Connects offer and roll out facilities, funds permitting.	Head of Housing		L	L	G
			We are moving more services to web based transactions and other modes of channel shift. This will reduce the reliance on face to face and telephone services for some of our services.				Continue to move services to remote access, to reduce transaction costs. Ensure Connects have capability for remote transaction and bill payment.	Head of Transportation and Assets				
			Options to determine future potential uses of the Mold Campus site are being considered and will be shared with Members, Staff and the wider public in due course.				Continue to progress the study into future site viability and campus rationalisation.	Head of Transportation and Assets				

Risk to be managed – How we can invest and ensure we have the capacity to implement the strategy

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<p>We have sought capacity bids from the Flintshire Futures Board which have been supported and additional resources are to be recruited to support activity.</p> <p>Rationalisation delivery team already in place.</p> <p>Engagement with partner organisations to support Flintshire Connects</p>	L	L	G	<p>Ensure change manager is appointed to support the rationalisation process.</p> <p>Continue to explore opportunities to house partnership organisations within Flintshire Connects and share with them future plans for our wider office accommodation and approach to rationalisation as and when developed.</p>	<p>Head of Transportation and Assets</p> <p>Head of Housing / Head of Transportation and Assets</p>		L	L	G

Risk to be managed – Gaining workforce agreement and acceptance of agile working practices

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	We are currently engaging with all managers to ensure they understand the need to change the way we work to create efficiencies, change the culture and protect front line services. Meetings are being arranged with individual teams to ensure they fully understand and engage with the change programme.	L	M	G	Continue to sell the change messages so all understand their roles and contribution.	Head of Assets and Transportation		L	M	G
			Development work is currently being progressed relating to the rationalisation of space within County Hall				Work with service managers to ensure that they are in a state of preparedness for rationalisation. Increase agile working activity, paperless office and office consolidation.	Head of Assets and Transportation				
			Decant plans for Connahs Quay are progressing with a decant planned for 2013/14.				Ensure decant options and timescales are communicated out to building occupants and decant strategy is fully known.	Head of Assets and Transportation				

			Teams are being supported through IT and document scanning initiatives which will see phases three and four prioritised in terms of change enabled.				EDM scanning capability to continue together with software migration to Citrix and mobile applications to be progressed.	Head of Assets and Transportation / Head of ICT & Customer Services			
			We are setting up areas within County Hall where we will demonstrate NWOW so that staff can see what the NWOW will look like and provide feedback to shape the future office environment.				Finalise area locations and set up for use. Solicit feedback to inform future plans.	Head of Assets and Transportation			

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APPENDIX 7

Priority:	Modern and Efficient Council
Sub-Priority:	Access to Council Services
Impact:	Improving customer services

What we said we would do in 2013/14: -

1. Complete Phase 1 of our Flintshire Connects programme and the design of Phase 2

Progress Status	Progress RAG	A	Outcome RAG	G
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Phase 1 of the Flintshire Connects programme covers the opening of a centre in Flint and Connah’s Quay. Funding has been secured and designs agreed with all partners. Invitations to tender for works at Flint has been issued and arrangements are underway to provide a temporary reception facility during the building works. Flint Connects will open in February 2014 to ensure that we meet the targets set by our partners Job Centre Plus who have given notice on their current accommodation. The Connah’s Quay centre development will run alongside Flint although the final completion date will be a few months later. The plans for Buckley are underway with a completion date in mid-2104. An options appraisal on the location of the Connects Centre has been undertaken and the preferred site will be agreed shortly.

Achievement will be measured through:

- The opening and scale of use of the Flintshire Connects centres
- Customer feedback on Flintshire Connects

Achievement Milestones for strategy and action plans: (Lead Officer – Head of ICT & Customer Services)

Develop a customer feedback strategy for Flintshire Connects – January 2014

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
The opening of new Flintshire Connects Centres	Head of ICT & Customer Services	1 (as at 1/4/13)	2 Connects Offices	5 Connects Offices by 2016	In progress	G	G
Scale of use of all Flintshire Connects Centres (footfall)	Head of ICT & Customer Services	3514 (between 1/1/13 and 31/3/13)	17,000	70,000	5547	G	G

Risk to be managed – How we can ensure the investment to further improve access to our services

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<ul style="list-style-type: none"> Project management arrangements in place which include representation from all partners. Funding secured. Application of lessons learned from implementation of first Flintshire Connects in Holywell. Customer satisfaction form available at each centre. 	L	L	G	<ul style="list-style-type: none"> Work towards delivery of all front line services from Flintshire Connects Centres across the county. Apply a consistent approach to service delivery at all centres. Encourage customers to use the self service facilities available. Joined up approach to public service delivery in communities. Further development of methods of gathering and learning from customer feedback. 	Head of Housing / Head of ICT & Customer Services		L	L	G

Risk to be managed – How the Council adjusts its processes and practices to support Flintshire Connects and the increased use of self-service

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> Meetings held with service managers to discuss opportunities for changing ways of working alongside the channel shift agenda. Prioritise those services that have the potential to be provided from Flintshire Connects centres. Transfer of services to Flintshire Connects centres. Flintshire Connects staff actively encouraging customers to use the self-serve facilities available. Face to face payments to be reduced at Connects centres and customers encouraged to use methods of payments other than cash. 	M	H	R	<ul style="list-style-type: none"> Continuous monitoring of channel shift performance and use of Flintshire Connects centres. Training of Flintshire Connects staff to the required standard to support new services. Customer Services representative to be involved in all projects & initiatives that impact the customer. Continuous encouragement of customers to use alternative methods of payments. Applying new systems into the Flintshire Connects centres. 	Head of ICT & Customer Services		L	L	G

Risk to be managed – Ensuring a positive public response to the changing ways our services can be accessed

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<ul style="list-style-type: none"> Customer Satisfaction form available at Flintshire Connects - Holywell. Publishing news relating to new Flintshire Connects centres. Report on number of visitors to Flintshire Connects centres and trends. 	M	M	A	<ul style="list-style-type: none"> Encourage customers to provide feedback. Monitor and report on feedback. Engage with customers to improve service delivery. Learn from customer feedback. Publish successes relating to Flintshire Connects. 	Head of ICT & Customer Services		L	L	G

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2. Implement a newly modernised website with increased and improved digital services

Progress Status	Progress RAG	G	Outcome RAG	G
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A new Flintshire website will be launched in September, 2013. This new site will allow the development of digital services available through the site and via other devices such as a smart phone, tablet, etc. Work has been underway to consider the content of the current website and reduce this significantly ensuring that only customer focussed content is transferred to the new site. The new website will be modern, customer focussed and simple to use whilst complying to the Shaw Trust accessibility standards. Although the new website will be launched in September there is still much to do to increase the digital services available allowing customers to self-serve. Meetings have been held with service managers to identify opportunities for developing digital services to offer an alternative choice for customers and reduce the cost of contact.

