

Public Document Pack

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Chief Officer (Governance)
Prif Swyddog (Llywodraethu)



To: Cllr Carolyn Thomas (Chair)

CS/NG

Councillors: Marion Bateman, Clive Carver,
Paul Cunningham, Peter Curtis, Ian Dunbar,
Andy Dunbobbin, Robin Guest, Ron Hampson,
Joe Johnson, Richard Jones, Richard Lloyd,
David Roney, Paul Shotton and Arnold Woolley

6 February 2015

Maureen Potter 01352 702322
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Dear Sir / Madam

A meeting of the **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** will be held in the **DELYN COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **THURSDAY, 12TH FEBRUARY, 2015** at **10.00 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

A G E N D A

- 1 **APOLOGIES**
- 2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**
- 3 **MINUTES** (Pages 3 - 12)
To confirm as a correct record the minutes of the last meeting.
- 4 **REVENUE BUDGET MONITORING 2014/15 (MONTH 8)** (Pages 13 - 46)
Report of Chief Officer (People and Resources)

- 5 **UPDATE ON THE DEVELOPMENT OF THE PEOPLE STRATEGY 2015 - 18**
To receive a presentation from Chief Officer (People and Resources)

- 6 **PERFORMANCE APPRAISAL COMPETENCY BASED MODEL.** (Pages 47 - 74)
Report of Chief Officer (People and Resources)

- 7 **FORWARD WORK PROGRAMME (CORPORATE RESOURCES)** (Pages 75 - 78)
Report of Member Engagement Manager

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE **15 JANUARY 2015**

Minutes of the meeting of the Corporate Resources Overview and Scrutiny Committee of the Flintshire County Council held at County Hall, Mold on Thursday, 15 January 2015

PRESENT: Councillor Carolyn Thomas (Chair)

Councillors: Marion Bateman, Clive Carver, Paul Cunningham, Andy Dunbobbin, Robin Guest, Ron Hampson, Joe Johnson, Richard Jones, David Roney, Paul Shotton and Arnold Woolley

ALSO PRESENT:

Councillor Haydn Bateman attended as an observer

APOLOGIES:

Leader of the Council

Councillors: Peter Curtis, Ian Dunbar and Richard Lloyd

CONTRIBUTORS:

Deputy Leader, Chief Executive, Chief Officer (People and Resources), Corporate Finance Manager, Finance Manager, Revenues & Benefits Manager and Benefits Manager

IN ATTENDANCE:

Member Engagement Manager and Committee Officer

55. DECLARATIONS OF INTEREST

No declarations of interest were made.

56. MINUTES

The minutes of the meeting of the Committee held on 11 December 2014 had been circulated to Members with the agenda.

Councillor Arnold Woolley referred to page 4 and felt that the minute on Mid Year Chief Officer Performance Reports did not reflect that had been agreed at the meeting. He opined that on the issue of virements, he had requested a full report on the reason why the virements existed and it had been agreed that a report detailing the facts would be submitted to the Committee when it was available; this was not reflected in the minute. He raised significant concern about the potential for non-compliance with procedures and said that it was important for Members to be aware of the detail behind virements.

In response, the Member Engagement Manager said that he had spoken to the Scrutiny Facilitator and the Committee Officer who had attended the meeting and neither had noted a decision for a report to be provided to the Committee. Councillor Woolley indicated that there had not

been a formal decision but agreement had been reached with officers to provide the report. The Member Engagement Manager added that a meeting had since taken place with Councillors Woolley and Nigel Steele-Mortimer, the Chief Officer (People and Resources) and the Corporate Finance Manager to discuss issues that Councillor Woolley had raised. Councillor Woolley confirmed that the meeting had taken place but had not addressed the issue of virements.

The Chair could not recall if a report had been requested and Councillor Paul Shotton commented that the Leader of the Council had indicated at the meeting that he was not aware of the situation and wanted further information on the issue. The Chief Executive felt that there were two issues which needed dealing with separately; the first being the request for a report on virements and practices, which could be provided and secondly Councillor Woolley's enquiries and concerns about historical practices. The Deputy Leader raised significant concern at the issues raised by Councillor Woolley, particularly as he had been Executive Member for Finance at the time of some of the issues. He also suggested that Councillor Woolley should share his letter to the Ombudsman with Officers and Members.

In response to a comment from the Chair on minute number 48 (Quarter 2 Improvement Plan Monitoring Report), the Chief Executive advised that a report would be submitted to the Committee when an update on the proposed demolition of the Civic Offices in Connah's Quay was available.

