

Public Document Pack

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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

9 April 2014

Tracy Waters 01352 702331
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Dear Sir / Madam

A meeting of the **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** will be held in the **DELYN COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **WEDNESDAY, 16TH APRIL, 2014** at **2.00 PM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

AGENDA

- 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 13 March 2014. (copy enclosed)
- 4 **IMPROVEMENT PLAN MONITORING REPORT** (Pages 9 - 82)
Report of Member Engagement Manager enclosed.

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

- 5 **REVENUE BUDGET MONITORING 2013/14 (MONTH 10)** (Pages 83 - 132)
Report of Head of Finance enclosed.
- 6 **WELFARE REFORM UPDATE** (Pages 133 - 140)
Report of Head of Finance enclosed.
- 7 **FORWARD WORK PROGRAMME** (Pages 141 - 144)
Report of Member Engagement Manager enclosed.

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE **13 MARCH 2014**

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, 13 March 2014

PRESENT:

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

APOLOGIES:

Councillors: Peter Curtis, Richard Jones and Tim Newhouse
Chief Executive and Corporate Finance Manager

CONTRIBUTORS:

The Leader of the Council, Cabinet Member for Corporate Management, Head of Finance, Finance Managers and Principal Accountant for minute number 84, Head of Human Resources and Organisational Development for minute number 85

IN ATTENDANCE:

Member Engagement Manager and Committee Officer

81. APPOINTMENT OF CHAIR FOR THE MEETING

In the absence of the Chairman and Vice-Chairman, the Member Engagement Manager sought nominations for a Chair for the meeting. Councillor Ian Dunbar nominated Councillor Marion Bateman and this was duly seconded.

RESOLVED:

That Councillor Marion Bateman be Chair for the meeting.

82. DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

No declarations of interest were made.

83. MINUTES

The minutes of the meetings of the Committee held on 28 January 2014, 3 February 2014 and 13 February 2014 had been circulated to Members with the agenda.

Matters Arising – 13 February 2014

Councillor Haydn Bateman referred to the fourth paragraph on page 19 and his comment about leachate processing. The Member Engagement Manager advised that the Corporate Finance Manager who was not in

attendance at this meeting had provided a response and that any further requests for information should be discussed with the officer when he was available.

RESOLVED:

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

84. REVENUE BUDGET MONITORING 2013/14 (MONTH 9) AND CAPITAL PROGRAMME 2013/14 (QUARTER 3)

The Head of Finance introduced a report to provide Members with the Revenue Budget Monitoring 2013/14 (Month 9) information for the Council Fund and Housing Revenue Account (HRA) which was being submitted to Cabinet on 18 March 2014. She introduced the Finance Managers and Principal Accountant to the Committee.

For the Council fund, the projected net in-year expenditure was reported to be £1.981m less than budget which was an increase of £0.913m on the £1.068m reported at Month 8 and this was reflected in the table at paragraph 3.01. The main reasons for the change were in Environment, Community Services, Lifelong Learning and Central & Corporate Finance and the details were provided in paragraphs 3.04 to 3.07. One request for carry forward to 2014/15 of £0.051m to provide resource to ensure the continuity of the operational response team linked to the welfare reform service was being recommended to Cabinet. Progress of the efficiencies were detailed in paragraph 3.10 which currently indicated that £4.060m of the £5.331m included in the budget (76%) would be achieved, resulting in a net under-achievement of £1.271m; the full details were provided in appendix 9. Paragraph 5 detailed the monitoring budget assumptions and new risks which included costs involved in relation to the former chemical plant in Sandycroft (Euticals Ltd) which were being monitored monthly.

In referring to the table on page 26, Councillor Clive Carver queried why some budgets had been reduced which had then resulted in an overspend and he also asked why there was a significant underspend in Finance. The Head of Finance said that overall the Council's budget had remained at £259.752m but that approvals of virements between budget heads could result in the revised budget being shown in different services, however, the total would always remain the same for the year. On the issue of the underspend in Finance of £1.102m, the Head of Finance explained that the service was responsible for the collection of council tax and the better than budgeted for collection rate had resulted in an underspend; the full details were provided in appendix 5.

Councillor Ian Dunbar welcomed the increased collection rate of council tax. He queried what was meant by 'the anticipated number of three year old children attending childcare settings is less than previously anticipated' referred to in paragraph 3.06. The Head of Finance responded that she would provide a written response to the Committee following the meeting.

Councillor Richard Lloyd referred to the lack of work being undertaken on the site of the former Euticals Plant at Sandycroft and said that his request for further clarification at the Committee meeting on 16 January 2014 had not yet been provided. He asked for a breakdown of costs involved. The Head of

Finance advised that she had provided a response following the meeting but that she would obtain the up to date information and would circulate it to the Committee. Councillor Haydn Bateman said that he believed that material was being removed from the site and that it was taking time to make the site safe. Councillor Bateman also asked about the £0.200m income from Deeside Power which was referred to in paragraph 3.04. The Head of Finance said that it was in connection with the Deeside Power Station and Gaz de France and that the £0.200m income was received each year for them being on the site and that in the past, this had been paid in arrears. However, following feedback from the Council's auditors that an accounting adjustment should be reflected in 2013/14 accounts this had resulted in accounting figures for two years being reported in the same year.

In response to a query from Councillor Paul Shotton about the projected increase in income due to an additional one off amount of £0.243m which had been received from the Welsh Government (WG) in respect of the First Steps Improvement Package, the Finance Manager said that WG had changed the rules in 2010/11 that Councils were only permitted to charge £50 per week for social care. In 2011/12, an amount was included in the Revenue Support Grant but the full amount had not been paid and at that time this was reflected as a budget pressure to meet the shortfall. Due to this, Flintshire County Council had lost income but had been compensated by way of a one-off grant payment of £0.243m from WG in 2013/14 which had been counted as windfall income as the pressure had already been recognised within the service area.

Capital Programme (Month 9)

The Head of Finance introduced a report to provide Members with the Month 9 (end of December) capital programme information for 2013/14 which would also be submitted to Cabinet on 18 March 2014.

The table at paragraph 3.01.1 set how the programme had changed during 2013/14 with the revised figure being £30.960m for Council Fund and £12.126 for HRA. The changes during this period were reflected in the table at paragraph 3.02.1 and full details were provided in appendix A. The capital expenditure compared to budget and the rollover to 2014/15 were reported and if approval was given to the rollover request, the total Early Identified Rollover into 2014/15 would stand at £6.006m.

On the issue of rollover into 2014/15, Councillor Ian Dunbar asked whether a scheme would be removed from the programme if it had been put forward but not started. The Head of Finance responded that if the scheme was WG funded and WG were supportive of it being spent in a different year then it could be rolled over but a problem could occur if the funding needed to be spent in a specific year.

RESOLVED:

That the reports be noted.

85. WORKFORCE INFORMATION QUARTER 3 OCTOBER - DECEMBER 2013

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

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

On the issue of Agency placements, the Head of Human Resources and Organisational Development indicated that the number of placements for December had reduced from 184 in 2012 to 150 in 2013 which was a significant reduction and this was also reflected in the total hours worked reported in paragraph 3.05. The overall saving was reducing due to an reduction in the volume of agency workers used. Of the ten early retirements for the period July to December 2013, eight had been on the grounds of redundancy which would result in a recurring saving once upfront costs had been paid out. The Head of Human Resources and Organisational Development welcomed the overall reduction in absence compared to the same period last year and said that it was forecast that the figure for the whole year would be 10.03 Full Time Equivalent (FTE) days which was a significant improvement on 2012/13. There was also an improving trend of employees achieving 100% attendance and full details for each of the Directorates were reported. An electronic self service system was being piloted in Streetscene for recording sickness absence which would be implemented across the organisation. The category 'other' had also been removed from the information completed to report absence but the Head of Human Resources and Organisational Development advised that it was still appearing in the workforce information data as it was used as a holding category for instances where the reason for absence had not been confirmed.

Councillor Clive Carver asked about the iTrent system reporting an increased in vacancies of 135 which did not reflect the current position. The Head of Human Resources and Organisational Development responded that an exercise had been undertaken which had identified that the number of vacancies was less than 135 and she advised that she would send information on the figures to the Committee following the meeting.

Councillor Carver also referred to the 100% attendance of 72% for quarter 3 2013/14 and raised concern that the figures suggested that the average absence for those not attending 100% of the time was approximately six or seven weeks. Councillor Carver asked for drilled down statistics on the employees who had been absent. The Head of Human Resources and Organisational Development said that it was her preference that the information continued to be reported as it was now as it allowed the tracking of progress and benchmarking with other quarters. The Cabinet Member for Corporate Management welcomed the downward trend in absences and the increase in 100% attendance when compared to the previous year.

The Head of Human Resources and Organisational Development advised that for future reports, she could consider including information on short and longer term absences. Following a further question from Councillor Carver, the Head of Human Resources and Organisational Development commented on the introduction of the Physiotherapy Service within Streetscene to deal with muscular skeletal problems which was to be rolled out to other targeted areas in the future; an update would be provided to a future meeting.

In referring to the reported figures for early retirements, Councillor Arnold Woolley sought assurance that none of those who left the employment of the authority would be taken back on in alternative roles or consultancy posts. He also queried the increase of 15 FTE when the headcount had shown a reduction of 19% over recent years. The Head of Human Resources and Organisational Development responded that the headcount figures did not include relief workers but added that the total FTE (full time equivalent) figure should not have increased. She advised that she would check the information and provide a response following the meeting. On the issue of those leaving the employment of the Council and returning in a different role or as a consultant, the Head of Human Resources and Organisational Development commented that this would be avoided wherever possible. There was the opportunity to consider including further controls in the Council's Early Retirement Policy which was currently under review. The Cabinet Member for Corporate Management also indicated that this issue had been raised by Cabinet Members and that during the restructure of the authority, sufficient replacements would be put in place to ensure that previous employees did not return in an alternative or consultancy role.

Councillor Ian Dunbar welcomed the report and the reduction in absence figures. He asked for details on which areas the reductions in agency workers had taken place and queried the final sentence in the section on Lifelong Learning about an increase in absence not being an unusual trend for quarter 3. The Head of Human Resources and Organisational Development responded that through reviewing the placements and other options to differently resource requirements in the Directorates of Community Services and Environment, the numbers of agency workers required in these areas had reduced. She provided details of ongoing work in Streetscene to maximise the flexibility of the workforce with new Part 3 terms and conditions to make the service more effective which would also significantly reduce the Agency numbers. On the increase in quarter 3, the Head of Human Resources and Organisational Development advised that this was a seasonal trend given the higher number of absences relating to colds, flu and infections. Councillor Dunbar also queried whether absences for stress were still showing a trend. The Head of Human Resources and Organisational Development advised that it was in the top three reasons for employee absence and she spoke of the work with managers to identify the issue and target it more effectively.

Councillor Paul Shotton welcomed the continued reduction in agency workers and said that it was right to recognise and praise the employees who achieved 100% attendance but raised concern about the blip in iTrent on the vacancy figures. In response the Head of Human Resources and Organisational Development said that iTrent was only as good as the information held on it and

added that it was important to maintain the quality of the data. Councillor Shotton also queried whether any favourable results had been identified during the Physiotherapy pilot scheme within Streetscene. The Head of Human Resources and Organisational Development advised that overall the scheme had been very successful but added that it had been difficult to identify trends because in the past, not all musculo-skeletal related absences had been accurately recorded as there had been an over-reliance on categorising absences as 'other'.

In response to a comment from Councillor Ron Hampson about employee absences being at a higher rate than the private sector, the Head of Human Resources and Organisational Development concurred that the figures did not compare well with the private sector and the organisation needed to continue to manage attendance as a priority. Councillor Hampson also queried whether employee absence would be taken into account during any decisions about compulsory redundancy. The Head of Human Resources and Organisational Development confirmed that the selection criteria in the redundancy policy included attendance, performance and skills & experience and that this had been agreed with the Trade Unions.

RESOLVED:

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

86. FORWARD WORK PROGRAMME

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

He explained that the meeting which was scheduled for Thursday, 10 April 2014 was to be moved and that he would liaise with the Chairman to identify a suitable alternative date. The Member Engagement Manager also detailed the items which were due to be considered at the meetings scheduled for 10 April and 8 May 2014.

In response to a question from Councillor Clive Carver about why recent meetings were finishing much earlier than in the past, the Member Engagement Manager explained that it could be due to a number of factors, which he detailed.

RESOLVED:

- (a) That the Forward Work Programme be agreed; and
- (b) That the Member Engagement Manager liaise with the Chairman to re-arrange the meeting of the Committee scheduled for Thursday, 10th April 2014.

87. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

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

(The meeting started at 10.00 am and ended at 11.10 am)

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Chairman

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FLINTSHIRE COUNTY COUNCIL

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

DATE: **WEDNESDAY 16TH APRIL, 2014**

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 October – December 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.

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.

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 |
|------------------------|---------------------|----------|--------------------|----------|

With forthcoming changes to homeless legislation being introduced by the Housing Bill 2015, work has begun on merging the Housing Register Team responsible for managing the social housing register with the Housing Options Team. By integrating this team, the service will be able to provide a more realistic housing options approach for more people who require assistance in securing accommodation.

Existing accommodation support resources funded by Supporting People have been targeted to focus on homeless prevention.