Achievement will be measured through:

- Scale and take-up of the new digital services
- Customer feedback

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Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Scale and take-up of the new digital services (no. of visitors) per annum	Head of ICT & Customer Services	1,459,283	1,500,000	2,000,000	353,540	G	G
Customer feedback	Head of ICT & Customer Services	73.3%	80%	85%	76.74%	G	G
- Satisfied with visit to website		73.54%	80%	85%	80.46%		

Risk to be managed – Ensuring our customers can access our digital services

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<ul style="list-style-type: none"> • Availability of self service facilities at Flintshire Connects centres. • Review of current website content to ensure that only customer focussed content is available on the new website. • New website to be simple, easy to use, accessible and customer focussed. • New website technology will allow improved digital services. • Ongoing promotion of new website. • Launch of mobile app. 	L	L	G	<ul style="list-style-type: none"> • Continued monitoring of customer usage and feedback. • Increased availability of new digital services allowing customer to 'self-serve'. • Regular refresh of website based on customer contact and current issues. • Proactive rather than reactive website. • Customer Services resource dedicated to monitoring website content. • Analysis of website usage statistics. 	Head of ICT & Customer Services		L	L	G

3. Launch the new Flintshire mobile application “app”

Progress Status

Progress RAG

G

Outcome RAG

G

The ‘Flintshire’ app will be launched in September 2013 and will allow customers to report and receive information on council services through their mobile device such as smartphone, tablet, etc. Any reports received will be fully integrated with the council’s CRM (Customer Relationship Management System) allowing a seamless transaction with the direct service delivery. The app is also linked to the council’s website which ensures that all information is current and consistent. The ‘Flintshire’ app is the first in Wales to be fully bilingual providing equality of service in both English and Welsh.

Achievement will be measured through:

- Scale and take-up of Flintshire’s mobile applications
- Customer feedback

Achievement Milestones for strategy and action plans: (Lead Officer –Head of ICT & Customer Services)

Mobile “App” implemented September 2013:

Strategy to be developed to include baseline and target measurements and customer feedback strategy – January 2014

4. Review and improve our Customer Service Standards				
Progress Status	Progress RAG	A	Outcome RAG	G
<p>A revised Customer Service Policy incorporating a new set of measureable standards is due to be published in the Autumn of 2013. This policy will set out our customer services expectations at a corporate level however many service areas will have their individual service level standards which will be applied at a local level. The purpose of the Customer Services standards is to ensure there is a consistent approach to the level of service provided across the whole organisation when dealing with customers. Performance against these standards will be reported on a quarterly basis and areas of weakness will be targeted for improvement.</p>				
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> • Endorsement of the improved Customer Services Standards • Employee training and achievement 				
<p>Achievement Milestones for strategy and action plans: (Lead Officer –Head of ICT & Customer Services)</p> <p>Endorsement of the improved Customer Service Standards – January 2014</p> <p>Further development of employee training programme – March 2014</p>				

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APPENDIX 8

Priority:	Modern and Efficient Council
Sub-Priority:	Single Status
Impact:	Achieving a fair and affordable pay and grading structure

We said in 2013/14 that we would: -

1. Agree and implement a legal, affordable, acceptable and workable Single Status Agreement.				
Progress Status	Progress RAG	A	Outcome RAG	G
<p>Good progress has been made during this first quarter in completing the negotiation of Part III terms and conditions of employment as part of a provisional agreement in April and conducting joint pay modelling session to achieve a new pay and grading model during July. A meeting between the employer and the Joint Trade Unions was initially scheduled in mid-July to start to conclude negotiations and to agree a timetable for implementation. The meeting did not take place as planned but arrangements have been made for it to take place in August.</p>				
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Implementation of an affordable, legal, acceptable and workable Single Status Agreement which has been built into the medium-term financial plan. 				
<p>Achievement Milestones for strategy and action plans:(Lead Officer – Head of HR and OD) Implement the Single Status agreement by 1st April 2014</p>				

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Risk to be managed – An Agreement being reached within agreed timescales and how the Single Status Agreement and modernised terms and conditions are paid for in the long term with reduced financial resources.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<p>The Governance arrangements for Single Status have been revised and provide robust arrangements for monitoring progress, providing direction, making key decisions and managing risk which, together with the appropriate resources and project management support, will enable timeframes to be met for agreement and implementation.</p> <p>The Council has a Single Status / Equal Pay Reserve which will pay for 'one off' costs for Single Status e.g. pay protection and will contribute to the cost of settling issued Equal Pay claims. The intention is to pay for at least two years of buffering to allow the Council to make provision for the increase in the pay bill from year 3. The estimated on-going cost of the Single Status pay bill is included in the Council's MTFP. The Council are committed to agreeing a set of pay arrangements that meet the three tests of legality, acceptability and affordability, thereby working towards a set of sustainable arrangements.</p>	M	M	A	<p>When a final Single Status Agreement is reached, the Council will be able to include the 'actual' projected costs of the on-going pay bill in the MTFP. Costs will exceed the Single Status budget of £4.35m per annum and once the buffering period has elapsed, provision will need to be made to fund the increased recurring costs of the pay bill. The Council has a strategy for 'closing the floodgates' to control and limit future Equal Pay liability via payments made as part of the Single Status implementation. The Organisational Change Strategy and emerging Change Programme will yield significant savings which will partially be utilised to pay the increased pay bill.</p>	Head of HR & OD / Head of Legal and Democratic Services		L	L	G

2. Adopting a modernised set of terms and conditions of employment so that we are a more customer focused organisation

Progress Status	Progress RAG	G	Outcome RAG	G
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In preparation for negotiating a new set of terms and conditions of employment, the Council drafted a business case, defining how the organisation needed to operate / deliver services in the future and how the revised terms and conditions would support and enable those changes. The focus of the business case was around extending opening times and delivering services at times to suit the customer. The provisional agreement for terms and conditions negotiated in April supports this business case in terms of the working week, the working day and associated provisions. When adopted and implemented, as part of the Single Status Agreement, the new terms and conditions will allow existing and some additional services to operate on a more flexible 24/7 basis cost effectively.

Achievement will be measured through:

- Improved cost and flexibility of services e.g. extending service hours does not increase the service operating costs.

Achievement Milestones for strategy and action plans: (Lead Officer – Head of HR and OD)
Agreement of a modernised set of terms and conditions of employment – October 2013

Risk to be managed – Employee / TU and organisational drive and commitment to work more flexibly / to extend opening hours.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	The negotiations relating to both pay and terms and conditions are focusing on achieving a legal, acceptable and affordable agreement that is workable in practice. In finalising the agreement, the costs for the organisation and for individual services is being considered. Services are actively encouraged to extend opening hours and to work more flexibly / agilely, driven by large scale programmes such as Assets Programme.	M	M	A	The Council's budget gap for the next five years is very significant which provides the 'burning platform' for challenging service delivery models and ensuring that services represent good value for money. The Council will have a new Change Programme which will set out the required size, shape, level of service, standards etc for services (reference VFM Reviews) which will promote improved customer service and cost effectiveness.	Head of HR & OD / Heads of Service		L	L	G

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3. Resolving and settling potential equal pay claims				
Progress Status	Progress RAG	G	Outcome RAG	G
<p>This project has clear inter-dependencies with the Single Status project. The Council's intention to settle Equal Pay claims (without prejudice) within a similar timeframe to Single Status will increase the complexity of both projects and requires careful consideration of the legal context with the need to protect the Council from future liabilities wherever possible. The Council will be entering into discussions with the Trade Unions once a Single Status Collective Agreement is close to being agreed.</p>				
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Meeting any liability for equal pay claims. 				
<p>Achievement Milestones for strategy and action plans:(Lead Officer – Head of HR and OD) Agreement of equal pay strategy – between October 2013 – June 2014</p>				

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Risk to be managed – Negotiating an affordable settlement rate for issued claims and meeting all settlement costs within defined funding range.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(Lxl)		(L)	(I)	(Lxl)				(L)	(I)	(Lxl)
L	L	R	Regular legal advice sought from Council's legal advisers to ensure that settlement strategy represents value for money for the Council and is comparable with the most competitive settlement rates achieved by other councils	M	M	A	Negotiations with the Trade Unions and their legal advisers will be conducted robustly by the Council, to ensure that the Council achieves the best deal possible in terms of settlement.	Head of HR & OD / Heads of Service		L	L	G

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FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY 14TH NOVEMBER 2013**

REPORT BY: **MEMBER ENGAGEMENT MANAGER**

SUBJECT: **MID YEAR SERVICE PERFORMANCE REPORT**

1.00 PURPOSE OF REPORT

- 1.01 To note and consider the 2013/14 Mid Year Service Performance Report produced at the Head of Service/Divisional level under the adopted business model of the Council. The report covers the period April – September 2013.
- 1.02 To enable Members to comments on the new approach to performance reporting.