RESOLVED:

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

57. BUDGET CONSULTATION PROCESS

The Chief Executive provided a verbal update on the national and local budget position and gave a broad indication of the issues to be discussed at Cabinet on 20 January 2015.

He commented on the discussion that had taken place at the previous meeting about the Chancellor's Annual Statement and the support provided by the Committee to lobby for Flintshire's share of the funding. He advised that a letter that had been requested by the Committee at that meeting had not been sent. However, a positive meeting had taken place on 19th December 2014 with Leighton Andrews, the Minister for Public Services, on issues including Community Asset Transfer and what could be done to protect front line services. Work would be undertaken to establish whether funding for such issues was available from Welsh Government along with applying for any available funding from the balance remaining from the monies referred to in the Autumn Statement.

On the issue of local budget consultation, the Chief Executive thanked Members for their support and explained that the first budget Overview & Scrutiny budget meeting would take place on Thursday, 22nd January 2015.

He spoke about the budget proposals which had been shown on the Council's website and the small number of comments received compared to the significant number of 'hits' to the website. The public consultation responses would be available for Members to consider at the budget meetings. A verbal update and presentation was to be provided to the Cabinet meeting on 20th January 2015 to provide details on closing the budget gap. Substantial progress had been made on this issue and the Chief Executive thanked all those who had undertaken work on the budget proposals.

The Deputy Leader echoed the words of the Chief Executive and welcomed the questions submitted by Members and their involvement in the process. He commented on the Cabinet meeting on 20th January 2015 and the work that was still ongoing on the budget proposals. He reminded the Committee that the budget for 2015/16 would also be considered at the County Council meeting scheduled for 17th February 2015.

Councillor Richard Jones spoke about the national budget position and the extra funding in the Autumn Statement. He commented on the £40k that was being used for rate relief and was therefore not available for Council's to apply for to use for other purposes. He spoke of concerns in the Health Service and suggested that a request be made to WG for funding for specific portfolio areas that the Council wanted to retain. In response, the Chief Executive said that the Council had not been consulted on the use of the extra funding and he commented on positive discussions with the Director of NHS Wales on the interrelation between health and social care issues.

In response to a comment from Councillor Marion Bateman, the Deputy Leader said that he felt that savings could be made by collaborating with neighbouring authorities even if Councils did not merge. It was important to protect front line services and he spoke of the discussions and work that needed to be undertaken to assist in this. The Chief Executive spoke of the Medium Term Financial Plan and the need for Councils to be made aware of indicative funding for future years. He expressed concern that future cuts similar to those faced this year could result in difficult choices being made. He commented on the work by the Minister for Public Services on the White Paper for Local Government and his positive comments at the meeting in December 2014 on the future of local government. The Deputy Leader spoke of a meeting that the Leader of the Council was attending with the First Minister to discuss issues such as Local Government Reorganisation and said that he would be making representations about the need for the Council to receive indicative budget proposals for future years to allow early works on budgets for 2016/17 and the following years.

The Chair asked whether the White Paper would include financial details behind possible mergers between Councils. The Chief Executive responded that the scope of the White Paper was not yet known but it was anticipated that a significant amount of detail on the governance of Councils would be included but it was not expected to include financial planning. He spoke of a document published by the Chartered Institute of Public Finance

and Accountancy (CIPFA) on the proposed costs of a Local Government Review and the benefit of cost reductions.

Councillor Robin Guest spoke of the gap between Welsh Government and Local Government and the recent comments about reducing the number of Councillors but increasing the number of Assembly Members. On the issue of the letter requested at the previous meeting outlining Member's concerns on hypothecated funding, he raised concern that the letter had not been sent and queried what had changed to make the letter irrelevant. He also sought clarification on whether the Chair had been involved in the decision not to send the letter, which the Chair confirmed she had not. The Deputy Leader felt that the Leader would be discussing the concerns that had been raised at the 11th December 2014 meeting, and therefore what would have been included in the letter, when he met with the First Minister. He agreed to speak to the Leader and send Members a note about issues that had been discussed at the meeting. The Chief Executive explained that the concerns had also been raised with the Minister for Public Service when he visited the Leader and Chief Executive in December 2014 but added that a letter could still be sent if the Committee requested it.

Councillor Richard Jones was disappointed that the letter had not been sent and added that WG had had an opportunity to provide some of the additional funding, referred to in the Autumn Statement, to Councils for local choice but this had not been taken. The Chief Executive said that it was his understanding that the amount for the 'consequentials' would be a recurring amount that would be built into budgets and would therefore be available for future years.