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 | N/A |

Risks to Manage

- Meeting the growing costs of homeless prevention
- 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 |
| a(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 is being targeted to households throughout Flintshire whom are at most risk of losing household income and become at an increased risk of homelessness. 1,2 | M | M | A | <p>The implementation of the following actions will support the on-going mitigation of the impacts upon tenants created by the transformation of the social security system.</p> <ol style="list-style-type: none"> Development of the Flintshire Delivery Partnership Agreement in readiness for progressive implementation of Universal Credit 1,2 Introduce measures to improve financial capability & access to affordable credit within households impacted by welfare reforms. 1,2 | Head of Housing | ↔ | M | M | A |

| 2. Provide advice and support services to help people protect their income | | | |
|--|--------------|-------------|--|
| Progress Status | Progress RAG | Outcome RAG | |
| | G | A | |
| <p>The Welfare Rights Team has assisted residents to claim additional welfare benefit income totalling £1.9 million during the period April 2013 – December 2013, boosting household income and spending power within the local economy. Demand from residents requesting specialist advice to challenge adverse decisions on their benefit entitlement remains high. Compared to the same period in the previous year the demand has increased by over 50%.</p> | | | |
| <p>Achievement will be Measured through:</p> <ul style="list-style-type: none"> • 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 | | | |

| 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 | £1,900,000 | 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 | 1,005 | N/A | N/A |
| Number of residents supported to successfully challenge adverse benefit decisions | Head of Housing | 110 | N/A | N/A | 140 | N/A | N/A |
| Number of residents accessing money management training | Head of Housing | N/A | N/A | N/A | 49 | N/A | N/A |
| Number of residents helped to move to more affordable accommodation | Head of Housing | N/A | N/A | N/A | 39 | 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 | £5,746,954 | 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 covered below)

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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) | |
| H | H | R | <ol style="list-style-type: none"> 1. At the end of Dec 13, the Welfare Reform Response Team had supported 118 households to better manage the financial changes imposed upon them by the welfare reforms. 2. FCC is working in partnership with the DWP to ensure there is a coordinated network of support provision available to assist vulnerable claimants to make and sustain their universal credit claim and to be better prepared to obtain | M | M | A | <ol style="list-style-type: none"> 1. Implement the Flintshire Delivery Partnership Agreement to ensure first tranche of universal credit claimants receive appropriate support. 2. Empower front line service providers through the provision of a training/coaching. 3. Forecast the impact of the on-going changes to social security legislation upon residents, service users, service providers, the local authority, local businesses, etc 4. Implement and manage a communication strategy ensuring information on the | Head of Housing | ↔ | M | M | A |

| | | | | | | | | | | | | | |
|--|--|--|---|--|--|--|--|--|--|--|--|--|--|
| | | | <p>employment.</p> <p>3. Work is being progressed to develop a single Flintshire Advice and Support Gateway to maximise use of available resources.</p> | | | | <p>welfare reforms is disseminated to all stakeholders</p> <p>5. Review and improve casework procedures for Welfare Rights team to ensure we maximise the use of current resources.</p> <p>6. The Council and its partners will need to manage the impacts generated by the on-going transformation of the social security system, including the progressive implementation of universal credit.</p> | | | | | | |
|--|--|--|---|--|--|--|--|--|--|--|--|--|--|

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 | G | Outcome RAG | A |
|-------------------------|---------------------|----------|--------------------|----------|

A new corporate operating model has been proposed for the council. The consultation on the model closes in February. A council decision is due in March. Implementation will be April - June.

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

2. Integrate business units and consider alternative models

| | | | | |
|-------------------------|---------------------|----------|--------------------|----------|
| Progress Comment | Progress RAG | G | Outcome RAG | A |
|-------------------------|---------------------|----------|--------------------|----------|

As a follow on from 1 above (1) all functions will be reviewed for a leaner and more integrated model and (2) a number of functions have been listed for transformation/alternative models. This is supported by a number of value for money organisational change proposals as part of the 2014 -15 budget strategy.

Achievement will be measured through:

- Agreeing a model to support the future operating model

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

Agreement of a model to support the future operating model – December 2013

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 |

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3. Streamlining the organisation

| | | | | |
|-------------------------|---------------------|----------|--------------------|----------|
| Progress Comment | Progress RAG | G | Outcome RAG | A |
|-------------------------|---------------------|----------|--------------------|----------|

As part on the medium term financial plan and as part of the 2014-15 and budget strategy a twin programme of (1) corporate review and (2) workforce (scale) review is underway. Employment policies have been reviewed and readopted. The council has opened a voluntary redundancy programme. A workforce review panel will be sitting from March to plan and approve organisational structuring.

Service Review completion and implementation for 2013-14 is on track. 49 'Value for Money' reviews have been scoped out as part of the budget strategy for 2014-15. These will be delivered as part of a co-ordinated change programme during 2014-15.

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

| 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 Overtaken by Value for Money | 13 | A | G |

4. Modernise working practices

| | | | | |
|-------------------------|---------------------|----------|--------------------|----------|
| Progress Comment | Progress RAG | G | Outcome RAG | A |
|-------------------------|---------------------|----------|--------------------|----------|

The Purchase-to-Pay solution has now been fully rolled-out to all Directorates and Service Areas with exception to schools and transactions involving job costing solutions. The process efficiencies highlighted below relate to purchase ordering and receipting only. Further additional efficiencies will be achieved on invoice processing during 2014/15. The projected outturn for 2013/14 is £103,677. The process efficiencies have now been calculated using local process recording efficiencies rather than National Audit Office figures as reported previously on the Mid-Year report (£161,000).

The Procurement cost efficiencies outturn of £970,000 is the level of savings included in the 2013/14 Budget and that is the figure monitored as part of the regular budget monitoring process. This is on-going work in progress with a cross-directorate working group established to identify and realise additional procurement efficiencies. There will be a short-fall against the original Flintshire Future programme target of £1,723 ml which was based on 3% of influenceable spend.

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 | £53,000 | A | G |
| Procurement cost efficiencies achieved | Head of ICT and Customer Services | N/A | £1.723m | £2.673m | £0.970m | A | A |
| iTrent process efficiencies achieved * | Head of HR and OD | £3,211 | £6,427 | £11,780 | £4,000 | A | A |

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* (iTrent process efficiencies 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)

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

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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) | |
| 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 |

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

| Progress Comment | Progress RAG | A | Outcome RAG | A |
|------------------|--------------|---|-------------|---|
|------------------|--------------|---|-------------|---|

The organisation has adopted an intense and decisive programme management approach to change (in support of 1-3 above) and is making the organised use of its corporate resources in support. The council has employed Hay Consulting to assist and is drawing on set aside invest to save resources. Capacity remains a challenge given the scale and pack of its organisational capital programme.

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 | Outcome RAG | |
| The council has set a new style improvement plan for 2013-14 which has proved to be an effective tool for setting, monitoring and achieving outcome based corporate priorities. The plan is under review for republication for 2014-15. | G | G | |
| Achievement will be measured through: <ul style="list-style-type: none"> 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 | | | |

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

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

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 are included in the 2014/15 budget and, for future years, will be reflected in future revisions to the Medium Term Financial Plan (MTFP) as policy decisions are taken.

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. However, the risk RAG status currently shows as green as plans for 2013/14 and 2014/15 are on track.

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Creative Funding Models – Initial research has been carried out on opportunities for creative models to fund or partially fund priorities through exploration of new service models, partnership working and potential financing models as efficiency options in considering the 2014/15 budget. During 2014, the Council plans to review and consult on a number of service models and their future shape from 2015/16. This will encompass the next stage of the work on creative funding models.

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 has commenced in Q3 for adoption in Spring / Summer 2014. The red performance and risk RAG status reflects 1) agreement of the policy is not yet secured and 2) 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.

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 – during 2014
- Capital Priorities – during 2014
- Implement a Corporate Fees & Charges Policy during 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% | 100% | G | G |
| Resources in place to fund future year priorities | Head of Finance | N/A | N/A | 100% | 100% for 2014/5 N/A for future years | A | A |

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 | 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 that sufficient capital & revenue resources are available to meet the 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 and 2014/15 priorities included within the budgets for those years 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 and 2014/15 priorities included within the budgets for those years 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 |

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"> Planned for Spring / Summer 2014 | 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 2015/16 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 |
|------------------------|---------------------|----------|--------------------|----------|

- 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

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

| | | | | |
|------------------------|---------------------|----------|--------------------|----------|
| Progress Status | Progress RAG | G | Outcome RAG | G |
|------------------------|---------------------|----------|--------------------|----------|

Specific Savings and Efficiencies Programme for 2014/15 - The Council agreed it's 2014/15 Council Fund Budget on 18th February 2014 and has a balanced budget for the year. The initial indication for 2014/15 was a funding shortfall of £16.5m to be met from efficiencies. This was reduced by £3.1m by a thorough review of expenditure assumptions and projections and the removal of £1.5m as a contribution to investment costs which was not required from the base budget in 2014/15. Through its Organisational Change and Redesign Plan, the Council has identified recurring efficiencies of £13.4m. £11.950m will be achieved in 2014/15, with the remaining £1.450m being met in year from the Investment Strategy put in place to deliver the planned efficiencies.

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

3. Agree the value for money strategy to support them

| Progress Status | Progress RAG | G | Outcome RAG | A |
|--|--------------|---|-------------|---|
| <p>The council continues to develop its value for money (VFM) model at the corporate and service levels to identify and drive efficiency and change. The majority of savings in the 2014-15 budget are derived from this model. Given the breadth and number of VFM savings the programme is complex to manage and deliver.</p> <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> | | | | |

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4. Achieving our targeted efficiencies for 2013/14

| Progress Status | Progress RAG | A | Outcome RAG | G |
|--|--------------|---|-------------|---|
| <p>Achieve Targeted Efficiencies for 2013/14 – the 2013/14 budget contains £5.331m of specific efficiencies. 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 latest detailed report (as at Month 8) will be in February 2014 where the value of the projected efficiencies is £4.146m. The main reason for the underachievement reported relates to delays in the Flintshire Futures Assets Programme where a full review of hard and soft facilities management across the Council is ongoing and efficiencies in the Customer Programme will not be realised until the project has advanced and the wider network of Flintshire Connects sites are in place. 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. The overall projected year end position is an underspend against budget of £1.068m, which demonstrates that alternate efficiencies have been identified which counteract the under achievement of some of the planned efficiencies.</p> <p>Achievement will be measured through:</p> <ul style="list-style-type: none"> 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% | 78% | A | 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% | 42% | G | G |

Risk to be managed – How we can fund the delivery of our priorities if the national financial position worsens.

This is shown as green RAG status at present as plans are on track and the Council has agreed a balanced budget for 2014/15 when WG funding was reduced by 4% in cash terms and over 6% in real terms. 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.

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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 (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. 2014/15 budget agreed 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 a current Amber RAG status as this is a continuous process to ongoing work to develop the financial plan to deliver Council priorities and change programmes in the light of anticipated future funding levels. 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.

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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) | |
| H | H | R | <ul style="list-style-type: none"> Revisions to the MTFP were produced formally as at end May and end September 2013. Both were discussed with and supported by members at Cabinet and Scrutiny Significant discussion with members in informal and formal settings during the budget process for 2014/15 has focused on the gravity of the national financial position and its | M | M | A | <ul style="list-style-type: none"> Ongoing detailed working with Leadership and Cabinet Members Ongoing member briefing and engagement | Chief Executive and Head of Finance | ↔ | M | M | A |

| 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) |
| | | | impacts on the Council which will require challenging decisions to be made. This has led to wide understanding and acknowledgement of the position and the short and medium term actions needed to address it. <ul style="list-style-type: none"> Ongoing detailed working with Leadership and Cabinet Members | | | | | | | | | |

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

This is shown as a current Amber RAG status as this is a continuous process to ongoing work to develop the financial plan to deliver Council priorities and change programmes in the light of anticipated future funding levels. 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.

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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) |
| H | H | R | <ul style="list-style-type: none"> Revisions to the MTFP were produced formally as at end May and end September 2013. Both revision and updates through the 2014/15 budget process have been extensively discussed within CMT and communicated to the wider Leadership Team and through DMT briefings | 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 | <p>Chief Executive</p> <p>Head of Finance</p> | ↔ | M | M | A |

| 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) |
| | | | <ul style="list-style-type: none"> 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 | | | | <p>these.</p> <ul style="list-style-type: none"> Peer Challenge built into VFM model as an integral part of the programme | | | | | |

APPENDIX 5

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 | A |
|-----------------|--------------|---|-------------|---|
|-----------------|--------------|---|-------------|---|

The Purchase-to-Pay solution has now been fully rolled-out to all Directorates and Service Areas with exception to schools and transactions involving job costing solutions. The process efficiencies highlighted below relate to purchase ordering and receipting only. Further additional efficiencies will be achieved on invoice processing during 2014/15. The projected outturn for 2013/14 is £103,677. The process efficiencies have now been calculated using local process recording efficiencies rather than National Audit Office figures as reported previously on the Mid-Year report (£161,000). Please note the process efficiencies have not as yet been removed from Directorate budgets.

The Procurement cost efficiencies outturn of £970,000 is the level of savings included in the 2013/14 Budget and that is the figure monitored as part of the regular budget monitoring process. This is on-going work in progress with a cross-directorate working group established to identify and realise additional procurement efficiencies. There will be a short-fall against the original Flintshire Future programme target of £1,723 ml which was based on 3% of influenceable spend.