2.00 BACKGROUND

- 2.01 The new style Improvement Plan adopted by Council in June 2013 which is aligned to the new three year Outcome Agreement, focuses on the priorities which are expected to have the most impact during 2013/14.
- 2.02 In addition to the Improvement Plan Monitoring Report, bi-annually performance highlight reports will be presented from the Heads of Service. These will be similar to those previously produced for quarterly reporting.

3.00 CONSIDERATIONS

- 3.01 Copies of the detailed Mid Year Service Performance Reports are attached at Appendix 1.1 – Finance, Appendix 1.2 – Human Resources & Organisational Development, Appendix 1.3 – ICT and Customer Services and Appendix 1.4 – Legal & Democratic Services
- 3.02 The contents of the half yearly Head of Service reports include:
- Improvement Priorities that do not have an in-year priority
 - Service Plan progress
 - Corporate measures e.g. absence management
 - Reporting against findings from external regulatory bodies e.g. Wales Audit Office, Care and Social Services Inspectorate Wales or Estyn
 - Improvement Targets
 - National Strategic Indicators (NSIs) – as part of the new Outcome Agreement

4.00 RECOMMENDATIONS

- 4.01 That the Committee consider the 2013/14 Mid Year Service Performance Reports produced by the Heads of Service, highlight and monitor poor performance and feedback details of any challenge to the Policy, Performance & Partnerships Team who are responsible for the overview and monitoring of improvement targets, for inclusion in the report to the Cabinet.

5.00 FINANCIAL IMPLICATIONS

- 5.01 None as a result of this report.

6.00 ANTI POVERTY IMPACT

- 6.01 None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None as a result of this report.

8.00 EQUALITIES IMPACT

- 8.01 None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

- 9.01 None as a result of this report.

10.00 CONSULTATION REQUIRED

- 10.01 Publication of this report constitutes consultation.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Not applicable.

12.00 APPENDICES

- 12.01 Appendix 1.1 – Finance, Appendix 1.2 – Human Resources & Organisational Development, Appendix 1.3 – ICT and Customer Services and Appendix 1.4 – Legal & Democratic Services.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

None.

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Mid-Year Performance Report Finance Division – Corporate Services

REPORT AUTHOR: Kerry Feather – Head of Finance

REPORT DATE: OCTOBER 2013

REPORT PERIOD: APRIL TO SEPTEMBER 2013

Introduction

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

The Finance Division is made up of four service areas - Corporate Finance, Revenues and Benefits, Internal Audit and Clwyd Pension Fund.

In relation to Improvement Priorities, Service Plan monitoring and Internal and External Regulatory reports this report refers to the performance of the Corporate Finance and Revenues & Benefits service areas of the Division. The performance of Internal Audit is reported to the Audit Committee on a quarterly basis and the performance of the Clwyd Pension Fund is reported to the Clwyd Pension Panel whose reports are published on a quarterly basis and can be found at www.clwydpensionfund.org.uk. For completeness, the position for the whole Division is given for corporate reporting.

This is an exception based report summarise key information that Members should be made aware of, including both good and poor performance. The report is split into three distinct sections as detailed below.

1. Improvement Priorities & Service Plan Monitoring – this section is used to discuss the progress being made towards the Improvement Priorities which do not have an in year focus and therefore are not included within the quarterly progress report on the Improvement Plan. It is also used to highlight good news and key issues (including operational risks and the actions necessary to control them) arising from monitoring the progress being made towards delivering the service plan.

2. Internal and External Regulatory Reports – this section summarises regulatory work reported in the half year and its outcomes and intended actions arising from recommendations.

3. Corporate Reporting – this section summaries the performance in relation to issues which are important to divisional management and for which there is a corporate reporting requirement to give a whole authority view e.g. sickness absence, appraisals, complaints, data protection training.

Appendix 1- NSI & Improvement Target Performance Indicators – summary table of the performance for the NSI and Improvement Targets. Commentary is included in section 1 for those indicators shown with a red RAG status.

1. Improvement Priorities & Service Plan Monitoring

Report highlights for the half year are as follows: -

Corporate Finance

Completion of specific improvement actions within the Corporate Finance Service Plan is progressing, along with significant contributions and support to major areas of corporate working.

The Medium Term Financial Plan (MTFP) has been updated in two planned revisions during 2013/14. The first revision set out the position as at 31st May and the second the position as at 30th September. Further revisions to the financial forecasts within the MTFP will be reported throughout the 2014/15 budget process.

Finance officers are fully engaged in and integral to the work of Directors and Heads of Service in identifying efficiencies to meet the financial targets set out in the organisational change strategy.

Alongside work on revenue, significant input is being provided to the development of the Council's asset strategy and capital programme management.

Corporate Finance has undertaken the financial modelling which underpins the collective agreement on Single Status agreed by members at Council on 29 October and the Council's equal pay strategy.

Budget monitoring processes have been updated to strengthen financial management and were reflected within the revised Financial Procedure Rules adopted in September. Capital monitoring reporting has been revised to provide greater simplicity and clarity to reporting.

The Statement of Accounts for 2012/13 were finalised in accordance with the statutory timetable and reported to Audit Committee and Council in September. The Accounts received an 'unqualified' opinion by the Wales Audit Office.

A review of the School Funding formula has been undertaken and consultation on the principles has commenced with implementation of the newly agreed formula planned for 2014.

The service is working with departments across the Council in relation to the corporate performance target for the percentage of undisputed invoices paid within 30 days. Performance across the Council continues to be below target and remains a concern. A number of solutions to achieve improvement are being pursued. Further details are shown in Appendix 1.

Revenues and Benefits

Revenues and Benefits implemented the structure agreed under the Finance Review during the period and permanent appointments to the senior management structure have been concluded.

Completion of specific improvement actions within the Revenues & Benefits Service Plan is progressing. 2013/14 has seen a significant change for Revenues & Benefits arising from the incremental impacts of Welfare Reform and, in particular, the introduction of the Council Tax Reduction Scheme (CTRS).

Whilst the overall caseload for CTRS and Housing Benefit has remained in line with previous years, the service has been managing an increased workload in the first half of the year through the introduction of the Single Room Supplement, increased applications for Discretionary Housing Payments, Benefit Cap and other aspects of preparation for Universal Credit along with a raised level of general enquiries about changes in benefits and entitlement. This increase in workload is reflected in the performance shown in Appendix 1 for the processing of new benefit claims and changes of events.

The service is closely monitoring the impacts of Welfare Reform to ensure continuity of service delivery and seeking to maintaining high levels of customer service and the achievement of performance targets. The service is also working jointly with other council departments and Local Service Board partners through the Advice Management Board in a collaborative and supportive approach.

The collection rate for Council tax is being maintained at 99% in line with previous years.

New and revised procedures and protocols across are being implemented across the service, along with the development of performance monitoring and management information to support workload prioritisation and resource deployment with positive outcomes in performance being noted.

The Corporate Debt Policy has been fully implemented with improvements made in recovery processes, in particular through early intervention by pro-active telephone debt recovery.

E-billing for Council Tax / NDR is being introduced as a choice for customers and will be extended to include benefit notifications later in the year. The move to electronic billing and notifications will increase customer choice, improve efficiency, reduce cost and supports the council's priority to achieve channel shift.