Councillor Paul Shotton welcomed the drop-in sessions for Members on the budget proposals. On the issue of working with Wrexham Council, he suggested that a letter be sent to the Corporate Resources Overview & Scrutiny Committee, or its equivalent, on possible savings that could be made by collaborating. Councillor Richard Jones suggested that they be invited to a joint meeting to discuss such issues. The Deputy Leader suggested that a press release be sent out about the suggestion but it was agreed that this not be undertaken. Following a comment from Councillor Bateman, the Chief Executive confirmed that savings had been identified for collaboration on areas such as Planning, ICT and Human Resources. Councillor Richard Jones requested that a list be sent to Members of the areas where collaboration with neighbouring authorities was taking place; the Chief Executive confirmed that this was possible.

RESOLVED:

- (a) That the update be received; and
- (b) That a letter be sent to Corporate Resources Overview & Scrutiny Committee, or its equivalent, at Wrexham County Borough Council about a joint meeting to discuss possible savings through collaboration.

58. REVENUE BUDGET MONITORING 2014/15 (MONTH 7)

The Corporate Finance Manager introduced a report to provide Members with the latest Revenue Budget Monitoring 2014/15 (Month 7) for the Council Fund and Housing Revenue Account which was to be submitted to Cabinet on 20 January 2015.

For the Council Fund, the projected net in year expenditure, which included variances in pay, was forecast to be £0.821m lower than budget and was a £0.060m reduction on Month 6. Appendix 1 detailed the movement since Month 6 and the rebasing of workforce budgets as detailed in paragraph 3.02 had resulted in changes to portfolio budgets. Section 3.06 detailed the efficiencies and it was currently projected that £7.597m of the £8.840m (86%) would be achieved. Details of the workforce efficiencies and voluntary redundancy scheme were provided in paragraphs 3.10 and 3.11 with the second scheme resulting in an additional contribution of £0.240m of efficiencies to the overall target. The overall projected position for 2014/15 was summarised in the report.

Section 5 detailed the risks and assumptions and in section 6 the undermarked reserves were detailed. Taking into account amounts needed to be used from the unearmarked reserves and the current projected outturn at month 7, the projected balance on the contingency reserve at 31 March 2015 was £3.762m and this was summarised in appendix 4.

The HRA was projected to have an overall underspend of £0.083m and a projected closing balance at month 7 of £1.249m, which at 4.15% of total expenditure satisfied the prudent approach of ensuring a minimum level of 3%; appendix 5 detailed the reasons for significant variances.

On the issue of risks and assumptions, Councillor Richard Jones suggested that values could be included to allow Members to compare the risks month on month. He also raised concern that the budget headings, particularly for Social Services, changed each month which did not allow for easy comparison and added that where actions were required, further detail could be included. In response, the Corporate Finance Manager explained that work was being undertaken and the inclusion of figures for the risks and assumptions could be addressed for future reports. He added that the Social Services budget headings would be looked at in detail. The Chief Executive commented that, where possible, narrative about whether the risk was stable or not could be included. In response to a further query from Councillor Jones, he advised that MRP stood for Minimum Revenue Provision.

Councillor Robin Guest sought further detail on why some of the workforce efficiencies could not be achieved. The Chief Executive commented on the three major areas of review which included overall workforce reduction and the admin review. He provided details of the efficiencies that had been achieved and commented on the overall reduction of 40% for the admin review. He remarked on the work undertaken as part of the 'Value for Money' proposals.

Councillor Richard Jones referred to the appendix 1 and asked for further detail on the £0.144m variance in Disability Services and whether the vacancy saving of £0.292m in Development & Resources would continue to year end in March 2015. He also asked about the Central Loans and Investment Account (CLIA) reduction of £0.157m and the movement on workforce efficiencies less investment costs of £0.621m. In response, the Corporate Finance Manager advised that he would provide details on the £0.144m variance in Disability Services and he confirmed that the £0.292m vacancy saving in Development & Resources would continue to the year end. He provided details of the CLIA reduction and explained that paragraph 3.15 provided information on the £0.621m workforce efficiencies.

Councillor Paul Shotton asked about the results of the Single Person Discount Review for Council Tax and whether a reduction in those claiming had been achieved. The Revenues & Benefits Manager advised that following the review, 26% of claimants were no longer eligible to receive the discount. In response to a further question from Councillor Shotton about the costs for the former Euticals site in Sandycroft and whether funding was being sought from Welsh Government, the Chief Executive said that costs were known for the costs of phase 1 of the clearance of the site and that discussions would be undertaken with WG about whether any funding was available for the unique situation.