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Achievement will be measured through:

- Process and cost efficiency targets being achieved

| 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 | £53,000 | A | G |
| Achievement of procurement cost efficiencies (see commentary above regarding target and outturn) | Head of ICT & Customer Services | N/A | £1.723m | £2.673m | £0.970m | A | A |

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

| 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 | L | 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 |

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

| | | | | |
|------------------------|---------------------|----------|--------------------|----------|
| Progress Status | Progress RAG | A | Outcome RAG | A |
|------------------------|---------------------|----------|--------------------|----------|

Following the decision to bring to an end the North Wales Procurement Partnership, the use of Regional procurement frameworks has generally reduced. However a Memorandum of Understanding is in place to ensure continuity and management of residual NWPP contracts and a number of collaborative regional frameworks developed by individual L.A. has been developed e.g. 21st Century Schools Framework, with other collaborative framework opportunities being identified.

Additionally the Authority has become a member of the Welsh Purchasing Consortium in November 2013 and progress has already been made in collaboration on framework agreements across 19 L.A.'s. It's expected that the volume of use of sectoral procurement frameworks will increase resulting in on-going efficiencies.

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 | £250,000 | £300,000 | £243,000 (cumulative) | G | G |

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

A

Outcome RAG

A

The National Procurement Service has now been launched by Welsh Government. This new Service will also develop procurement frameworks for common and repetitive spend areas. However, there may be a delay before efficiency savings are available and realised, since the new service is still in early stages of delivery.

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) | (LxI) | | (L) | (I) | (LxI) | | | (L) | (I) | (LxI) | |
| 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

A

Outcome RAG

G

The merger to create a joint Denbighshire and Flintshire Corporate Procurement Unit is progressing well and a number of workshops have taken place with staff as part of the consultation process. The detail business case is in development and expected to be finalised by early March 2014. The full business case will then be presented to individual cabinet for consideration and approval early 2014/15.

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 | A | Outcome RAG | A |
|------------------------|---------------------|----------|--------------------|----------|

The Contract Procedure Rules have been revised and approved to incorporate the mandatory inclusion of community benefits for projects above £2m. A procurement checklist has also been developed, which will require service areas to consider SME implications and supply chain management considerations when devising their procurement approach.

The 21st Century Schools framework has specific targets included for community benefits and supply chain benefits. These will be integrated as key performance indicators to FCC capital works projects going forward.

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

Page 53

| 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 | 100% | 100% | 100% (2) | G | G |

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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APPENDIX 6

| | |
|----------------------|--|
| 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 | G |
| The asset strategy is currently being reviewed to reflect the wider requirements to review whole council property assets on the basis of future rationalisation strategies. This will ensure linkage to the Councils capital planning framework and medium term financial plan. | | | | |
| 2. Reduce the number of office buildings | | | | |
| Progress Status: | Progress RAG | A | Outcome RAG | G |
| The overall intention is to reduce from three to two. This will be achieved through the closure of Connah's Quay Offices upon the opening of the Flintshire Connects facility which is currently being remodelled and is an integrated Connects facility within the existing Library. | | | | |
| Planning of the decant is underway with the general intention that the services currently within the Connah's Quay offices would become highly agile and co locate into County Offices Flint, in doing so further positive progress would be made in relation to office utilisation | | | | |

| 3. Extend the use of Agile Working | | | | |
|--|--------------|---|-------------|---|
| Progress Status | Progress RAG | R | Outcome RAG | R |
| <p>Whilst there has been an increased uptake in agile working progress is still too slow. We set ourselves a target of 30% by the end of the year and in reality is likely to be nearer 5-10%. This will of course improve on the mobilisation of Connah's Quay services into Flint and other consolidations but the overall position is challenging albeit there is greater acceptance and understanding around agile working within the Council as a whole.</p> <p>Clearly closure and a move to agile have positive impacts upon our overall cost base in that we would require less accommodation.</p> | | | | |
| <p>Achievement will be measured through :-</p> <ul style="list-style-type: none"> • 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 person in our offices | Head of Assets and Transportation | £1,233.00 | £1,172.18 | £794 | £1,233.00 | R | A |
| 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% | G | 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 | 3 | 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 | 0.85% | A | A |

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 Connah's 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 | | | | |

| 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) |
| | | | 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> | M | M | A | <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 | <p>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 been undertaken with individual teams to ensure they fully understand and engage with the change programme.</p> <p>Public Protection teams are relocating and consolidating their accommodation and are moving to agile working which will see a 35% reduction in their current floorspace.</p> | M | M | A | Continue to sell the change messages so all understand their roles and contribution. | Head of Assets and Transportation | ↔ | L | M | G |

| 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) |
| | | | 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 Connah's Quay are progressing with a decant planned for 2014/15 on completion of the Flintshire Connects facility | | | | Ensure decant options and timescales are communicated out to building occupants and decant strategy is fully known. | Head of Assets and Transportation | | | | |

| 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) |
| | | | 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. | | | | Solicit feedback to inform future plans. | Head of Assets and Transportation | | | | |

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| | |
|----------------------|-------------------------------------|
| 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 | Outcome RAG |
|-----------------|--------------|-------------|
| | G | G |

During 2014, the Flintshire Connects Programme will see the establishment of new Connects Centres at Flint, Connah’s Quay and Buckley. These will complement the first Connects Centre which opened at Holywell in November 2012. The projected opening of each Connects Centre is as follows:

- County Offices, Flint – March 2014
- Connah’s Quay Library – June 2014
- Town Council Building, Buckley – July 2014

Overall good progress is being made on the Flintshire Connects programme. The construction works at County Offices, Flint are progressing according to the timetable, with scheduled completion at the end of February, 2014. Considerable work has taken place with colleagues at JobCentre Plus and North Wales Police with the view of developing an integrated reception delivering modern, public services. This will include a shared reception post with JobCentre Plus.

Work is planned to begin at Connah’s Quay in January 2014 with the view that the new Flintshire Connects Centre will open in June 2014. Following the allocation of additional funding within the 2013/14 Capital Programme we have been able bring forward plans for a fourth Flintshire Connects Centre in Buckley. The Buckley Town Council building has been identified for this purpose, with detailed drawings being developed, with a planning application being submitted in December 2013. It is proposed that Flintshire Connects Centre – Buckley will open in July 2014.

Flintshire Connects – Holywell opened in November 2012 and has proved to be a success with over 350 visits from customers each week. Customer feedback shows that customers are very satisfied with the service they receive at the centre. The Customer Services Advisers are able to deal with most enquiries at the first point of contact or where this is not possible customers are signposted as appropriate. Good working relationships have been established with the partner organisations and these have been further enhanced through involvement with the voluntary sector to help improve access to council services for those who have difficulty speaking English or Welsh. There has been an increase in the use of the agile working area by council staff making full use of the technology and facilities available.

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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 | On target | 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 | 26,026 from 1/4/13 to 31/12/13 | G | G |
| Customer satisfaction rating | Head of ICT & Customer Services | n/a | 100% | 100% | 100% | 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. | M | M | A | <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 | Head of ICT & Customer Services | ↔ | L | L | G |

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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) |
| | | | <ul style="list-style-type: none"> Face to face payments to be reduced at Connects centres and customers encouraged to use methods of payments other than cash. | | | | <p>payments.</p> <ul style="list-style-type: none"> Applying new systems into the Flintshire Connects centres. | | | | | |

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. | L | L | G | <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 |
|------------------------|---------------------|----------|--------------------|----------|

The Council's new website went live on 1 October; new Content Management System (CMS) technology will enable the Channel Shift project to move forward with its plan to increase the number of transactional services provided online. A 'digital workshop' will be held in the new year to benchmark the Council's position against key principles set out in the Society of IT Management (Socitm) "Better with Less" report which was recently published and sets out a set of principals, action and best practice for successful digital services. The facility to apply online for school admissions is a priority and will be taken forward in the new year. We will also be launching a mobile version of the website early in January 2014 which will provide a better customer experience for those using smart phones and tablets.

In early 2014 we will be undertaking a post implementation review of the new website taking account of feedback received, benchmarking information and annual Better Connected report which rates all local government websites across the UK. We also intend to hold some session with user groups as part of the review process to include customers, employees and Members.

As the new website is responsive to the type of device it is accessed through it is not possible to monitor customer feedback. This data has previously been provided by SOCITM through their website take up service however this is not available for responsive sites. This issue has been taken up with SOCITM to find a solution.

Achievement will be measured through:

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

| 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 | 1,706,161 | G | G |
| Customer feedback | | | | | | | |
| - Satisfied with visit to website | Head of ICT & Customer Services | 73.3% | 80% | 85% | Not available | n/a | n/a |
| - Successfully found what they were looking for | Head of ICT & Customer Services | 73.54% | 80% | 85% | Not available | n/a | n/a |

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 |

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3. Launch the new Flintshire mobile application “app”

| | | | | |
|------------------------|---------------------|----------|--------------------|----------|
| Progress Status | Progress RAG | G | Outcome RAG | G |
|------------------------|---------------------|----------|--------------------|----------|

Flintshire’s mobile app was launched in September 2013 and allows customers to contact the Council on Apple, Android and Blackberry devices. Flintshire is the first council in Wales to offer a fully bilingual mobile app available for use across a range of mobile devices. Customers now have the choice to access council services whilst on the move at a time and place convenient to them. Following an initial 'settling in period' the app is now being promoted through a range of channels. Customer Services are dealing with incoming enquiries from the app and the intention is to develop the app further in the New Year with integration to back office systems and the facility for customers to make on-line payments.

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

| Achievement Measures | Lead Officer | 2012/13 Baseline Data | 2013/14 Target | 2016/17 Aspirational Target | Current Outturn | Performance RAG | Outcome Performance Predictive RAG |
|--|---------------------------------|-----------------------|------------------|-----------------------------|-----------------|-----------------|------------------------------------|
| Take-up of Flintshire’s Mobile App | Head of ICT & Customer Services | n/a | To be determined | To be determined | 118 | n/a | n/a |
| No. of enquiries received via the mobile app | Head of ICT & Customer Services | n/a | To be determined | To be determined | 101 | n/a | n/a |
| Customer feedback - Satisfied with mobile app service | Head of ICT & Customer Services | n/a | To be determined | To be determined | n/a | n/a | n/a |

| 4. Review and improve our Customer Service Standards | | | | |
|--|--------------|---|-------------|---|
| Progress Status | Progress RAG | A | Outcome RAG | G |
| The revised Customer Services Policy and Standards has been drafted. Subject to approval this will be finalised taking into account customer feedback as part of the consultation process. The proposed implementation date is scheduled for April 2014. | | | | |
| <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> | | | | |

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 | G | Outcome RAG | A |
|------------------------|---------------------|----------|--------------------|----------|

We have completed the following actions during 2013/2014 as at February 2014

- Collective negotiation and agreement with the Trade Union colleagues on the changes to terms and conditions of employment
- Collective negotiation and agreement with Trade Unions colleagues on the pay and grading structure
- Completed comprehensive modelling of the financial costs of Single Status
- Gained member council approval to take forward the Single Status agreement
- Delivered on a key project milestone to write to all employees the outcome of the Single Status including outlining the impact for them personally
- Provided line manager and Head Teacher briefing sessions to brief them on the Single Status agreement and impacts for their employees
- Set up support mechanisms including a dedicated Call Centre and Employee Support Advisory signposts to continue to support employees and line managers on the impact of Single Status
- Agreed with Trade Union colleagues the final Appeals and Maintenance Policies

Achievement will be measured through:

- Implementation of an affordable, legal, acceptable and workable Single Status Agreement which has been built into the medium-term financial plan.

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

Implement the Single Status agreement by 1st May 2014.

(The original effective and implementation date of 1 April 2014 has been delayed as a direct result of the recognised Trade Unions not balloting their members on the content of the agreement in January 2014, as set out in the initial project plan. The new dates reflect a later ballot date in late February / early March 2014 – the precise dates are yet to be confirmed).

Risk to be managed – 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</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 controlling and limiting future Equal Pay liability via payments made as part of the Single Status implementation. The Organisational Change</p> | Head of HR & OD / Head of Legal and Democratic Services | ↔ | L | L | G |

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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) |
| | | | 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 ongoing 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. | | | | Strategy and Change Programme will yield significant savings which will partially be utilised to pay the increased pay bill. | | | | | |

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 |
|------------------------|---------------------|----------|--------------------|----------|

We have completed the following actions during 2013/2014 as at February 2014

- Collective negotiation and agreement with the Trade Union colleagues on changes to terms and conditions that will apply to employees covered NJC for Local Government and by other national conditions, but excluding Teachers.
- Agreed a set of terms and conditions that will enable services to review operational employment contracts to allow the movement of staff across a range of services, increase service flexibility and reduce costs.
- Revised and updated a number of HR and organisational policies to support modernisation of terms and conditions of employment and ways of working (for example, Standby Policy, Sleep-in, Career grades, Agile Policy, Flexible Hours Scheme).