The service has taken a proactive approach to partnership working with other North Wales Councils through a collaborative contract for cash in transit and is seeking out other similar opportunities to achieve efficiencies and joint working.

2. Internal and External Regulatory Reports

Internal Audit

Prior year - a report to the Audit Committee in early October set out the position regarding the implementation of recommendations from prior years. This was at the request of the Audit Committee. In total there were seven reports with a combined total of 27 outstanding recommendations which were beyond the originally agreed implementation date. The revised implementation dates for the recommendations are from September 2013 to March 2014 and the report gave information on how the risks are being managed prior to implementation. This assurance was accepted by the Audit Committee.

For the half year April – September 2013 seven reports have been reported to the Audit Committee, with the assurance levels as shown in the table below.

Project Reference	Project Description	Level of Assurance	Recommendations		
			High	Med	Low
FD0040S1	Taxation	Amber +	0	0	7
FD0081S1	Petty Cash Imprest Accounts	Amber -	0	4	1
FD0270S1	Council Tax & NDR	Green	0	0	2
FD6150S1	Housing Benefits	Amber +	0	3	2
CD0220S1	Corporate Grants	Red	3	5	1
FD0083S1	Accounts Receivable	Amber -	0	5	4
FD0160T1	Treasury Management	Green	0	2	0

Ongoing Monitoring of Audit Recommendations

The implementation of audit recommendations for all of the Finance Division is now incorporated into the routine monthly and quarterly monitoring arrangements for the Division as part of monitoring of service plans.

External Audit / Regulation

Financial

The annual Statement of Accounts for 2013/14 received an unqualified opinion from the Wales Audit Office (WAO).

Improvement

The WAO continue to keep under review the improvements which the Council is making to its medium term financial planning and quantification of efficiencies to meet funding gaps identified in its Medium Term Financial Plan and will report on progress in 2013.

3. Corporate Reporting

Complaints / Compliments

The Corporate Complaints and Compliments system is in place. For the half year, 16 complaints were received and responded to within the 10 day response target. One complaint response did not meet the 10 day target, the reason for the delay has been investigated, and lessons learnt and revised procedures put in place.

A system in Internal Audit has been developed for recording customer satisfaction levels. For the Clwyd Pension Fund, a complaints procedure is in place and there is adherence with the statutory Internal Dispute Procedure (IDRP)

Sickness Absence

Procedures are in place to monitor absences and where appropriate steps are taken to improve attendance using the Attendance Management Policy. To support this, verification of the information held within I Trent is being undertaken. Subject to this verification, the absence rate across the Division in the first 6 months of the year is 2.43%, being 2.8 days lost per FTE, with just over 50% of the total being as a result of long term absence.

Employee Turnover

In Revenues and Benefits there have been six new starters and three leavers, with vacancy control pending for four posts. In the Clwyd Pension Fund there has been six new starters on temporary fixed term contracts to address the backlog of work and one leaver on a fixed term contract. There have been internal transfers of employees in Corporate Finance and Internal Audit.

Staff Appraisals

Internal Audit, Clwyd Pension Fund and Revenues and Benefits are all 100% complete. In Corporate Finance, appraisals for the senior officers are complete with the remainder scheduled for Quarter 3 to meet the target of 100% by year end.

Equality Monitoring

Initial Equality Impact Assessments (EIAs) have been completed around the impacts of the first wave of Welfare Reform changes. This work will continue and develop.

Welsh Language Monitoring

The Welsh Language Scheme Action Plan is in place with a review to take place in Q3.

Data Protection Training

98% complete.

Appendix 1 - NSI & Improvement Target Performance Indicators

Key

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

The RAG status of the indicators for the half year position are summarised as follows:



Graphs and commentary are included in section 1 for those indicators shown with a red RAG status.

Note 1 – NSI = National Statutory Indicator Imp T = Improvement Target

Note 2 – Change (Improved / Downturned) is based on comparison with the previous quarter. Where it is more appropriate to compare performance with the same period in the previous year this should be stated in the commentary.

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Indicator	NSI / Imp T (Note 1)	Annual Target 2013/14	2012/13 Q2 Outturn	2013/14 Q1 Outturn	2013/14 Q2 Outturn	2013/14 Q2 Target	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
DWP1L - Time taken to process Housing Benefit (HB) and Council Tax Reduction Scheme (CTRS) new claims	IMP T	17.5 days	18 days	16.2	23.4	17.5 days	R	Downturned	<p>17.5 days is an annual target. Average performance in the first 6 months is 19.8 days.</p> <p>Whilst the overall caseload for CTRS and Housing Benefit has remained in line with previous years, there has been increased workload in the first 6 months arising from Welfare Reform. The profile for processing claims in any year is that the annual target is unlikely to be met in the early quarters.</p> <p>Staff resource has been lower in 2013/14 compared to previous years with the phasing out of agency staff and overtime</p>

Indicator	NSI / Imp T (Note 1)	Annual Target 2013/14	2012/13 Q2 Outturn	2013/14 Q1 Outturn	2013/14 Q2 Outturn	2013/14 Q2 Target	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
									working. This has been a positive step to the introduction of the new structure but has impacted on performance. The further impact of posts currently being held vacant is being monitored very closely and will need to take account of potential financial penalties from DWP if performance thresholds are not met. New management and reporting structures are providing more robust data which will assist in profile targets in future years.
DWP2L - Time taken to process Housing Benefit (HB) and Council Tax Reduction Scheme (CTRS) change events	IMP T	9 days	9 days	13.4	11.4	9 days	A	Improved	9 days is an annual target. Average performance in the first 6 months is 12.4 days. The commentary in relation to this indicator is as above for new claims
CFH/006 - The percentage of undisputed invoices which were paid within 30 days	NSI	95%	95%	89.6%	89%	95%	R	Downturned	Performance against this indicator is a measurement of performance across the Council. Performance has reduced further since quarter one and remains an area of concern. Solutions which are being pursued to make improvement in this area include: <ul style="list-style-type: none"> Identifying blockages in the approval processes and addressing how these can be overcome to speed up processing. Review of resource availability. The workgroup which processes invoices

Indicator	NSI / Imp T (Note 1)	Annual Target 2013/14	2012/13 Q2 Outturn	2013/14 Q1 Outturn	2013/14 Q2 Outturn	2013/14 Q2 Target	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
									<p>is currently 1.5fte below establishment.</p> <ul style="list-style-type: none"> • Process changes through Purchase to Pay (P2) • A communication is being sent out in November with the launch of the new P2P dashboards which will remind officers of all Accounts Payable responsibilities and KPI commitments.

Mid-Year Performance Report Corporate Services (HR and OD Directorate)

REPORT AUTHOR: HEAD OF HR AND OD – HELEN STAPPLETON

REPORT DATE: OCTOBER 2013

REPORT PERIOD: APRIL TO SEPTEMBER 2013

Introduction

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

The approach is based on exception reporting to summarise key information that the Head of Service feels Members should be aware of, including both good and poor performance. Emerging issues / operational risks should also be highlighted. The report is split into 3 distinct sections: -

1. Improvement Priorities & Service Plan Monitoring – this section is used to discuss the progress being made towards the Improvement Priorities which do not have an in year focus and therefore are not included within the quarterly progress report on the Improvement Plan. It is also used to highlight good news and key issues (including operational risks and the actions necessary to control them) arising from monitoring the progress being made towards delivering the service plan.

2. Internal and External Regulatory Reports – this section summarises regulatory work reported in the half year and its outcomes and intended actions arising from recommendations.