The Chair asked whether details of the Council Tax rate for 2015/16 and other charges for tenants would be discussed at Cabinet on 20th January 2015 as they were keen to find out what the charges would be. The Deputy Leader said that work on the budget had been based on a 3% rise in Council Tax. The Chief Executive added that details of the budget would be discussed at Cabinet and County Council on 17th February 2015 and that the Cabinet meeting on 20th January 2015 would provide an update on the work undertaken on the budget gap to give Members confidence about closing the gap.

RESOLVED:

That the report be noted.

59. COUNCIL TAX REDUCTION SCHEME

The Revenues & Benefits Manager introduced a report to explain the requirements to adopt the Council Tax Reduction Scheme for 2015/16 by 31st January 2015 and to seek support for this.

He detailed the background to the report and explained that there was a requirement for the Scheme to be adopted each year. The regulations for 2015/16 ensured that qualifying taxpayers continue to receive a reduction of up to 100% of their Council Tax bill if they were eligible. The Revenues & Benefits Manager explained that figures for calculating the entitlement to a reduction had been uprated for Non-dependent deductions, the applicable amount and the disregard that applied when calculating a person's income. It

was reported that some of the 2013 Regulations had also been amended and full details were provided in the report.

The Revenues & Benefits Manager detailed the additional elements that the Council had limited discretion to apply, that were more generous than the national scheme, but added that the Council were required to adopt the scheme by 31st January 2015 regardless of whether it applied any of the discretionary elements. The Council's approach to applying the available discretions was detailed and the Revenues & Benefits Manager advised Members that there were no additional monies available from Welsh Government (WG) to fund the discretionary elements. The amount of Grant received from WG was limited to £9.958m for 2015/16 and this was provided on a fixed rather than a demand led basis.

Councillor Paul Shotton welcomed the report and proposed that the Scheme and the Discretionary elements be strongly supported. Councillor Richard Jones raised concern at the lack of consultation by WG with Councils on the scheme and that Authorities should be able to voice their concerns about the costs that were incurred in applying the scheme. In response to a question from Councillor Robin Guest, the Revenues & Benefits Manager commented on the possible shortfall for applying the scheme but added that the total projected costs of the scheme would be finalised and budgeted for once the Council Tax increase for 2015/16 had been agreed.

Councillor Jones felt that WG should recognise that implementation of the scheme was a pressure on Councils and suggested that a letter be sent to WG seeking their support. The Chief Executive reiterated that a fixed amount was paid by WG for the scheme and added that the Medium Term Financial Plan would need to reflect this type of pressure on Councils that was not in their control. Councillor Jones then withdrew his suggestion to send a letter to WG.

In response to a question from Councillor Clive Carver, the Revenues & Benefits Manager detailed the reduction in those claiming the Council Tax Reduction and said that there was an element of volatility in the fluctuating figures.

RESOLVED:

- (a) That the laying of the Council Tax Scheme (Prescribed Requirements and Default Scheme)(Wales)(Amendment) Regulations 2015 be noted; and
- (b) That the Scheme as set out in paragraph 3.02 and the recommendations to maintain the current discretionary elements be strongly supported.

60. PEOPLE STRATEGY UPDATE

The Chief Officer (People and Resources) provided a verbal update on the People Strategy Workshop that had been held on 12th December 2014.

The current Strategy up to 2014 had identified five specific priorities and the Authority was now in a position to design the next phase of the Strategy for 2015 to 2018.

The purpose of the workshop had been to consider the key themes and the level of attendance, engagement and contribution had been pleasing. Four key themes had been identified which included professional development, policy & culture and skills & talent development and Members had been clear about the importance of managing skills for the future. The next stage would be for the Chief Officer Team to consider the themes and key priorities to ensure that they linked in with the business plans. The Chief Officer ((People and Resources) suggested that an interim report setting out the key themes and providing an update be submitted to the 12th February 2015 meeting of the Committee.

RECEIVED:

That the update be received.

61. REPORT BACK FROM THE PERFORMANCE TASK & FINISH GROUP

The Member Engagement Manager introduced a report to advise the Committee on the outcomes from the meeting of the Performance Task & Finish Group.