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: -

- Gain agreement of the council as the employer, the workforce and the Trade Union to the Single Status agreement and modernised terms and conditions of employment
- Ballot agreement by the workforce and the Trade Union to the Single Status agreement and modernised terms and conditions of employment

| 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 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.</p> <p>Services are actively encouraged to extend opening hours and to work in a more flexible / agile manner driven by large scale programmes such as Assets Programme.</p> | M | M | A | <p>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.</p> | 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 |
|------------------------|---------------------|----------|--------------------|----------|

We have completed the following actions during 2013/2014 as at February 2014

- Detailed preparation work for understanding the liability costs for equal pay claims
- Completing analysis work around the comparators for the purposes of understanding the equal pay liability costs. Modelled the likely cost scenarios based on the potential outcomes of the equal pay negotiations
- Completed negotiations with Trade Unions to agree the parameters of the equal pay offer for employees
- Agreed a stay on legal proceedings for equal pay claimants
- Agreed with Trade Unions that the ballot for Single Status can proceed in light of agreeing the equal pay settlement parameters

Achievement will be measured through:

- Meeting any liability for equal pay claims.

Achievement Milestones for strategy and action plans:(Lead Officer – Head of HR and OD)
Agreement of equal pay strategy – between October 2013 – June 2014

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) | (LxI) | | (L) | (I) | (LxI) | | | (L) | (I) | (LxI) | |
| H | H | 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, 10 APRIL 2014**

REPORT BY: **HEAD OF FINANCE**

SUBJECT: **REVENUE BUDGET MONITORING 2013/14 (MONTH 10)**

1.00 PURPOSE OF REPORT

1.01 To provide Members with the Revenue Budget Monitoring 2013/14 report as at month 10.

2.00 BACKGROUND

2.01 Revenue budget monitoring reports are provided on a monthly basis to Corporate Resources Overview & Scrutiny Committee before being presented to Cabinet in the same cycle.

3.00 CONSIDERATIONS

3.01 The revenue budget monitoring report as at month 10 is attached which is scheduled for Cabinet on 15 April 2014.

3.02 Each month, budget monitoring reports are based on actual income and expenditure to a given point (in this case Month 10) but also project the most up to date position possible to year end

4.00 RECOMMENDATIONS

4.01 Members are asked to note the report.

5.00 FINANCIAL IMPLICATIONS

5.01 As set out in the report.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 None.

8.00 EQUALITIES IMPACT

8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 None.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 Appendix A – Revenue Budget Monitoring 2013/4 (Month 10) 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, 15 APRIL 2014

REPORT BY: HEAD OF FINANCE

SUBJECT: REVENUE BUDGET MONITORING 2013/14 (MONTH 10)

1.00 PURPOSE OF REPORT

1.01 To provide Members with the most up to date revenue budget monitoring information (Month 10) 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 9 |
| 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

The projected year end position, as estimated at Month 10, is as follows:

Council Fund

- Net in year expenditure forecast to be £2.151m less than budget. (An increase of £0.170m on the £1.981m reported at Month 9).
- Projected contingency reserve balance at 31 March 2014 of £4.792m

Housing Revenue Account (HRA)

- Net in year expenditure forecast to be £0.089m less than budget (£0.155m as at Month 9).

3.00 COUNCIL FUND LATEST IN YEAR FORECAST

3.01 The table below shows a projected positive variation of expenditure against budget of £2.151m

| TOTAL EXPENDITURE AND INCOME | Original Budget | Revised Budget | In-Year Over / (Under) spend | |
|---|-----------------|----------------|------------------------------|----------------|
| | | | Month 9 | Month 10 |
| | £m | £m | £m | £m |
| <u>DIRECTORATES (Service Groups)</u> | | | | |
| Services for Adults | 45.642 | 44.242 | (0.701) | (0.793) |
| Services for Children | 11.906 | 12.135 | 0.731 | 0.732 |
| Housing Services | 1.800 | 1.728 | (0.269) | (0.258) |
| Development & Resources | 1.688 | 1.628 | 0.022 | 0.051 |
| TOTAL : COMMUNITY SERVICES | 61.036 | 59.733 | (0.217) | (0.268) |
| Assets and Transportation | 6.015 | 6.091 | (0.177) | (0.180) |
| Planning | 1.708 | 1.717 | (0.046) | (0.045) |
| Public Protection | 3.455 | 3.464 | (0.048) | (0.072) |
| Regeneration | 0.715 | 0.704 | 0.011 | 0.022 |
| Streetscene | 19.320 | 19.210 | 0.359 | 0.370 |
| Management, Support & Performance | 1.088 | 1.076 | (0.025) | (0.023) |
| TOTAL : ENVIRONMENT | 32.301 | 32.262 | 0.074 | 0.072 |
| Culture & Leisure | 6.876 | 6.468 | 0.417 | 0.364 |
| Inclusion Services | 14.058 | 13.292 | (0.063) | 0.016 |
| Primary School Services | 43.374 | 43.277 | (0.172) | (0.190) |
| Secondary School Services | 36.638 | 37.500 | (0.018) | (0.014) |
| Development & Resources | 12.118 | 12.437 | (0.279) | (0.278) |
| TOTAL : LIFELONG LEARNING | 113.064 | 112.974 | (0.115) | (0.102) |
| Chief Executive | 2.356 | 2.303 | (0.068) | (0.087) |
| Finance | 14.265 | 14.225 | (1.102) | (1.082) |
| HR & OD | 2.427 | 2.422 | (0.012) | (0.013) |
| ICT & Customer Services | 4.922 | 5.048 | (0.023) | (0.020) |
| Legal & Democratic Services | 3.145 | 3.142 | (0.143) | (0.145) |
| TOTAL : CORPORATE SERVICES | 27.115 | 27.140 | (1.348) | (1.347) |
| TOTAL DIRECTORATES | 233.516 | 232.109 | (1.606) | (1.645) |
| Central and Corporate Finance | 26.236 | 27.643 | (0.375) | (0.506) |
| Total | 259.752 | 259.752 | (1.981) | (2.151) |

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

3.03 From the table in 3.01 it can be seen that there is an increase of £0.170m on the under spend of £1.981m reported at Month 9. The main items contributing to the £0.170m variance are the identification of efficiencies under the Corporate Administration review (£0.142m), improved trading and reduced costs in Leisure (£0.056m) offset by overall increased costs in Out of County placements of (£0.035m) made up of increased costs in Lifelong Learning of (£0.073m and reduced costs in Children's Services of (£0.038m).

3.04 All the movements from Month 9 are summarised in Appendix 1 with the detailed reasons for all variances by Directorate summarised within Appendices 2 to 8.

3.05 **Carry Forward Requests**

Various requests to carry forward funding into 2014/15 for specific items have been received from service areas as detailed in 3.06 – 3.11 below:

3.06 **Lifelong Learning - ICT in School Kitchens**

It is requested that a retrospective catering rebate of £0.017m is carried forward to 2014/15. This will enable the development of software systems and purchase of hardware within larger primary school kitchens, so that the catering service in these schools can link to the Council's servers to enable enhanced communication, improve weekly stock reporting and instigate P2P ordering on site.

3.07 **Corporate Services - Legal & Democratic Services**

An amount has been previously set aside in relation to improvements to Members ICT systems. Due to a delay in the rollout of this equipment, it is requested to carry forward £0.075m.

3.08 **Corporate Services - Chief Executive**

Due to delays in the projects, it is requested to carry forward the following amounts of £0.024m for Community Covenant Funding and £0.005m for Community Chest into 2014/15.

3.09 **Corporate Services - Finance**

It is requested to carry forward £0.020m to cover the cost of staff training development plans for 2014/15 which were a commitment of the Finance Review.

3.10 **Environment – Public Protection**

It is requested that £0.065m is carried forward from within Public Protection to address pollution issues in 2014/15.

3.11 The projected outturn assumes that the above requests are approved.

3.12 **Programme of Efficiencies**

The 2013/14 budget contains £5.331m of specific efficiencies and the table below summarises the current position in relation to the achievement of these items. The analysis shows that it is currently projected that £4.285m (80%) will be achieved resulting in a net underachievement of £1.046m. The main reason for the increase in the change in efficiencies from the position reported at Month 9 is attributable to the implementation of the Flintshire Futures Work streams.

| Status of Efficiency | Value of Budgeted Efficiency £m | Value of Projected Efficiency £m | (Under) Over Achievement £m |
|---------------------------------|--|---|------------------------------------|
| ALREADY ACHIEVED | 2.173 | 2.173 | 0.000 |
| EXPECTED TO BE ACHIEVED IN FULL | 1.877 | 1.877 | 0.000 |
| ACHIEVABLE IN PART | 0.381 | 0.235 | (0.146) |
| NOT ACHIEVABLE | 0.900 | 0.000 | (0.900) |
| Total | 5.331 | 4.285 | (1.046) |

4.00 INFLATION

4.01 **Pay inflation** of £0.734m is included within service budgets to reflect the national pay award agreed earlier in the year.

4.02 **Non Standard price inflation** – amounts for energy, fuel and food costs are included in the budget and held centrally. In period 6, £0.141m for food costs were allocated. The allocation for energy costs continues to be closely monitored and at this stage it is anticipated that all of this budget will be utilised in 2013/14 and this is reflected in the projected outturn.

5.00 MONITORING BUDGET ASSUMPTIONS AND NEW RISKS

5.01 Along with its strategic partners, the Council has intervened in relation to the former chemical plant in Sandycroft (Euticals Ltd). Estimated costs have been reviewed and are reflected in the current projections, the costs are monitored monthly.

5.02 The Out of County Service in Lifelong Learning is demand led and is dependent on service user need; young people with a Statement of SEN are entitled to school-based education to the age of 19. Many of these have expensive placements given their severity of need. The numbers of these young people change throughout the year and any change can significantly affect projected expenditure.

Similarly, expenditure for Out of County placements in Children's Services is also highly volatile. The focus of high cost placements are now a North Wales project and will continue to be reviewed.

5.03 Members will be aware that the Council sold its claims in LBI (formerly Landisbanki)

in February 2014 and is no longer a creditor of LBI. There will be a need to complete the final impairment adjustment once CIPFA has issued the annual year end guidance on accounting for impairments in Icelandic banks; which will have a final revenue impact on the Central Loans and Investment account.

6.00 UNEARMARKED RESERVES

- 6.01 The 2012/13 final outturn reported to Cabinet on 16 July showed unearmarked reserves at 31 July 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 into account an allocation of £0.518m for recovery costs following the severe weather in March 2013, 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 £4.792m.

7.00 HOUSING REVENUE ACCOUNT

- 7.01 On 19 February 2013, the Council approved a Housing Revenue Account (HRA) budget for 2013/14 of £28.259m. The budget provided for a closing balance of £0.903m, which at 3.2% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
- 7.02 The 2012/13 final outturn reported to Cabinet on 16 July 2013 showed a closing balance at the end of 2012/13 of £1.931m 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 2013/14 there is an overall projected under spend of £0.089m and a projected closing balance at Month 10 of £1.522m, which at 5.33% of total expenditure satisfied the prudent approach of ensuring a minimum level of 3%.
- 7.04 Appendix 8 details the reasons for the significant variances occurring to date and the actions planned to deal with them.

8.00 RECOMMENDATIONS

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)
- d) Approve the carry forward requests (paragraphs 3.05 – 3.10)

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

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

Council Fund - Movement in Variances from Month 9 - 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 10)
Summary of Movement from Month 9

| | £m | £m |
|--|---------|---------|
| Month 9 | | |
| Service Directorates | (1.606) | |
| Central and Corporate Finance | (0.375) | |
| Variance as per Cabinet Report | | (1.981) |
| Month 10 | | |
| Service Directorates | (1.645) | |
| Central and Corporate Finance | (0.506) | |
| Variance as per Directorate Returns | | (2.151) |
| Change Requiring Explanation | | (0.170) |
| <u>Community Services</u> | | |
| Services For Adults | | |
| • First Contact - realignment of budgets to meet specific service needs within Intake & Reablement | (0.037) | |
| • Disability Services (Resource and Regulated Services) transfer of high cost client placement to Learning Disabilities - Forensic budget (-£0.072m) | (0.087) | |
| • Disability Services (Forensic budget) transfer of high cost client placement from PDSI residential | 0.080 | |
| • Other minor changes of less than £0.025m for Services for Adults | (0.048) | |
| Development & Resources | | (0.092) |
| • Business Services - Charging fee income - reduction of income projection | 0.033 | |
| • Training - correction of previously duplicated commitments | (0.038) | |
| • Other minor changes of less than £0.025m | 0.034 | |
| Subtotal: Development & Resources | | 0.029 |
| Services For Childrens | | |
| • Out of County placements - net impacts of placement changes, including one large sibling group returning to their family | (0.038) | |
| • Professional Support - Budget savings relating to Admin. posts released to Flintshire Futures - Central & Corporate Finance | 0.042 | |
| • Other minor changes of less than £0.025m | (0.003) | |
| Subtotal: Services For Childrens | | 0.001 |
| Housing Services | | |
| • Other minor changes of less than £0.025m | 0.011 | |
| Subtotal: Housing Services | | 0.011 |
| Total: Community Services | | (0.051) |
| <u>Environment</u> | | |
| Assets & Transportation | | |
| • Industrial Units - loss of rent due to sale of unit on Catheralls & increased utilities costs across portfolio | 0.016 | |
| • Admin Buildings - refund of NNDR on Connahs Quay offices | (0.010) | |
| • Other minor changes of less than £0.010m | (0.009) | |
| Subtotal: Assets & Transportation | | (0.003) |
| Planning | | |
| • Other minor changes of less than £0.010m | 0.001 | |
| Subtotal: Planning | | 0.001 |
| Public Protection | | |
| • Other minor changes of less than £0.010m | (0.024) | |
| Subtotal: Public Protection | | (0.024) |
| Regeneration | | |
| • Markets - loss of pitch rent due to poor weather | 0.011 | |
| Subtotal: Regeneration | | 0.011 |