3. Corporate Reporting – this section summarises the performance in relation to corporate issues e.g. sickness absence, appraisals, complaints, data protection training

Appendix 1- NSI & Improvement Target Performance Indicators – summary table of the performance for the NSI and Improvement Targets. Graphs (where appropriate) and commentary are included in section 1 for those indicators shown with a red RAG status.

1. Improvement Priorities & Service Plan Monitoring

Report highlights for the half year are as follows: -

Service: HR and OD
Priority: Modern and Efficient Council
Sub Priority: Improving Customer Services

HRMIS (iTrent)

Automated expenses functionality is now accessible to all parts of the organisation with the exception of those areas within Community Services where service reviews are still underway - this will follow over the next three months.

The learning module is fully embedded and since its introduction the Learning Department have seen a significant rise in the numbers of employees applying to attend training events, therefore supporting our objective to improve accessibility to training.

Development of the Web Recruitment functionality is making good process and once implemented will drive consistency, reduce timelines and streamline processes associated with recruitment.

Service: HR and OD
Priority: Modern and Efficient Council
Sub Priority: Organisational Change

The next phase of organisational change, led by the Chief Executive, is currently in the initial development and design phase. There will be two workforce related programmes, the first focusing on Organisational Design - Structure and Operating models which will include a structural review of the first four tiers of management (from Directors to posts at Management 1 level) and the second, on Organisational Design - Workforce, which will include a review of the remaining workforce (excluding the management layers) to identify workforce groups where reductions can be made, initially via an Early Voluntary Retirement / Voluntary Redundancy Programme (yet to be announced). The Workforce Programme will also promote reductions through Flexible Retirements, Flexible Working requests, Career Breaks etc.

In order to achieve this critical piece of structural transformation and redesign, the Council is engaging a partner to bring additional expertise and independence to the shaping and initial delivery of the Organisational Design programme. This work will commence during autumn 2013 and proposals for change are expected to be defined by the early part of 2014.

The HR and OD review has now been operational from 1st June 2013, this has enabled the OD team to prepare for the next phase of organisational change, and significant support will be required from this team to the organisation to enable transformational structural changes to be made to teams once the higher level structure has been determined.

Preparation work is continuing to take place on developing improved systems for increasing the pace of change, enablers are being developed and considered as follows and much of this work will form part of the Workforce Programmes described above:-

1. New Job Evaluation maintenance process that will be simplified and efficient
2. Organisational design principles
3. Spans of control guidance
4. Voluntary redundancy programme
5. Flexible and agile working pilots
6. HR policy development and review e.g. flexible retirement and early retirement, flexible hours scheme, agile working,
7. Developing stronger links with the LEAN process
8. Learning and development programme which meets the development needs of managers and employees
9. Review of Management Development Programme content to ensure the learning modules are up to date and fit for purpose
10. Completion and implementation of the Competency Based Appraisal system.

Operational Risks

- Maintaining change leadership focus
 - Actions: Prepare line managers for the pace of change ahead; effective communications
- HR and OD resourcing is it sufficient enough to deliver on organisational change at a lower level of the organisation
 - Actions: Review ongoing resource requirements and escalate if additional short to medium term support is required.
- Impact of workforce downsizing on operational delivery of services and morale across the organisation
 - Actions: Managers will need to review requests for Voluntary Redundancy carefully in line with advice and criteria set corporately, whilst also considering future service delivery with support from the HR and OD team.
- Trade Union Engagement
 - Actions: Proactive engagement of union colleagues to ensure employee relations are maintained during significant period of change

Service: HR and OD
Priority: Modern and Efficient Council
Sub Priority: Single Status and Equal Pay

Single Status is progressing well and the Council is on verge of the closing stages of agreeing a Single Status Collective Agreement. The Council has achieved a provisional collective agreement with the Joint Trade Unions incorporating a new pay and grading model and Part III provisions (terms and conditions of employment).

On 29 October, the proposed Collective Agreement will be presented to Elected Members for adoption. Following this, the Trade Unions can move to ballot their members on the proposals, subject to their National Offices 'signing off' the Equality Impact Assessment on the proposed agreement. Detailed work has been completed to get to this point and a closely managed project plan has been developed to ensure that key actions are completed depending on the outcomes of the various different stages.

For Equal Pay, the Council has a strategy, linked with the proposed Single Status Agreement that is designed to protect the Council from future Equal Pay claims. For issued Equal Pay claims, meetings are planned for January 2014 with the Trade Unions and their legal advisers to negotiate a reduced percentage rate for claimants on the basis that early settlements will be made without the need to progress through lengthy and costly legal proceedings.

Operational Risks

- Project Timescales not achievable within the timescales
 - Actions: Continue to complete close project management reviews
- HR and OD resourcing is it sufficient enough to deliver on this project
 - Actions: Review ongoing resource requirements and escalate if additional short to medium term support is required.

Welsh Language Monitoring

In line with our commitments as outlined in the Welsh Language Strategy action plan, Human Resources have recently carried out an audit of the Welsh Language skills of employees across the organisation (excluding Schools). Employees have been asked to complete a self assessment of their skills in the three areas of Reading, Writing and Speaking - scores can then be input by the employee via iTrent Self Service or submitted on a paper form which has been issued to all employees without IT access.

Skills are measured against a skills framework which was developed according to European Language skills framework principles. Flintshire have taken the lead in capturing and recording Welsh Language skills. With the introduction of iTrent and the learning module, we will be able to monitor the wider, current workforce and assess all skill levels and attendance at welsh language training going forward.

2. Internal and External Regulatory Reports

Wales Audit Office – Annual Improvement Report

There is one current 'improvement recommendation' that refers to the development of efficiencies and the Council's organisational change programme – see below.

R2 The Council needs to complete its work in quantifying the financial benefits of its programme of efficiencies and organisational change by mid 2012-13, to determine the remaining funding gap (shortfall or surplus) and then establish clear plans to identify further savings and/or redirect resources to priorities.

The most recent review indicates that "progress has been made, although the Council did not fully meet the planned timescale. The Council's work continues and we shall review progress and report on this during 2013".

Over the last two months, significant progress has been achieved in relation to developing the Council's Organisational Change Strategy (as described earlier in the report) to meet the financial challenges for 2014/15 and onwards.

For the half year April – September 2013 seven reports have been reported to the Audit Committee, with the assurance levels as shown in the table below.

Project Reference Project Description	Level of Assurance	Recommendations		
		High	Med	Low
Disciplinary Policy	Amber	2	0	2
iTrent Use of Private Vehicles	Amber	0	2	2
Agency Staff Follow Up	Good progress in implementing actions agreed to address internal audit recommendations. There are no fundamental or significant recommendations that we consider to be receiving inadequate management attention.			

3. Corporate Reporting

Complaints / Compliments

The Service is committed to providing and maintaining the highest levels of customer satisfaction. Whilst we only had one complaint during the monitoring period this was handled in line with agreed time scales and standards.

Sickness Absence

Actions within specific areas across Corporate Services have resulted in an overall reduction in FTE days lost and percentage absence rate which is encouraging. Additional support has been provided to managers in handling situations on a targeted approach where staff hit 'trigger points' which will contribute to further reductions going forward.

That said, the overall days lost for HR and OD is 2.78 per FTE for quarter 2 which exceeds the target of 1.95 per FTE. This has been targeted one of the areas for action. Changes to the categorisation of reason for absence has helped identify trends and patterns across the Directorate, again to enable targeted action for tackling long term sickness absence which provides the main challenge.

Employee Turnover

The Service has a stability rate of 97% and currently has 78 employees. The HR and OD service review was implemented in June 2013 which resulted in a net decrease in headcount of three employees, all of which were on a voluntary basis.