He explained that a meeting had been held on 21 November 2014 which was attended by Councillors Carolyn Thomas and Richard Jones, the Chief Executive, the Team Leader for Performance and the Member Engagement Manager. A range of outcomes had been identified and these, along with outputs and timeframes, were detailed in the appendix to the report. The Chief Executive felt that the meeting had been positive.

RESOLVED:

That the Committee welcome and endorse the outcomes of the Task & Finish Group and commend them to each of the other Overview & Scrutiny Committees and to Cabinet.

62. FORWARD WORK PROGRAMME

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

The Member Engagement Manager detailed the items for consideration at the meetings scheduled for 22nd January, 30th January and 12th February 2015. The Chief Officer (People and Resources) had also earlier indicated that she would provide an update report on the People Strategy to the 12th February 2015 meeting. The Chief Executive suggested that a report on the Medium Term Financial Plan be submitted to the March or April 2015 meeting.

RESOLVED:

That the Forward Work Programme, as amended at the meeting, be approved.

63. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 10.30am and ended at 12.25 pm)

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Chair

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FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY, 12 FEBRUARY 2015**

REPORT BY: **CHIEF OFFICER (PEOPLE AND RESOURCES)**

SUBJECT: **REVENUE BUDGET MONITORING 2014/15 (MONTH 8)**

1.00 PURPOSE OF REPORT

1.01 To provide Members with the Revenue Budget Monitoring 2014/15 (Month 8) report.

2.00 BACKGROUND

2.01 The revenue Budget Monitoring 2014/15 (Month 8) report will be presented to Cabinet on 17 February 2015. A copy of the report is attached as Appendix A to this report.

3.00 RECOMMENDATIONS

3.01 Members are asked to note the report and provide any relevant comments to Cabinet.

4.00 FINANCIAL IMPLICATIONS

4.01 As set out in the report.

5.00 ANTI POVERTY IMPACT

5.01 None.

6.00 ENVIRONMENTAL IMPACT

6.01 None.

7.00 EQUALITIES IMPACT

7.01 None.

8.00 PERSONNEL IMPLICATIONS

8.01 None.

9.00 CONSULTATION REQUIRED

9.01 None.

10.00 CONSULTATION UNDERTAKEN

10.01 None.

11.00 APPENDICES

11.01 Appendix A – Revenue Budget Monitoring 2014/15 (Month 8) report.

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

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 17 FEBRUARY 2015**

REPORT BY: **CORPORATE FINANCE MANAGER**

SUBJECT: **REVENUE BUDGET MONITORING 2014/15 (MONTH 8)**

1.00 PURPOSE OF REPORT

1.01 To provide Members with the latest revenue budget monitoring information for 2014/15 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month 8 and projected forward to year-end based on the most up to date information available.

INDEX OF CONTENTS

1.02	Section 2	Executive Summary
	Section 3	Council Fund Latest In Year Forecast
	Section 4	Inflation
	Section 5	Monitoring Budget Assumptions & Risks
	Section 6	Unearmarked Reserves
	Section 7	Housing Revenue Account (HRA)
	Appendix 1	Council Fund – Movement in Variances from Month 7
	Appendix 2	Council Fund Variance Summary
	Appendix 3	Efficiencies Summary
	Appendix 4	Movements on Council Fund Unearmarked Reserves
	Appendix 5	HRA Variance Summary

2.00 EXECUTIVE SUMMARY

2.01 The projected year end position, as estimated at Month 8 is as follows:

Council Fund

- Net in year expenditure forecast to be £1.014m lower than budget.
- Projected contingency reserve balance at 31 March 2015 of £3.955m

Housing Revenue Account (HRA)

- Net in year expenditure forecast to be £0.324m less than budget.
- Projected closing balance as at 31 March 2015 of £1.490m

3.00 COUNCIL FUND LATEST FORECAST

3.01 The table below shows the projected position by portfolio which reflects the Council's new Operating Model which came into effect on 1 June 2014.

3.02 As previously reported, following the implementation of the Single Status agreement in June 2014, extensive work has been undertaken to rebase all workforce budgets to reflect the actual new costs arising from the new pay and grading structure. This work is now substantially complete and revised workforce budgets have now been allocated to portfolio areas to meet the costs of their workforce establishment (base pay, allowances and vacancies). The outcome of this work is now reflected in the figures below, though there are some outstanding queries which may result in minor adjustments in future periods.