| | | |
|---|---------|-----------------------|
| Streetscene | | |
| • Increased cost of winter flooding events | 0.011 | |
| Subtotal: Streetscene | | <u>0.011</u> |
| Management Support & Performance | | |
| • Other minor changes of less than £0.010m | 0.002 | |
| Subtotal: Management Support & Performance | | <u>0.002</u> |
| Total: Environment | | <u><u>(0.002)</u></u> |
| Lifelong Learning | | |
| Culture & Leisure | | |
| • Leisure Services - the overall position on Leisure Services has improved by £0.056m since period 9. £0.028m relates to a windfall refund on VAT relating to skate hire since 2011. £0.017m relates to an increase in income compared to projections. £0.011m relates to minor variances. This improvement brings the overall Leisure Services overspend down to £0.447m which is closer to the pressure of £0.457m included in the 2014/15 budget. | (0.056) | |
| • Libraries, Culture & Heritage - minor variances | 0.003 | |
| Subtotal: Culture & Leisure | | <u>(0.053)</u> |
| Inclusion Services | | |
| • Inclusion Services - minor variances | 0.006 | |
| • Out of County - the position on Out of County at period 10 has worsened by £0.073m to create a pressure of £0.023m overall. A saving of £0.077m relates to three placements which have ended. A pressure of £0.021m relates to changes to existing placement costs. £0.061m relates to reduced contributions from Health which have resulted from negotiations in January. £0.068m relates to lower recoupment from other local authorities than anticipated. This has arisen as local authorities have disputed invoices they have received in December/January. | 0.073 | |
| | | <u>0.079</u> |
| Primary School Services | | |
| • Primary School Services - minor variances | (0.018) | |
| | | <u>(0.018)</u> |
| Secondary School Services | | |
| • Secondary School Services - minor variances | 0.004 | |
| | | <u>0.004</u> |
| Development & Resources | | |
| • Children, Youth & Community - minor variances relating to additional vacancy savings and planned reductions in expenditure. | (0.026) | |
| • Business Units - minor variances | 0.012 | |
| • Facilities - minor variances | 0.004 | |
| • Management & Business Support - minor variances on general directorate costs (stationery, printing etc.) | 0.011 | |
| | | <u>0.001</u> |
| Total: Lifelong Learning | | <u><u>0.013</u></u> |
| Corporate Services | | |
| • Legal and Democratic Services - vacancy savings (£0.006m), minor variances £0.004m | (0.002) | |
| • HR and Organisational Development - minor variances (£0.001m) | (0.001) | |
| • ICT and Customer Services - registrars income £0.001m, postage spend £0.001m, minor variances £0.001m | 0.003 | |
| • Finance - HB Subsidy Overpayments £0.005m, reduced surplus on Council Tax Collection Fund £0.008m, reduced shortfall on CTRS (£0.001m), minor variances £0.008m | 0.020 | |
| • Chief Executives Department - vacancy savings £0.010m, Corporate Communications efficiencies (£0.022m), minor variances (£0.007m) | (0.019) | |
| | | <u>0.001</u> |
| | | <u>0.001</u> |
| Central Services | | |
| • A contribution of £0.142m efficiency saving from the Cross Directorate Admin review | (0.142) | |
| • Minor variances | 0.011 | |
| | | <u>(0.131)</u> |
| | | <u>(0.131)</u> |
| Total Changes | | <u><u>(0.170)</u></u> |

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 10)

| 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 | 0.366 | (0.039) | (0.033) | The underspend is due to a Hospital Social Worker covering in the Crisis Intervention Team. These costs (£0.038m) are recovered from Health. | One-off. |
| Resources and Regulated Services (Intake and Reablement) | 5.302 | 4.973 | (0.329) | (0.315) | <p><u>Extra Care</u> Projected underspend on Llys Jasmine (£0.353m) is due to an initial delay in opening the facility, plus a further £0.010m underspend on Llys Eleanor</p> <p><u>In-house Domiciliary Care</u> underspend (£0.079m) due to greater use of reablement and independent sector care providers.</p> <p><u>Client Transportation Service</u> underspend (£0.048m) relates to staff vacancies.</p> <p><u>Day Services</u> underspend (£0.042m) mostly due to vacancies (£0.050m) - offset by other minor overspends</p> <p>These underspends are offset by a projected overspend within <u>In-house Residential Service</u> (£0.203m) due to the need to ensure staff cover (£0.226m) additional premises costs (£0.055m) and additional supplies and service (£0.042) offset by client (£0.070m) and Health (£0.048m) income.</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 10)

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Major Variance | Action Required |
|---|---------------------|------------------------|---------------|--------------------------|---|--|
| Locality Teams (Localities) | 13.881 | 13.832 | (0.049) | (0.031) | <p>Older People Services</p> <ul style="list-style-type: none"> > Locality Teams are together expected to underspend (£0.223m) mostly due to vacant posts. > Purchased domiciliary costs are projected to overspend (£0.044) due to additional service user costs. > Purchased residential costs are projected to overspend (£0.104) due to additional service user costs. > Early Onset Dementia is projected to overspend (£0.071m) due to purchased domiciliary care costs. > Minor adaptations underspend (£0.042m) due to reduced demand following uplift to budget based on 2012/13 activity levels | <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 | 15.107 | (0.136) | (0.049) | <p>Learning Disabilities - 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 accounts for a saving of £0.140m within the net underspend projection, and remains unchanged from month 3. There are some other compensating variances across this large service which reflect the changes in client demand.</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 10)

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Major Variance | Action Required |
|--|---------------------|------------------------|---------------|--------------------------|--|--------------------|
| Transition and Disability Services (Disability Services) | 0.658 | 0.764 | 0.106 | 0.106 | This is mostly due to overspends against staff pay costs (£0.028m), third party payments (£0.044m), transport (£0.013m, and a shortfall of grant income of £0.028m. (Supporting People), offset by some additional other grant income. | Keep under review. |
| Disability Services (Disability Services) | 1.941 | 1.955 | 0.014 | 0.040 | The overspend is due to additional transition service user costs. | Keep under review. |

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 10)

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Major Variance | Action Required |
|--|---------------------|------------------------|---------------|--------------------------|--|--------------------|
| Administrative Support (Disability Services) | 0.392 | 0.444 | 0.052 | 0.044 | This is mostly due to an overspend against staff pay costs (£0.043m) and premises costs (£0.008m) | Keep under review. |
| Residential and Domiciliary Service (Mental Health & Substance Misuse Service) | 0.679 | 0.575 | (0.104) | (0.127) | 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 current underspend would therefore be higher but reflects the cost of current care packages including some other new clients. | Keep under review. |
| Professional Support (Mental Health & Substance Misuse Service) | 0.828 | 0.715 | (0.113) | (0.106) | This is mostly (£0.050m) 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 10)

| 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 | 0.196 | (0.109) | (0.117) | 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 | 0.509 | 0.027 | (0.053) | Reflects current care packages for 2013/14. | |
| Other Services for Adults variances (aggregate) | 4.126 | 4.013 | (0.113) | (0.060) | Various minor variances. | Continue to review but not expected to be recurrent. |
| Subtotal: | 44.242 | 43.449 | (0.793) | (0.701) | | |

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 10)

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Major Variance | Action Required |
|---|---------------------|------------------------|---------------|--------------------------|--------------------------|--|
| Development & Resources | | | | | | |
| Vacancy Control | (0.100) | 0.000 | 0.100 | 0.100 | | Realignment of vacant posts |
| Other Development & Resources variances (aggregate) | 1.728 | 1.679 | (0.049) | (0.078) | Various minor variances. | Continue to review but not expected to be recurrent. |
| Subtotal: | 1.628 | 1.679 | 0.051 | 0.022 | | |

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 10)

| 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 | 2.345 | 0.368 | 0.360 | 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. |
| Youth Offending Team (Children's Services) | 0.308 | 0.269 | (0.041) | (0.041) | The underspend within this area is mostly due to vacant posts. | One-off. |
| Professional Support (Children's Services) | 5.517 | 5.488 | (0.029) | (0.071) | The underspend is mainly due to the removal of commitments for expenditure which is not now expected to be incurred in this financial year. | |

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 10)

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Major Variance | Action Required |
|---|---------------------|------------------------|---------------|--------------------------|--|---|
| Out of County Pooled Budget (Children's Services) | 3.178 | 3.602 | 0.424 | 0.462 | Costs reflect existing placements up until March 2014. | The focus of high cost placements is now a North Wales project and will continued to be reviewed. |
| Other Services for Children variances (aggregate) | 1.155 | 1.163 | 0.010 | 0.021 | Various minor variances. | Continue to review but not expected to be recurrent. |
| Subtotal: | 12.135 | 12.867 | 0.732 | 0.731 | | |

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 10)

| 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) | (0.208) | 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) | 1.103 | 1.097 | (0.006) | (0.010) | Service recently undergone a restructure now fully reflected within projection. | Restructure now implemented. |
| Other variances (aggregate) | 0.265 | 0.220 | (0.045) | (0.051) | Various minor variances. | Continue to review but not expected to be recurrent. |
| Subtotal: | 1.728 | 1.470 | (0.258) | (0.269) | | |
| Total : | 59.733 | 59.465 | (0.268) | (0.217) | | |

ENVIRONMENT

APPENDIX 3

Budget Monitoring 2013/14 (Month 10)

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Period 9 (£m) | Cause of Variance | Action Required |
|--|---------------------|------------------------|----------------|------------------------|--|---|
| Assets & Transportation | 6.091 | 5.911 | (0.180) | (0.177) | | |
| Industrial Units | (1.256) | (1.329) | (0.073) | (0.088) | Estimated net income shortfalls across the Industrial Estate portfolio have been offset by the Wales Audit Office recommendation, that a provision for income relating to Deeside Power of £200k due in May 2014, should now be made in 2013/14. Loss of rental income at Catheralls and additional utilities and NNDR costs at Period 10. | Keep Unit rental income closely monitored throughout 2013/14. |
| Property Holdings | 0.083 | 0.042 | (0.041) | (0.043) | Lower than anticipated NNDR charges | Review of site budgets necessary in line with asset management programme |
| Property Asset & Development | 0.528 | 0.429 | (0.099) | (0.099) | Net Vacancy Savings | |
| Highways Development Control & Regulatory Services | 0.813 | 0.899 | 0.086 | 0.092 | Lower than anticipated levels of income for Fixed Penalty Notices (based on improving standards of repair by utility companies) & road closures. A commitment of £60k is included for the potential excess payment to be made to the Council's Insurers in relation to a claim. | |
| Transportation | 1.466 | 1.411 | (0.055) | (0.057) | Bus Subsidy payments to Bus Operators that have reduced due to re-negotiated contract prices. | |
| Aggregate of other Variances | 4.457 | 4.459 | 0.002 | 0.018 | | |
| Planning | 1.717 | 1.672 | (0.045) | (0.046) | | |
| Planning Control | 0.363 | 0.359 | (0.004) | (0.006) | Movement in actual planning fee income received in Period 10, subject to further application levels up to financial year end. | Further potential for increased planning fee income which will be closely monitored |

ENVIRONMENT

APPENDIX 3

Budget Monitoring 2013/14 (Month 10)

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Period 9 (£m) | Cause of Variance | Action Required |
|---|---------------------|------------------------|----------------|------------------------|---|---|
| | 1.354 | 1.313 | (0.041) | (0.040) | Net Vacancy Savings and staff recharge income for specialist planning advice to neighbouring authorities. | |
| Public Protection | 3.464 | 3.392 | (0.072) | (0.048) | | |
| Community Protection | 1.243 | 1.204 | (0.039) | (0.037) | Includes a Court Costs award following the successful prosecution of Talacre Park Holiday Park by the Health & Safety Enforcement Team. | |
| Aggregate of other Variances | 2.221 | 2.188 | (0.033) | (0.011) | Net Vacancy Savings | |
| Regeneration | 0.704 | 0.726 | 0.022 | 0.011 | | |
| | | | | | | |
| Streetscene | 19.210 | 19.580 | 0.370 | 0.359 | | |
| Waste Disposal & Waste Collection | 9.266 | 9.610 | 0.344 | 0.344 | Plastic Recycling prices reduced by £100 per tonne between July and September resulting in an estimated income reduction of £50k. Staff backfilling costs as a result of the on-going investigation within waste. The Sustainable Waste Management Grant (SWMG) has been reduced in-year by up to 5% resulting in a funding shortfall of at least £150k | Consider potential impact on MTFP going forward |
| Aggregate of other Variances | 9.944 | 9.970 | 0.026 | 0.015 | Increased cost of winter flooding events | |
| Management Support & Performance | 1.076 | 1.053 | (0.023) | (0.025) | | |
| Management Support & Performance | 1.076 | 1.053 | (0.023) | (0.025) | Net Vacancy Savings ahead of service review implementation and reduced commitments on supplies and services budgets. Specific vacancy commitments to financial year end removed at Period 9. | |
| Total : | 32.262 | 32.334 | 0.072 | 0.074 | | |