Employee Appraisals

For HR and OD, the current completion of appraisals is 41% at mid year. The service is on track to achieve 100% within the next six months.

Equality Monitoring

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 within iTrent.

Welsh Language Monitoring

80% of employees within HR and OD have so far completed the skills audit exercise on iTrent. Our target for completion by December is 100%.

Data Protection Training

Following the ICO's audit in April this year it has recommended a greater corporate oversight of Data Protection training, in particular it wants training statistics on Data Protection to be reported to CMT and for there to be key performance indicators in regard to Data Protection training to pro-actively monitor and stimulate competency and completion levels. Heads of Service have therefore been asked to indentify all posts in their service areas for which Data Protection training is deemed mandatory, and this information will be input to iTrent.

Following the Service Review in June 2013, a commitment was made that that all posts within the HR and OD require Data Protection training. With this commitment, and to match against a Key Performance Indicator, all employees within the service must have had Data Protection training by the end of 2014. In order to achieve this, an exercise will be carried out to collate the data for all employees within the service who have already received Data Protection training by December 2013.

Appendix 1 - NSI & Improvement Target Performance Indicators

Key

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

The RAG status of the indicators for the half year position are summarised as follows:




Graphs and commentary are included in section 1 for those indicators shown with a red RAG status.

Note 1 – NSI = National Statutory Indicator Imp T = Improvement Target

Note 2 – Change (Improved / Downturned) is based on comparison with the previous quarter. Where it is more appropriate to compare performance with the same period in the previous year this should be stated in the commentary.

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Indicator	NSI / Imp T (Note 1)	Annual Target 2013/14	2012/13 Q2 Outturn	2013/14 Q1 Outturn	2013/14 Q2 Outturn	2013/14 Q2 Target	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	IMP T	9.60 FTE Days Lost	1.61	2.54	2.15	1.95		Improved (on Q1)	Actions to be taken as per narrative under 'Sickness Absence'
Increase the percentage of employees receiving an annual appraisal with Individual Development Plan to 100%	IMP T	100%	N/A	N/A	Reported Annually	N/A			Reported for HR and OD in the body of the report. Whole Council performance to be reported annually.

Further work is currently being undertaken to develop a set of local performance indicators for HR and OD to include indicators on recruitment, disciplinary investigations and Occupational Health services.

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Mid-Year Performance Report ICT & CUSTOMER SERVICES (CORPORATE SERVICES)

REPORT AUTHOR: CHRIS GUEST
REPORT DATE: 30TH SEPTEMBER, 2013
REPORT PERIOD: APRIL TO SEPTEMBER 2013

Introduction

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

The approach is based on exception reporting to summarise key information that the Head of Service feels Members should be aware of, including both good and poor performance. Emerging issues / operational risks should also be highlighted.

The report will cover the ICT Service and elements of Customer Services. The remainder of Customer Services and Procurement feature in the Improvement Plan Monitoring reported at Quarter 1 and next due to be reported at Quarter 3

The report is split into 3 distinct sections: -

1. Improvement Priorities & Service Plan Monitoring – this section is used to discuss the progress being made towards the Improvement Priorities which do not have an in year focus and therefore are not included within the quarterly progress report on the Improvement Plan. It is also used to highlight good news and key issues (including operational risks and the actions necessary to control them) arising from monitoring the progress being made towards delivering the service plan.

2. Internal and External Regulatory Reports – this section summarises regulatory work reported in the half year and its outcomes and intended actions arising from recommendations.

3. Corporate Reporting – this section summarises the performance in relation to corporate issues i.e. Sickness absence, Complaints

Appendix 1- Local & Improvement Target Performance Indicators – summary table of the performance for the Local and Improvement Targets. Graphs (where appropriate) and commentary are included in section 1 for those indicators shown with a red RAG status.

1. Improvement Priorities & Service Plan Monitoring

Report highlights for the half year are as follows: -

ICT - Service Review

The service review outcomes have been agreed by Cabinet and are currently in the process of being implemented, completion anticipated for January, 2014.

ICT - Education ICT

The line management responsibility of the Education ICT Unit has been transferred to Corporate ICT following the secondment of the Education ICT Advisor to Welsh Government. It is proposed to review the service as a Phase 2 ICT review which we will commence in January, 2014 following completion of the Learning in Digital Wales project completion (see below)

ICT Service Desk

A new IT Service Desk system has been implemented following a joint procurement with Wrexham and Gwynedd. In implementing the new system we have reviewed all helpdesk processes and the new structure arising from the Service Review will improve and strengthen the service provided with an aim to resolve a minimum of 50% of all calls at first point of contact. We will also be encouraging greater use of self service via the Infonet using knowledge base facilities provided with the new system.

Currently helpdesk performance is above target with August performance showing 96% of calls resolved in agreed timescale against a 94% target, and 38% of calls resolved at first point of contact against a 34% target.

ICT – Members ICT

Plans are in place to improve Members ICT; modernise existing practices and contribute towards the Council's efficiency programme. Following agreement with the Leadership and all group leaders to a detailed business case we will shortly be starting the rollout of electronic tablet devices for use by Members as an alternative to paper agendas and reports.

ICT – Electronic Document Management

Work continues to reduce paper storage, modernise processes and improve information access and availability, by the use of an Electronic Document Management System, aligned to our Assets Programme. Projects have been completed in HR, Housing and Asset Management; further projects are planned with: Procurement, Licensing, Planning, Building Control, Environmental Health, Trading Standards and Social Care.

ICT – Customer Relationship Management (CRM) System

We have recently implemented a new CRM solution primarily to support contact centre working, but eventually to deal with all customer contact with the Council. Since January this year, over 32,000 customer contacts have been recorded and managed using the system, which has predominantly focused on Street Scene services.

ICT – Microsoft

We are currently in the process of standardising many of our technologies on Microsoft products. A programme consisting of 11 individual projects has been set up. The projects range from infrastructure upgrades, the upgrade from Windows XP, the replacement of Lotus Notes with Microsoft Exchange and the implementation of a new Systems Management solution. The programme is due to complete by the end of 2014. The programme is underpinned by a communications and training and development plan to ensure that customers are supported through this transition.

ICT – Agile Working (incl Wireless)

ICT continue to support the Council's Flintshire Futures Assets workstream by supporting teams needing to work in an agile manner. This support comprises of awareness sessions for service managers providing advice and guidance in terms of ICT facilities available to assist teams. ICT are also supporting teams by providing mobile devices, new and improved software, new telephony facilities, agile printing facilities and continue the rollout of a corporate Wireless solution across council buildings. All of these technologies are key enablers for supporting workers wishing to hot desk and work in an agile manner, which is critical to our Assets programme.

ICT – Learning in Digital Wales (LiDW)

Earlier this year the Welsh Government announced grant funding to improve schools ICT infrastructures and also the connectivity available to the schools under the Learning in Digital Wales (LiDW) initiative. £1 million was allocated to Flintshire to improve schools ICT which will see the implementation of modern, high capacity networking infrastructures in all schools. In addition this funding will provide a centrally managed wireless solution which will allow wireless access to be rolled out across all the schools in Flintshire. This will also allow schools to introduce Bring Your Own Device (BYOD) facilities, so pupils can use their own electronic devices within the learning environment. The grant conditions set by Welsh Government mean the timescales for designing, procuring and implementing a solution is very challenging with all schools infrastructure works needing to be completed by the end of January 2014, and subsequent work to upgrade broadband links for all schools must be completed by July 2014.