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance | Action Required |
|--------------------------------------|---------------------|------------------------|---------------|--------------------------|---|---|
| Culture & Leisure | 6.468 | 6.832 | 0.364 | 0.417 | <p>School Library Service (£0.095m 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 (£0.012m pressure) Minor variances</p> <p>Leisure Services (£0.447m pressure) A pressure of £0.026m relates to Swim Flintshire, this programme ceased in August 2013. A saving of £0.065m relates to reduced salary costs across centres. £0.344m relates to pressures on income across centres. Pressures of £0.061m relate to premises costs. £0.052m relates to pressures on supplies and services (£0.037m of which relates to security services). The remaining £0.029m relates to minor variances.</p> | <p>Service Manager to place a hold on the Flintshire subsidy.</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 & Special Schools | 13.292 | 13.308 | 0.016 | (0.063) | <p>Inclusion Services & Special Schools (£0.016m pressure) Minor Variances</p> | |
| Primary School Services | 43.277 | 43.087 | (0.190) | (0.172) | <p>Primary School Services (£0.190m saving) £0.024m relates to controls on expenditure on supplies and services budgets. £0.160m relates to savings on 3 year old placements in maintained and non maintained settings in the Early Entitlement budget. £0.006m relates to minor savings on School SLA income.</p> | <p>Awaiting further information on planned usage of the Foundation Phase grant.</p> <p>Service manager to carry out further work on future estimates for placements to include birth rates and collection for estimated places from settings.</p> <p>Efficiencies have been included in the 14/15 budget.</p> |

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance | Action Required |
|---------------------------|---------------------|------------------------|----------------|--------------------------|--|---|
| Secondary School Services | 37.500 | 37.486 | (0.014) | (0.018) | Secondary School Services (£0.014m saving) Minor Variances | |
| Development & Resources | 12.437 | 12.159 | (0.278) | (0.279) | Children, Youth & Community (£0.049m saving) £0.015m relates to minor pressures within the Early Years and Family Support service. Savings of £0.032m relate to vacancy savings and other minor variances in Youth & Community Services. £0.022m relates savings in the CYPP team and £0.010m relates to savings on the Clwyd Theatr Cymru Service Level Agreement. 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. Service Units (£0.025m saving) Pressures of £0.083m on Pupil Support (Free School Meals, School Trips and Music Remissions) have been offset by estimated savings on Mobile Classrooms (£0.066m), Insurance (£0.037m) and other minor variances of £0.005m. Facilities Services (£0.029m saving) Minor Variances Management & Business Support (£0.025m saving) Minor Variances | Efficiencies relating to CYPP and CTC have been included in the 14/15 budget. Service Manager to place a hold on £0.150m of the budget within Schools ICT. |
| Total : | 112.974 | 112.872 | (0.102) | (0.115) | | |

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance | Action Required |
|-----------------|---------------------|------------------------|---------------|--------------------------|--|---|
| Chief Executive | 2.303 | 2.216 | (0.087) | (0.068) | <p>£0.018m Corporate voluntary sector contribution to Dangerpoint</p> <p>(£0.064m) Vacancy savings</p> <p>(£0.022m) Corporate Communications efficiencies including Consultation and Public Relations</p> <p>(£0.019m) minor variances</p> | <p>Request to carry forward the following amounts into 14/15 due to delays in expenditure:</p> <ul style="list-style-type: none"> • Community Covenant Funding £24k • Community Chest £5k |
| Finance | 14.225 | 13.143 | (1.082) | (1.102) | <p>(£0.135m) net Vacancy savings following realignment of budget</p> <p>(£0.381m) in year efficiency following review of the level of funding required to meet Discretionary Housing Payment (DHP) need and review of Housing Benefit Subsidy profile</p> <p>(£0.060m) additional income from collection of Housing Benefits Overpayments</p> <p>(£0.885m) net surplus on the Council Tax Collection Fund after meeting the £0.305m costs allocated in 2013/14 budget (£0.115m allocated to Software will remain unspent)</p> <p>£0.379m Council Tax Reduction Scheme shortfall in funding compared to estimated in year cost</p> | <p>Request to carry forward £20k to cover the cost of staff Development plans in 14/15</p> |
| | | | | | | <p>Demand led service but subject to ongoing monitoring. Contributing to national discussion on Council Tax Reduction Scheme 14/15.</p> |

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance | Action Required |
|--|---------------------|------------------------|----------------|--------------------------|---|---|
| Legal & Democratic Services | 3.142 | 2.997 | (0.145) | (0.143) | (£0.014m) net Vacancy savings including the use of Agency/Locums and recharges (£0.023m) Members Services underspend (£0.092m) Members Allowances underspend (inc. training, travel etc.) (£0.011m) reduced Legal Subscriptions expenditure (£0.005m) minor variances | Request to carry forward approximately £75k for Members' IT due to delays in rollout (amount subject to confirmation) |
| Human Resources & Organisational Development | 2.422 | 2.409 | (0.013) | (0.012) | (£0.021m) reduced Disclosure Barring Scheme expenditure (£0.017m) Vacancy savings £0.034m loss of income from external organisations (£0.009m) minor variances | |
| ICT & Customer Services | 5.048 | 5.028 | (0.020) | (0.023) | £0.049m postage costs (£0.018m) Vacancy savings (£0.020m) additional Registrars Income (£0.025m) ICT Strategy underspend (£0.006m) minor variances | Postage contract under review. |
| Total : | 27.140 | 25.793 | (1.347) | (1.348) | | |

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance | Action Required |
|---------------------------------------|---------------------|------------------------|---------------|--------------------------|---|---|
| Central Loans & Investment Account | 15.283 | 15.020 | (0.263) | (0.263) | Review of the Minimum Revenue Provision (MRP) calculation to include MRP on Local Government Borrowing Initiative. | Continue to monitor in line with Treasury Management Strategy. |
| Coroners | 0.193 | 0.248 | 0.055 | 0.055 | 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. | Overspend is non recurring. Regular monitoring with Denbighshire County Council undertaken on in year spend |
| Centrally Held Provisions | 4.417 | 3.332 | (1.162) | (1.154) | 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 budgeted pension fund deficit - final year of three year strategy (-£0.244m), over recovery of corporate windfall income (£0.203m) (First Steps Imp Package) Other minor variances (-£0.035m). | Budgets are considered as part of 2014/15 Council Budget |
| 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. | Subject to an overall review of Support Services |
| 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. | Ongoing monthly monitoring |

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance | Action Required |
|-----------------------------|---------------------|------------------------|----------------|--------------------------|--|---|
| Mass Matrix Contract | (0.315) | (0.190) | 0.125 | 0.115 | A review of the rebate on the Matrix Contract has been undertaken. Agency usage has decreased in 2013/4 and the variance projection reflects the up to date position. | Further analysis to be undertaken to consider the impact in 2014/15 |
| Flintshire Futures | (0.051) | 0.113 | 0.062 | 0.176 | Assets Programme - £0.054m will not be achieved due to delays in the full review of hard and soft facilities management across the Council. Customer Programme - £0.075m of efficiencies will not be realised until the programme has advanced and the wider network of Flintshire Connects sites are in place. Procurement Programme (£0.067) of additional efficiencies have been achieved as a result of in year initiatives. The percentage of achieved efficiencies currently stands at 93%. | A Workshop is due to take place shortly to review progress and assess the methodology for realising efficiencies. Continued challenge of spend categories will support further efficiencies in 2014/15. |
| Other variances - aggregate | 10.047 | 10.013 | (0.034) | (0.015) | | |
| Total : | 27.643 | 27.316 | (0.506) | (0.375) | | |

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) | (5.834) | |
| 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 | | 3.159 |
| Add projected underspend as at 31 st March 2014 | | 2.151 |
| Less - Estimate of severe weather recovery costs | | (0.518) |
| Projected Level of Total Contingency Reserve as at 31st March 2014 | | 4.792 |

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance | Action Required |
|-------------------------|---------------------|------------------------|---------------|--------------------------|---|--|
| HRA Subsidy | 6.167 | 6.356 | 0.189 | 0.189 | Capital Financing charges amended after budget rounds completed. Further amendments to Capital figures for inclusion in 2nd HRAS return. Under payment on 2012/13 of £0.031m calculated on Advance Final return. | Review timings of figures with Capital Financing team. |
| Rents | (26.946) | (27.155) | (0.210) | (0.213) | Bad Debt provision reviewed based on first quarter impact of "bedroom tax", resulting in a saving of £0.258m | Monitor impact of "Bedroom Tax" and review expected costs |
| Repairs and Maintenance | 8.393 | 8.758 | 0.365 | 0.290 | £0.221m net under spend variance on salaries due to long term vacancies and recruitment freeze in place. £0.312m over spend on materials as a result of 5000 more jobs being completed, planned works being undertaken resulting in higher cost materials and subcontractors using managed stores facility to promote standardisation of products utilised with in Council stock. Agreed subcontractor overspend of £0.271m due to adverse weather conditions in March 2013, recent high wind damage in February 2014 and major works on void properties. | Housing Asset Management Team is working closely with Travis Perkins on price reductions due to the volume of materials being purchased through the partnership arrangement. An in-house kitchen team is being created to undertake kitchen installations in void properties which will reduce the level of subcontractor spend in this area. |
| | | | | | Carry forward request for £0.070m due to hardware costs not materialising in 2013/14 but will be purchased in 2014/15. | |

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance | Action Required |
|-----------------------------|---------------------|------------------------|----------------|--------------------------|---|-----------------|
| Finance & Support | 2.656 | 2.418 | (0.238) | (0.247) | Support Recharges reflected at 2012/13 actuals, saving £0.106m. Information on 2013/14 has been requested. Pension Fund Strain costs £0.080m lower than anticipated creating saving. Insurance claim non-reimbursement reviewed and reflected at 2012/13 figures, saving £0.021m | |
| Housing Estates | 1.852 | 1.658 | (0.194) | (0.183) | Carry forward request for £0.085m due to software costs not materialising in 2013/14 but will be purchased in 2014/15. Carry forward request for £0.015m due to Maisonette budget not being fully spent in year. | |
| | | | | | Procurement reimbursement for screening received in amount of £0.058m. Void clearance recharges generating a further £0.014m income. Water commission generated a further £0.034m of income due to early bird discount scheme. Cancellation of cleaning contract saving £0.005m on maisonette blocks. Salary savings of £0.028m over all areas. | |
| Other variances (aggregate) | 8.375 | 8.373 | (0.001) | 0.008 | | |
| Total : | 0.497 | 0.408 | (0.089) | (0.155) | | |

Month 10

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | | Further information to support current position status or other relevant information |
|--|--------------------------|-----------------------------|--|-------------------------------|---------------------------|--|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | EFFICIENCY NOT ACHIEVABLE | |
| Fees & Charges (APPENDIX 7a) | | | | | | |
| <i>Community Services</i> | | | | | | |
| Residential Charging - Increased Income From Demand | 0.100 | | ✓ | | | 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 | ✓ | | | | |
| TOTAL | 0.118 | | | | | |
| Service Change (APPENDIX 7b) | | | | | | |
| <i>Community Services</i> | | | | | | |
| Reablement in the level of extra care | 0.100 | ✓ | | | | |
| Preserved Rights - reduced activity levels | 0.053 | ✓ | | | | |
| External Funding for Existing Post - Children's Services | 0.043 | ✓ | | | | |
| Family Placement Team - revision of existing practices | 0.040 | ✓ | | | | |
| Early Retirement - Non replacement of staff - CSA | 0.015 | ✓ | | | | |
| General Office Administration Review | 0.021 | ✓ | | | | |
| Housing Efficiency Savings | 0.028 | ✓ | | | | |
| Homelessness - Timing of presentations | 0.106 | ✓ | | | | |

Month 10

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | | Further information to support current position status or other relevant information |
|---|--------------------------|-----------------------------|--|-------------------------------|---------------------------|--|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | EFFICIENCY NOT ACHIEVABLE | |
| Youth Justice - Appropriate adult service | 0.010 | ✓ | | | | |
| Legal Fees - Use of solicitors / barristers | 0.010 | | ✓ | | | 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 | ✓ | | | | |
| Children's Services - FAST team budget reduction | 0.010 | | ✓ | | | The FAST team is currently showing an overspend of £0.027. |
| Preventative foster care service - day care | 0.005 | ✓ | | | | |
| TOTAL | 0.456 | | | | | |
| Procurement (APPENDIX 7c) | | | | | | |
| <i>Community Services</i> | | | | | | |
| PARIS - post implementation expenditure review | 0.030 | ✓ | | | | |
| Housing Services - Supplies and Services | 0.003 | ✓ | | | | |
| Social Care - Supplies and Services | 0.075 | ✓ | | | | |
| Procurement Hub - regional procurement of high cost low volume placements | 0.020 | ✓ | | | | |

Month 10

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | | Further information to support current position status or other relevant information |
|--|--------------------------|-----------------------------|--|-------------------------------|---------------------------|---|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | EFFICIENCY NOT ACHIEVABLE | |
| Children's Services - out of county placements - improved procurement practice | 0.533 | ✓ | | | | 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 £0.424 |
| Transport Review - revised contracts | 0.025 | ✓ | | | | |
| TOTAL | 0.586 | | | | | |
| Organisational Design (APPENDIX 7d) | | | | | | |
| <i>Community Services</i> | | | | | | |
| Review of Supported Living Service | 0.350 | | | | ✓ | The efficiency is fully achievable from 2014/15, as a result of implementation of the new structure from April 2014. An extensive consultation achieved a successful outcome, and retention of staff goodwill going forward. Some savings have been made as a result of right sizing. |
| Service Review of Warden Service | 0.018 | ✓ | | | | |
| Children's Services - Removal of one team manager post | 0.040 | ✓ | | | | |
| Development and Resources - Rationalisation of Management Team | 0.050 | ✓ | | | | |
| TOTAL | 0.458 | | | | | |

Month 9

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | | Further information to support current position status or other relevant information |
|---|--------------------------|-----------------------------|--|-------------------------------|---------------------------|---|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | EFFICIENCY NOT ACHIEVABLE | |
| Fees & Charges (APPENDIX 7a) | | | | | | |
| <i>Environment</i> | | | | | | |
| Agricultural Estate rentals | 0.008 | | ✓ | | | Agricultural Estates currently reporting a surplus income position. |
| Public Protection - increase to market rates | 0.025 | | ✓ | | | Fees for both Licensing and Bereavement Services were increased from 1st June 2013 |
| Markets Service - increased lettable space | 0.019 | | ✓ | | | Markets currently reporting a surplus income position. |
| Traffic Regulation order Notices | 0.013 | | ✓ | | | Budget Reduction met from within Highways Policy Budget |
| Streetscene - leachate processing | 0.075 | | ✓ | | | 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 | | ✓ | | | 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 | | ✓ | | | Previous approved pressure that was not required in 2013/14 and 2014/15 due to Local Government Borrowing Initiative (LGBI) |

Month 9

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | | Further information to support current position status or other relevant information |
|--|--------------------------|-----------------------------|--|-------------------------------|---------------------------|--|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | EFFICIENCY NOT ACHIEVABLE | |
| Public Conveniences - revisit of strategy | 0.050 | | | ✓ | | Tower Gardens, Holywell didn't close until 30th April 2013 and Cilcain and Caerwyns have been further delayed with ongoing consultation necessary and under achievement on the efficiency by £21k is likely. |
| Streetscene - implementation of Part III agreement | 0.300 | | | | ✓ | 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 | | | | ✓ | 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 | | ✓ | | | Budget Monitoring Position at Period 4 indicates achievement of this efficiency. |
| Staff travel - reduced mileage payments | 0.003 | | ✓ | | | Budget Monitoring Position at Period 4 indicates achievement of this efficiency. |
| Directorate Support & Performance - Supplies and Stationery - Streamline current processes | 0.008 | | ✓ | | | Budget Monitoring Position at Period 4 indicates achievement of this efficiency. |
| TOTAL | 0.780 | | | | | |
| Procurement (APPENDIX 7c) | | | | | | |
| <i>Environment</i> | | | | | | |
| Waste Services - Tender Transport arrangements for waste disposal | 0.050 | | ✓ | | | New Transport arrangements have been awarded as part of a tender process and are now in place. |
| Transportation Services - Review of subsidised Bus Service Contracts and re-tender | 0.036 | | ✓ | | | Efficiency absorbed within service budget |

Month 9

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | | Further information to support current position status or other relevant information |
|---|--------------------------|-----------------------------|--|-------------------------------|---------------------------|---|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | EFFICIENCY NOT ACHIEVABLE | |
| Reduction in use of consultants | 0.013 | | ✓ | | | Efficiency absorbed within service budget |
| Reduction in influencable spend | 0.025 | | ✓ | | | Efficiency absorbed within service budget |
| Streamline current processes within Directorate Support | 0.020 | | ✓ | | | 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 | | ✓ | | | 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 | ✓ | | | | Specific Directorate Balance in the Environment Balance Sheet |
| Licensing / Health & Safety - balance not required | 0.025 | | ✓ | | | Specific Directorate Balance in the Environment Balance Sheet |
| TOTAL | 0.050 | | | | | |

Month 9

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | | Further information to support current position status or other relevant information |
|--|--------------------------|-----------------------------|--|-------------------------------|---------------------------|---|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | EFFICIENCY NOT ACHIEVABLE | |
| Fees & Charges (APPENDIX 7a) | | | | | | |
| <i>Lifelong Learning</i> | | | | | | |
| Library Service - Fines | 0.001 | | ✓ | | | |
| Library - Hire charges increase | 0.001 | | ✓ | | | |
| Leisure Services - increased charges | 0.175 | | | ✓ | | 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 | | | ✓ | | 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 | | ✓ | | | |
| Youth Service - reduction of senior area workers | 0.032 | | ✓ | | | 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 S |

Month 9

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | | Further information to support current position status or other relevant information |
|--|--------------------------|-----------------------------|--|-------------------------------|---------------------------|--|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | EFFICIENCY NOT ACHIEVABLE | |
| Youth Service - term time only contracts | 0.026 | | | ✓ | | 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 | | ✓ | | | |
| Youth Service - Building costs savings | 0.011 | | ✓ | | | |
| Youth Service - Building rationalisation | 0.005 | | ✓ | | | |
| Youth Service - Holding back £50k (CC 1/3/13) | (0.050) | ✓ | | | | This additional contribution is no longer required during 2013/14. |
| Facilities - Management / Central Office - structure review | 0.015 | | ✓ | | | |
| Facilities - County Hall revised opening hours - reduced energy / overtime costs | 0.025 | | | | ✓ | 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 | | | | ✓ | 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 | | ✓ | | | |
| Directorate Management Team Restructure | 0.043 | ✓ | | | | |
| TOTAL | 0.192 | | | | | |

Month 9

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | Further information to support current position status or other relevant information |
|---|--------------------------|-----------------------------|--|-------------------------------|--|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | |
| Procurement (APPENDIX 7c) | | | | | |
| <i>Lifelong Learning</i> | | | | | |
| Reduction of Postage within the Library Service | 0.001 | | ✓ | | |
| Out of County - Improved procurement through framework agreements and monitoring of placements. | 0.385 | | ✓ | | |
| School Transport Service - Operational efficiencies | 0.080 | | ✓ | | |
| TOTAL | 0.466 | | | | |

| | | | | | |
|--|--------------|---|--|--|--|
| Organisational Design (APPENDIX 7d) | | | | | |
| <i>Lifelong Learning</i> | | | | | |
| Libraries - Flexible retirement | 0.015 | ✓ | | | |
| Libraries - Library Service Review | 0.037 | ✓ | | | |
| TOTAL | 0.052 | | | | |

| | | | | | |
|---|--------------|---|--|--|--|
| Other Efficiencies (APPENDIX 7e) | | | | | |
| <i>Lifelong Learning</i> | | | | | |
| Demographic Change in Schools (pupil numbers) | 0.132 | ✓ | | | |
| TOTAL | 0.132 | | | | |

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | Further information to support current position status or other relevant information |
|---|--------------------------|-----------------------------|--|-------------------------------|--|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | |
| Fees & Charges (APPENDIX 7a) | | | | | |
| <i>FINANCE - Corporate Services</i> | | | | | |
| Revenues - increased number of Council Tax fines | 0.027 | | ✓ | | |
| <i>ICT & CUSTOMER SERVICES - Corporate Services</i> | | | | | |
| Registrars - increased fees | 0.019 | | ✓ | | |
| Network Services - income from hosting PSBA equipment | 0.004 | ✓ | | | |
| <i>LEGAL & DEMOCRATIC - Corporate Services</i> | | | | | |
| External Fees - conveyancing / S106 agreements | 0.015 | | ✓ | | |
| TOTAL | 0.065 | | | | |
| Service Change (APPENDIX 7b) | | | | | |
| <i>Chief Executive - Corporate Services</i> | | | | | |
| Corporate Comms - reduced workforce bulletins | 0.003 | | ✓ | | |
| <i>HR & OD - Corporate Services</i> | | | | | |
| CRB checks - review of options | 0.035 | | ✓ | | |
| <i>LEGAL & DEMOCRATIC - Corporate Services</i> | | | | | |
| Democratic Services - reduced paper usage | 0.010 | | ✓ | | |
| Members Allowances (Basic Allowance) - no inflationary increase | 0.010 | | ✓ | | |
| Members Allowances - Special Responsibility Allowances - reduction of number allocated | 0.070 | | ✓ | | |
| Members Allowances - NI contributions reduction linked to reduced number of Special Responsibility allowances | 0.010 | | ✓ | | |
| TOTAL | 0.138 | | | | |

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | Further information to support current position status or other relevant information |
|---|--------------------------|-----------------------------|--|-------------------------------|--|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | |
| Procurement (APPENDIX 7c) | | | | | |
| <i>Chief Executive - Corporate Services</i> | | | | | |
| Employee / Residents Consultations - reduction in number | 0.003 | | ✓ | | |
| Supplies and Services | 0.010 | | ✓ | | |
| Joint Working - costs reduction | 0.002 | | ✓ | | |
| Alterations / Improvements reductions - future agile working | 0.002 | | ✓ | | |
| Employee Safety Measures - reduced demand on budget | 0.010 | | ✓ | | |
| Conferences/Seminars/Lectures - reduced attendance | 0.001 | | ✓ | | |
| ICT & CUSTOMER SERVICES - Corporate Services | | | | | |
| Training Budget - Procurement via new solutions | 0.001 | | ✓ | | |
| Reduced maintenance costs due to new security equipment | 0.025 | | ✓ | | |
| Networking Hardware - reduced procurement | 0.002 | | ✓ | | |
| ICT Cabling - reduction enabled by IPT solution | 0.002 | | ✓ | | |
| Leasing - budget adjustment | 0.006 | | ✓ | | |
| Software Licensing - Microsoft licences procured through other agreements | 0.010 | | ✓ | | |
| Hardware Maintenance - letting of MFD contracts | 0.001 | | ✓ | | |

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | | Further information to support current position status or other relevant information |
|--|--------------------------|-----------------------------|--|-------------------------------|---------------------------|--|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | EFFICIENCY NOT ACHIEVABLE | |
| Reduce influencable spend by 3% | 0.004 | | ✓ | | | |
| Reduced ICT Expenditure | 0.003 | | ✓ | | | |
| Rationalisation of third party software costs | 0.013 | | ✓ | | | |
| Avoidance of inflationary rises - software maintenance costs | 0.020 | | ✓ | | | |
| Reduced licence costs - via renegotiation | 0.018 | | ✓ | | | |
| Supplies and Services | 0.061 | | ✓ | | | |
| Training budget reduction - build around training solutions | 0.001 | | ✓ | | | |
| Alterations & Improvements - Datacentres | 0.004 | | ✓ | | | |
| Other Consumables - reduction in expenditure | 0.001 | | ✓ | | | |
| Hardware Maintenance - new technology with warranty | 0.015 | | ✓ | | | |
| Listing Paper - More use of electronic means | 0.002 | | ✓ | | | |
| Enterprise Servers - hardware | 0.003 | | ✓ | | | |
| Services work and Consultancy | 0.004 | | ✓ | | | |
| Supplies & Services | 0.009 | | ✓ | | | |
| FINANCE - Corporate Services | | | | | | |

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | | Further information to support current position status or other relevant information |
|---|--------------------------|-----------------------------|--|-------------------------------|---------------------------|--|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | EFFICIENCY NOT ACHIEVABLE | |
| Supplies & Services | 0.012 | | ✓ | | | |
| TOTAL | 0.245 | | | | | |
| Organisational Design (APPENDIX 7a) | | | | | | |
| <i>Chief Executive - Corporate Services</i> | | | | | | |
| Reduction in mileage travelled - Emergency Planning | 0.001 | | ✓ | | | |
| TOTAL | 0.001 | | | | | |

Month 10

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | | Further information to support current position status or other relevant information |
|--|--------------------------|-----------------------------|--|-------------------------------|---------------------------|--|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | EFFICIENCY NOT ACHIEVABLE | |
| Service Change (APPENDIX 7b) | | | | | | |
| <i>Central & Corporate Finance</i> | | | | | | |
| Clwyd Theatr Cymru - agreed reduction to contribution | 0.015 | ✓ | | | | |
| TOTAL | 0.015 | | | | | |
| Procurement (APPENDIX 7c) | | | | | | |
| <i>Central & Corporate Finance</i> | | | | | | |
| Flintshire Futures - E-procurement and improved processes | 0.102 | | ✓ | | | |
| Flintshire Futures - Internal Fleet Review | 0.160 | ✓ | | | | |
| TOTAL | 0.262 | | | | | |
| Other Efficiencies (APPENDIX 7e) | | | | | | |
| <i>Central & Corporate Finance</i> | | | | | | |
| Reduced contingencies - one-off investment costs | 0.240 | ✓ | | | | |
| Reduced contingencies - NDR | 0.077 | ✓ | | | | |
| Reduction in Fire Levy due to formula changes | 0.027 | ✓ | | | | |
| Flintshire Futures Assets Workstream - Facilities Management | 0.060 | | | | | ✓ |

Month 10

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | Further information to support current position status or other relevant information |
|--|--------------------------|------------------|---|--|--|
| Flintshire Futures - Customer Workstream Contact Centre | 0.100 | ✓ | | | <i>Detailed work being undertaken to assess the timing of efficiency</i> |
| Flintshire Futures - Customer Workstream face to face customer contact | 0.100 | | ✓ | | <i>Detailed work being undertaken to assess the timing of efficiency</i> |
| Flintshire Futures - Customer Workstream Channel Shift | 0.100 | ✓ | | | <i>Detailed work being undertaken to assess the timing of efficiency</i> |
| TOTAL | 0.704 | | | | |

FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY, 10 APRIL 2014**

REPORT BY: **HEAD OF FINANCE**

SUBJECT: **WELFARE REFORM UPDATE**

1.00 PURPOSE OF REPORT

1.01 To update members on the latest position regarding Welfare Reform.

2.00 BACKGROUND

2.01 When the Welfare Reform Board agreed in July 2013 that its objectives to oversee the development and successful implementation of the Welfare Reform Strategy had been completed, it was agreed that alternative arrangements were needed to report on the operational aspects of managing Welfare Reform.