ICT – Infrastructure Upgrades

A considerable number of ICT Core Infrastructure upgrades have taken place recently to refresh and upgrade technologies and support a number of projects particularly the Microsoft Programme and Agile Working. Much of this has taken place 'behind the scenes' with minimal business impact but will deliver significant ongoing business benefits such as future proofing IT systems, preparing for future increased workloads (mobile, agile), providing additional capacity and improved security and security compliance.

Customer Services – Contact Centre

The contact centre has been in operation for over 12 months and there has been a steady improvement in call handling but it is still performing below its target. The contact centre has developed considerably and is now able to deal with more enquiries relating to Street Scene services. The Customer Relationship Management System (CRM) has been developed to make requests for services more streamlined.

The volume of calls can fluctuate considerably and arrangements are in place for additional resources to deal with calls at peak times. Between 1st April and 1st November the contact centre has dealt with almost 57,000 calls related to Street Scene; an average of 380 per day. In addition from July it has been dealing with Housing Income calls with 5,300 calls being taken an average of 63 per day.

Customer Services - Complaints

Overall, significant improvement has been made in the handling of complaints across the Council; 86.31% of complaints were responded to within 10 working days in the first half of 2013-14 against an annual target of 80%.

Performance by directorate:

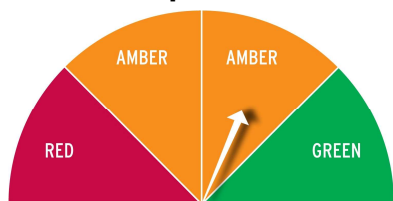
Community Services	87.39%
Corporate Services	92.73%
Environment	79.68%
Lifelong Learning	85.44%

Customer Services – Registrars Service Changes

The Flintshire Registration Service is being reviewed to improve service delivery based on customer demand, reduce the amount of additional hours worked by the registration team to deliver the service and identify efficiencies. A full analysis of tasks has been undertaken and the review is being challenged under the value for money framework. The target date for completion of the review is December 2013 and with an implementation date of 1st April, 2014.

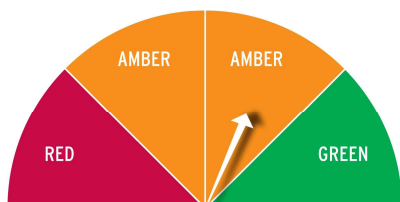
2. Internal and External Regulatory Reports

Internal Audit Report – Flintshire Connects Cash Handling



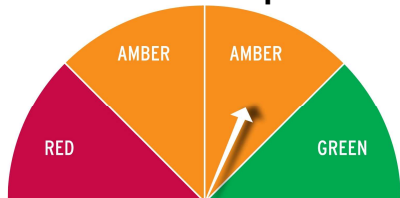
- Risks High 0 Medium 1 Low 3

Internal Audit Report - Electronic Document and Records Management



- Risks High 0 Medium 2 Low 3

Internal Audit Report – Information Governance (Internet and e-Mail)



- Risks High 0 Medium 3 Low 0

Wales Audit Office: Proposal for Improvement

“Develop and agree a detailed business plan for improving customer access showing how success measures will be achieved and offer value for money.”

Customer Services is an in-year priority. An agreed Customer Services Strategy is in place. Within the Flintshire Futures ‘Customer’ workstream there are detailed plans with business cases across all customer access channels.

3. Corporate Reporting

Complaints / Compliments

Performance for Corporate Services in terms of complaints handling for the first 6 months of 2013/14 is 92.73% of complaints responded to within 10 working days, a significant improvement on last year at this stage when performance was 72%.

Sickness Absence

The division consistently has low levels of sickness absence and the figures for the first six months are showing little change from previous years with Q1 0.98 days per FTE and Q2 0.57 days per FTE. Although these are well below average Sickness Absence is a feature of all management appraisals and discussed regularly at Management team. The current forecast for full year is 3.1 days per FTE, against a 4 day target.

Workforce Turnover

Workforce turnover is low at 0.92% over the first 6 months of the year.

Equality Monitoring

All actions within the Strategic Equality Plan which are the responsibility of the service are reviewed and monitored by Management team.

Welsh Language Monitoring

All actions within the Council's Welsh Language Scheme which are the responsibility of the service are reviewed and monitored by Management team.

Data Protection Training

Arrangements are in place to ensure all relevant individuals have attended Data Protection Training and refresher training as required. Currently 99% of employees have received appropriate Data Protection training.

Appraisals

Appraisals are currently being undertaken and are on schedule for 100% completion by December.

Appendix 1 - NSI & Improvement Target Performance Indicators

Key

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

The RAG status of the indicators for the half year position are summarised as follows:



Graphs and commentary are included in section 1 for those indicators shown with a red RAG status.

Note 1 – NSI = National Statutory Indicator Imp T = Improvement Target

Note 2 – Change (Improved / Downturned) is based on comparison with the previous quarter. Where it is more appropriate to compare performance with the same period in the previous year this should be stated in the commentary.

Indicator	NSI / Imp T (Note 1)	Annual Target 2013/14	2012/13 Q2 Outturn	2013/14 Q1 Outturn	2013/14 Q2 Outturn	2013/14 Q2 Target	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
Aim to answer switchboard telephone calls within 15 seconds	N/A	98.0%	97.52%	97.39%	97.43%	98%	A	Slight Downturn	Performance compared with previous year as volume of calls can alter depending on the time of year (e.g. less calls during school holidays).
Answer direct dialled telephone calls within 15 seconds	N/A	95%	91.74%	96.29%	96.96%	95%	G	Improved	As above
Percentage of Contact Centre 'lost' calls (abandoned after	N/A	5%	13.73%	7.79%	9.62%	5%	R	Improved	Figure can be affected by an increase in volume of calls. Performance compared with previous year as volume of calls

Indicator	NSI / Imp T (Note 1)	Annual Target 2013/14	2012/13 Q2 Outturn	2013/14 Q1 Outturn	2013/14 Q2 Outturn	2013/14 Q2 Target	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
15 second threshold)									can be affected by seasons.
Aim to respond to letters, e-mails and faxes within 10 working days (Virtual Contact Centre only)	N/A	95%	96.72%	94.12%	91.82%	95%	A	Downturn	Performance compared with previous year as contact can depend on time of year as per telephone calls.
*CUSM1 % of Complaints completed within 10 working days (all directorates)	IMP T	80%	70.17%	83.59%	81.78%	80%	G	Improved	Performance compared to previous year as complaints can be related to seasons.
ICTM1 Helpdesk Calls fixed on time	N/A	94%	92%	93.66%	95%	94%	G	Improved	Performance for Q2 is Jul/Aug as September figures not yet available
ICTM2 Helpdesk Calls resolved at first point of contact	N/A	35%	33%	40%	39.5%	35%	G	Improved	Performance for Q2 is Jul/Aug as September figures not yet available

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Mid-Year Performance Report Legal & Democratic Services (Corporate Services)

REPORT AUTHOR: Head of Legal & Democratic Services

REPORT DATE: OCTOBER 2013

REPORT PERIOD: APRIL TO SEPTEMBER 2013

Introduction

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

The approach is based on exception reporting to summarise key information that the Head of Service feels Members should be aware of, including both good and poor performance. Emerging issues / operational risks should also be highlighted. The report is split into 3 distinct sections: -

1. Improvement Priorities & Service Plan Monitoring – this section is used to discuss the progress being made towards the Improvement Priorities which do not have an in year focus and therefore are not included within the quarterly progress report on the Improvement Plan. It is also used to highlight good news and key issues (including operational risks and the actions necessary to control them) arising from monitoring the progress being made towards delivering the service plan.

2. Internal and External Regulatory Reports – this section summarises regulatory work reported in the half year and its outcomes and intended actions arising from recommendations.