2.02 As a result, it was agreed that for Council Members this would be through reporting to Cabinet and Scrutiny and for partner organisations through the Local Service Board (LSB) and Advice Management Board (AMB).

2.03 The Welfare Reform update for members in the autumn was provided through the Member Workshop held on 8th November 2013. This report begins a cycle of quarterly reporting which is aligned to the Council's performance reporting cycle. This report was provided to Cabinet in March, and information will also be provided to Housing Overview & Scrutiny in April.

2.04 Updates are provided on a regular basis to the LSB and AMB.

2.05 This report identifies affected areas and the Council's response. Where later information is available to the end of March, this will be updated verbally at the Committee.

3.00 CONSIDERATIONS

3.01 Benefit Cap

As of the 31 December 2013, 42 Flintshire households were subject to the Benefit Cap and have had their housing benefit reduced accordingly. The total reduction in housing benefit amongst the Flintshire households is £4,695 pw.

The Benefit Cap is an ongoing process with the Department for Work and Pensions (DWP) advising Flintshire Housing Benefit (HB) department of new cases to be capped or removed from capping on a monthly basis

The Welfare Reform Response Team directly targeted the households subject to the Benefit Cap. To date, seventeen households have engaged with a response worker and started to identify and implement solutions to the financial problems that have been generated by having their weekly welfare benefit income reduced.

Through the interventions of the Welfare Reform Response Team, six households have been assisted to become exempted from the Benefit Cap and a further three households are awaiting decisions on disability benefit claims, which if they are successful, will exempt these households too. All seventeen households have been provided with personal budgeting support to help them to be more adept at managing their household income

The Benefit Cap is an ongoing process with the Department for Work and Pensions (DWP) advising Flintshire Housing Benefit (HB) department of new cases to be capped or removed from capping on a monthly basis

3.02 Maximum Rent Social Sector (MRRS)

The introduction of MRSS (commonly known as Bedroom Tax) in April 2013, resulted in a reduction of Housing Benefit payable in instances where Social Housing tenants under occupied a property based on the number of bedrooms in the property. With reductions of:-

14% for 1 bedroom
25% for 2 or more bedrooms

In Flintshire the number of tenants affected by these changes were
14% reduction - 2064 tenants of which 1642 were Flintshire tenancies
25% reduction - 772 tenants of which 690 were Flintshire tenancies.

A loophole within the administration of the MRSS was identified in January 2014. This loophole relied on the fact that the transitional protection aimed at tenants in 1996 operated by freezing the pre-1996 eligible rent rules for anyone who satisfied the continuous HB/continuous occupation requirements.

Although the rules for private tenants have undergone major reform, the rules for social sector tenants have not been amended therefore, technically, the eligible rent of a social sector tenant who has been on HB in the same dwelling since 1996 is calculated under the pre-1996 Regulations.

This technicality effectively exempts social landlord tenants from MRSS, where they have continuous HB and occupation prior to January 1996.

In Flintshire, the HB department identified 339 claims which required investigation for eligibility for exemption; this resulted in 104 claims being exempt from MRSS.

The Regulations were amended with effect from March 2014 to address this issue. As a result, any claims identified as being exempt this year will be subject to the restrictions again from the legislation change. This will require claims to be amended to remove the exemption. This is being actioned.

3.03 **Council Tax Reduction Scheme**

The Regulations have now been laid by Welsh Government and a scheme was adopted by Flintshire at the end of January for the 2014/15 financial year, with the availability of 100% reduction in eligible cases.

In December 2013, the Welsh Government launched a consultation on the future of its Council Tax Reduction Scheme.

The consultation recognises that the cost of maintaining entitlement to CTRS will increase year on year, making it more and more difficult to sustain this protection, and, as a result they are reviewing the options for the medium and long term future of council tax support. This was reported to Cabinet and Corporate Resources Overview & Scrutiny in February and the Council's response was submitted to Welsh Government by the required date of 5th March 2014.

3.04 **Discretionary Assistance Fund (DAF)**

The DAF is being managed by Northgate Public Services who are working in partnership with The Family Fund and Wrexham County Borough Council.

The DAF became operational across Wales from 2 April 2013 and has replaced elements of the DWP Social Fund. The purpose of DAF is to offer grant payments to help and support people where there is an identified need to safeguard their, or a member of their households, health and well-being and the applicant has no other means of meeting the immediate cost of living. Two grant payments are available; i) Individual Assistance Payment, and, ii) Emergency Assistance Payment.

The DAF is a cash limited fund which will initially run until March 2015. During the period April 2013 – October 2013, across Wales 18,320 applications were made to the DAF with support being given to 12,192 people. During the same period, Flintshire residents submitted 728 applications to the DAF with 428 of these applications (59%) being successful.

In its first six months of operation, the Discretionary Assistance Fund has spent just over £2.7 million of its annual budget of £10.2 million. This level of expenditure is significantly lower than projected. A recently published report from a Welsh Government Task and Finish Group included a series of formal recommendations to the DAF on how the scheme could be changed to offer assistance to more vulnerable households. A Flintshire County Council officer was a member of this group which was established by Welsh Government to consider the effects of changes to the welfare system on the social rented sector.

3.05 **Personal Independence Payments**

The DWP have acknowledged that there are unacceptable delays in processing personal independence payment applications. Statistics released in January 2014 by the DWP, demonstrate that decisions had been made on less than one in five new personal independence payment claims submitted in the period June to December 2013. Of particular concern was the delay in processing claims from applicants with a terminal illness. The DWP have now introduced new processes to ensure that such personal independence claims are fast tracked.

The reassessment process for current disability living allowance claimants aged 16 – 64 years old (on the 8th April 2013) commenced on the 28th October 2013. The DWP project that 20% of current disability living allowance claimants will not meet the stricter eligibility criteria for personal independence payments The first groups of Disability living allowance claimants being reassessed are:-

- Children reaching 16,
- Claimants with fixed term awards that end after the 17th March 2014, and

- Claimants who report a change in their circumstances, i.e., their health has deteriorated and their care and mobility needs have increased.

The Government have confirmed that the large-scale reassessment of claimants (including over 3,000 Flintshire residents) who have an indefinite award of disability living allowance will not commence until at least October 2015.

3.06 **Universal Credit (UC)**

The first statistics on UC, released in December 2013, show that, across the United Kingdom, 7,500 people have claimed the new benefit between April and December 2013 with seven out of ten claims being made by people aged under 25 years. At present there are around 5,000 live UC claims with only 10% of the live UC claims including housing costs.

On the 3rd February 2014, a Statutory Instrument was laid before Parliament confirming that UC will be implemented within Flintshire from the 7th April 2014. The Statutory Instrument also provided confirmation that from April 2014, universal credit will only be claimed by single unemployed claimants served by Shotton Jobcentre who live within the following postcode districts:-

- a) CH5 1 to CH5 4.
- b) CH5 9

It is expected that during the first few months of its implementation within Flintshire, the take-up of UC amongst single claimants will be low, with DWP projecting an average of 50 claims per month. However, the Secretary of State has given a commitment to Parliament that during 2014 access to universal credit will be extended to include more claimant groups. The DWP have indicated that Shotton Jobcentre will begin to accept universal credit claims from claimant couples during 2014.

Flintshire has negotiated a DWP funded partnership agreement with the DWP. This will ensure there is a coordinated network of support provision available to assist vulnerable claimants to make and sustain their universal credit claim, and that measures are also developed to provide DWP decision makers with direct access to technical advice and support from the Flintshire County Council Housing Benefit Service on universal credit claims that include housing costs.

The implementation of universal credit within Flintshire which outlined the Delivery Partnership Agreement between the Council and the DWP was reported to Cabinet in March.

3.07 **Discretionary Housing Payments(DHP)**

The DWP have increased DHP funding to assist claimants who have been affected by welfare reform, this assistance is based on need and is viewed by DWP as temporary assistance until a claimant is able to adapt to the changes. The Council also provides funding within its base budget for DHP payments and this was re-profiled in the 2014/15 budget to take account of the level of DWP funding and levels of demand.

FCC Benefits Department have established protocols to ensure DHP is available to support affected claimants with an application process to ensure that help is provided in accordance with DWP guidelines.

As at February 2013, DHP totalling £245,811 has been paid to 584 claimants.

A review of applications in quarter 3 shows that 72.6% of applications were approved with landlord sector approval of:-

| | |
|------------|-------|
| Flintshire | 79.1% |
| RSL | 78.9% |
| Private | 61.8% |

The Council's successful proactive work with claimants (see 3.10) has been effective in reducing the cost of DHP to levels lower than had been anticipated but, importantly, all eligible claimants have received support through DHP.

3.08 **Welfare Reform Training and Development Programme**

The programme continues to be delivered to front line advice and support staff from a range of internal and external services.

In December 2013, four training courses, providing an overview of universal credit and the personal independence payment, were delivered to 60 Flintshire County Council front line staff. Arrangements were made for these two courses to be cascaded to external advice and support services in March 2014.

3.09 **Welfare Reform Response Team (WRRT)**

The team was established in May 2013 to directly target advice and support at vulnerable households throughout Flintshire who are at most risk of losing household income and may face an increased risk of homelessness. The team has used data provided by the FCC Housing Benefit Service to predominately target their support services at households impacted by the spare room subsidy and the Benefit Cap.

At the 31st January 2014, the team had targeted over 175 households with 131 households accepting the offer of support and engaging with a response officer.

The WRRT interventions with these households have produced numerous successful outcomes, which have helped households to better manage the financial changes imposed upon them by the welfare reforms.

The successful outcomes include the following:-

- 16 households were assisted to enter employment or to access training/education in order to enhance employment prospects
- 88 households were helped to gain extra weekly income, totalling £85,000 pa
- 39 households were helped to avoid the risk of becoming homeless
- 20 households were helped to access more affordable accommodation
- 49 households received support to better manage their household budgets
- 29 households were helped to claim a discretionary housing payment award (Note: 41 households did not need to submit an application for a discretionary housing payment as the WRRT helped them to identify alternative means of meeting the shortfall in their housing benefit award.)

4.00 RECOMMENDATIONS

4.01 That Members note the report.

5.00 FINANCIAL IMPLICATIONS

5.01 None directly as a result of this report.

6.00 ANTI POVERTY IMPACT

6.01 There will be an impact of reducing benefits payable to residents who must be considered as our most financially vulnerable as that they had previously qualified for means tested benefits.

6.02 The work streams, which are being managed within Flintshire's response to the welfare reform agenda, aim to protect, as much as possible, the most vulnerable members of our communities from being adversely affected by the ongoing transformation of the social security system.

7.00 ENVIRONMENTAL IMPACT

7.01 None.

8.00 EQUALITIES IMPACT

8.01 As a Legislative decision the impacts have been assessed by DWP, WG, WLGA, at an Authority level impacts have been recognised.

9.00 PERSONNEL IMPLICATIONS

9.01 As benefits reductions are implemented there will be an increase demand on staff resource to explain the changes to residents and provide advice and support to help residents manage the reduction in their household income.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 None.

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

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FLINTSHIRE COUNTY COUNCIL

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

DATE: **WEDNESDAY 16TH APRIL 2014**

REPORT BY: **MEMBER ENGAGEMENT MANAGER**

SUBJECT: **FORWARD WORK PROGRAMME**

1.00 PURPOSE OF REPORT

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

2.00 BACKGROUND

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

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

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

3.00 CONSIDERATIONS

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

4.00 RECOMMENDATIONS

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

5.00 FINANCIAL IMPLICATIONS

None as a result of this report.

6.00 ANTI POVERTY IMPACT

None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

None as a result of this report.

8.00 EQUALITIES IMPACT

None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

None as a result of this report.

10.00 CONSULTATION REQUIRED

N/A

11.00 CONSULTATION UNDERTAKEN

Publication of this report constitutes consultation.

12.00 APPENDICES

Appendix 1 – Forward Work Programme

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

None.

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

| DATE | SUBJECT | O&S FOCUS | REPORT FROM |
|--|--|--|------------------------------------|
| Thursday 8 th May 2014 10.00 | Annual Improvement Report from Wales Audit Office Revenue Budget Monitoring 2013/14 Month 11 People Strategy 2014/17 Forward Work Programme | Information Monitoring Monitoring Development | KA GF HLS RJR |
| Thursday 12 th June 2014 10.00 | Revenue Budget Monitoring 2013/14 Month 12 Improvement Plan monitoring 2013/14 and 2014/15 Forward Work Programme | Monitoring Monitoring Development | GF RJR |
| Thursday 10 th July 2014 10.00 | Revenue Budget Monitoring 2013/14 Forward Work Programme | | GF RJR |

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