3. Corporate Reporting – this section summaries the performance in relation to corporate issues i.e. Sickness absence, Complaints

Appendix 1- NSI & Improvement Target Performance Indicators – summary table of the performance for the NSI and Improvement Targets. Graphs (where appropriate) and commentary are included in section 1 for those indicators shown with a red RAG status.

1. Improvement Priorities & Service Plan Monitoring

Report highlights for the half year are as follows: -

Legal and Democratic Services contributes to the improvement priorities by helping to develop and promote understanding of the new business models and ways of working that will be needed to achieve them. For example, advice is provided on the different legal/corporate models that can be used for governance, documentation and instruments that put them into effect, ensuring that members understand and are able to contribute to that development process. This is a key contributor to the proper consideration and success of such projects. The division is working in this way to help create a housing company.

The service also continues to provide advice and guidance that either directly contributes to achieving priorities such as equal pay, or which contributes to ensure the good governance of the Council.

As well as supporting delivery of improvement plan priorities, key priorities within the service plan include:

- a) Legal Services Collaboration – 2 pilots are underway. The lawyers working on prosecutions and adult social are being managed as though they were a single team. Work is therefore being distributed across North Wales based on skills, experience and availability. The aims of the pilots are to increase resilience, reduce waiting times, enable greater specialisation and to identify any overcapacity. The pilots are due to run until March.
- b) Individual Elector Registration – all councils must move from registering electors by household to registering individuals by 2015. The project is being co-ordinated by the Cabinet Office so that every council progresses at the same speed. Over the summer an exercise took place comparing our electoral register with other public records, such as National Insurance details, to check its integrity. Our match rate was 88.6% compared to the average of 78%.

2. Internal and External Regulatory Reports

a) Internal Audit reports:

Project Reference	Project Description	Level of Assurance	Recommendations		
			High	Med	Low
LD0180T1	Court Dates	Green	0	2	0
LD0230S1	Commons Register	Green	0	1	0

b) External reports:

- i. In April the Information Commissioner reported on three aspects of the Council's data protection systems:
 - Data Protection Awareness Training
 - Records Management
 - Data Sharing.

The report found that the Council's systems offered "reasonable assurance" around the Council's Data Protection processes and procedures. This is the second best of the four categories of audit opinion. An agreed action plan has been drawn up and is being monitored by CMT.

- ii. In September the Wales Audit Office reported on the Council's governance arrangements as part of its annual assessment of improvement arrangements. It found that the Council has improved its processes for developing its Annual Governance Statement but recognises that there is more to do. The Council has committed itself to the greater involvement of Members in future and is continuing to explore ways of making further improvements in its arrangements for drafting its Annual Governance

3. Corporate Reporting

Complaints / Compliments

There were no complaints about Legal & Democratic Services.

There was 1 complaint to the Public Services Ombudsman for Wales about a councillor which was resolved without the need for investigation.

The Council has introduced a Local Resolution Procedure to handle complaints about county councillors from officers and other members. It has been used successfully to resolve 1 complaint.

Sickness Absence

For Legal & Democratic Services between April and September the average number of days lost was 2.01/FTE for Q1 and 1.09/FTE for Q2. These figures were merely influenced by a small number of long term sickness.

All sickness absence is managed in accordance with the Council's procedure.

Workforce Turnover

No changes to workforce numbers.

Equality Monitoring

Nothing to report.

Welsh Language Monitoring

Employees have been encouraged to complete the Welsh language skills database on iTrent.

The Welsh Language Scheme Baseline Assessment Tool has been implemented within the Department (ie. bilingual e-mail auto-signatures, voicemail messages, press notices etc). The Department is able to deal with phone queries should callers choose to speak in Welsh. This complies with all the obligations under the language scheme.

Data Protection Training

Employees whose jobs require mandatory Data Protection training have been identified and all have received training.

Other

Appraisals

100% of employees have received an appraisal during the last 12 months in Legal and Democratic Services.

Appendix 1 - NSI & Improvement Target Performance Indicators

Key

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

The RAG status of the indicators for the half year position are summarised as follows:



Graphs and commentary are included in section 1 for those indicators shown with a red RAG status.

Note 1 – NSI = National Statutory Indicator Imp T = Improvement Target

Note 2 – Change (Improved / Downturned) is based on comparison with the previous quarter. Where it is more appropriate to compare performance with the same period in the previous year this should be stated in the commentary.

The following local performance indicators are being developed for Legal Services:

- Customer Satisfaction Survey
- Achieving turn around times for work:
 - Despatch of first draft of :
 - standard contract (ICE, JCT, etc.)
 - s106 agreement
 - land sale or lease
 - School Admission Appeals:
 - Ensuring all school admission appeal decision letters are sent out within 5 days of decision
 - Highway Orders
- Child Care Cases:
 - Number of cases issued
 - Completing child care proceedings within 26 weeks of instruction
- Prosecutions

These are new indicators and so no previous out turn exists.

Indicator	NSI / Imp T (Note 1)	Annual Target 2013/14	2012/13 Q2 Outturn	2013/14 Q1 Outturn	2013/14 Q2 Outturn	2013/14 Q2 Target	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
Agenda Circulation - Percentage of agendas to be circulated 3 days before the date of the meeting	N/A	100%	100%	100%	100%	100%	G	Static	Performance remains at optimum level.
Declaration of Interest – Percentage of declarations by Members recorded in minutes of meetings	N/A	100%	100%	100%	100%	100%	G	Static	Performance remains at optimum level.
Availability of draft minutes (5 days) – Percentage of draft minutes available 5 working days after the meeting	N/A	100%	100%	100%	100%	100%	G	Static	Performance remains at optimum level.
Availability of Final Minutes – Percentage of final minutes available to the public 15 working days after approval at the subsequent meeting	N/A	100%	100%	100%	100%	100%	G	Static	Performance remains at optimum level.
Percentage of staff requiring Data Protection training who have received it	N/A	100%	100%	100%	100%	100%	G	Static	

Indicator	NSI / Imp T (Note 1)	Annual Target 2013/14	2012/13 Q2 Outturn	2013/14 Q1 Outturn	2013/14 Q2 Outturn	2013/14 Q2 Target	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
Percentage of FOI requests responded to within the statutory timescale (Legal & Democratic only)	N/A	85%	95%	100%	100%	85%	G	Static	

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FLINTSHIRE COUNTY COUNCIL

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

DATE: **14TH NOVEMBER 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.

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

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

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Thursday 12 th December 2013 10.00	Revenue Budget Monitoring 2013/14 Month 6 Medium Term Financial Plan update 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 Information Monitoring and development Monitoring and development Development and confirmation	HF CE/HF MEM HF MEM
Friday 13 th December 2013 10.00	Budget meeting – Central and Corporate Services functions	Consultation	
Wednesday 18 th 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.		
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 th January 2014 10.00	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)	Monitoring Monitoring and development	HF HAT

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

Page 182

	Forward Work Programme	Development and confirmation	MEM
Thursday 13 th February 2014 10.00	Revenue Budget Monitoring 2013/14 Month 8	Monitoring	
Thursday 13 th March 2014 10.00	Revenue Budget Monitoring 2013/14 Month 9 Procurement as a Flintshire Futures workstream (6 monthly update, as per the resolution of the committee on 17/1/13)	Monitoring Monitoring and development	
Thursday 10 th April 2014 10.00	Revenue Budget Monitoring 2013/14 Month 10	Monitoring	
Thursday 8 th May 2014 10.00	Revenue Budget Monitoring 2013/14 Month 11	Monitoring	
Thursday 12 th June 2014 10.00	Revenue Budget Monitoring 2013/14 Month 12	Monitoring	

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

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

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