3.03 The table below shows projected in year expenditure to be £1.014m less than budget.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over/ (Under) spend	
				Month 7	Month 8
				£m	£m
Social Services	59.889	58.946	59.142	0.090	0.196
Community & Enterprise	14.368	13.271	12.366	(0.521)	(0.905)
Streetscene & Transportation	28.381	29.753	29.988	0.311	0.235
Planning & Environment	6.394	5.346	5.215	(0.121)	(0.131)
Education & Youth	97.167	96.154	96.207	(0.045)	0.053
People & Resources	5.395	4.836	4.870	0.038	0.034
Governance	8.821	8.366	8.549	0.297	0.183
Organisational Change	9.738	9.827	10.074	0.076	0.247
Chief Executive	2.160	3.227	3.152	(0.078)	(0.075)
Central & Corporate Finance	22.863	25.450	24.599	(0.868)	(0.851)
Total	255.176	255.176	254.162	(0.821)	(1.014)

3.04 The reasons for all movements from Month 7 are summarised in appendix 1 with the projected variances occurring for the year to date summarised within appendix 2.

3.05 Significant Budget Movement Between month 6 to month 7

Changes in revised budget over month 7 relate to adjustments relating to the single

status rebasing exercise. Although this work is substantially complete there are still some outstanding queries which will require subsequent adjustments to portfolio budgets.

3.06 Programme of Efficiencies

Corporate and Functional Efficiencies

3.07 The 2014/15 budget contains £8.8m of specific efficiencies comprising Corporate Value for Money (VFM) on Procurement and Back to Basics of £1.3m and specific Functional VFM efficiencies of £7.5m.

3.08 The table below summarises the latest position for the achievement of these specific efficiency programmes and now includes a projected under achievement of the VFM efficiency relating to the Review of Administrative Support.

3.09 The analysis shows that it is currently projected that £7.574m (86%) will be achieved resulting in a net underachievement of £1.266m. Details for the current year efficiencies currently projected to not be achieved in full are shown in appendix 3.

Status of Efficiency	Value of Budgeted Efficiency £m	Value of Projected Efficiency £m	(Under) Over Achievement £m
Already Achieved	1.643	1.643	0.000
Expected to be Achieved in Full	4.829	4.829	0.000
Achievable in Part	1.318	1.102	(0.216)
Not Achievable	1.050	0.000	(1.050)
Total	8.840	7.574	(1.266)

3.10 Workforce Efficiencies

The 2014/15 budget also contains £3.1m of Workforce Efficiencies and following the conclusion of the work in relation to the second phase of the voluntary redundancy programme and the organisational work on vacancies there is still an in – year amount to find of £0.520m. The month 7 report advised that the effect of this and the corporate admin review was £1.623m which was offset by reduced investment costs of £1.002m and the financial impact is included in the projected outturn within central and corporate.

4.00 INFLATION

4.01 Included within the 2014/15 budget are provisions for pay (£1.316m), targeted price inflation (£0.590m), non-standard inflation (£0.670m) and income (£0.151m).

4.02 The amounts for non-standard inflation (NSI) (Fuel, Energy and Food) are held centrally and allocated out to portfolio areas only where a funding need is evidenced. All allocations of NSI have now been made to departments where there has been an evidenced need and this has resulted in an underspend of £0.054m on the amount required for fuel, and an underspend of £0.015m on the amount required for food.

5.00 MONITORING BUDGET ASSUMPTIONS AND RISKS

5.01 Existing risks

- Out of County Placements – the risk is the volatility in demand and the impacts on service costs which cannot be predicted. Service fluctuations are being accommodated within the combined budgets of the Social Services and Education Chief Officer portfolios in-year. Status: stable/amber risk
- Former Euticals Site – the risks are the significant cost options for the decommissioning, decontamination and clearance of the former chemical site in Sandycroft and the cost burden for the Council (noting that negotiations with Welsh Government are ongoing). Monthly costs for ongoing security and maintenance of the site are in the region of £0.030m and are accumulating within the financial year. Status: unstable/red risk
- Schools ICT Infrastructure – the risk is the loss of schools income from buying into the service due to a planned change to delivery of ICT in schools. The new service model is at an advanced stage of planning with the full involvement of schools and is to be adopted shortly with a good degree of confidence. Status: stable/amber risk
- Winter Maintenance – the risk is the additional cost of managing the highways network should we experience a severe winter. At a mid point in the season the winter can be classed as an average one which should mean that the budget provision is sufficient, noting that a ring-fenced reserve is held to draw upon should the situation deteriorate. Status: stable/amber risk
- Single Status – the risk is the possible unintended impacts on workforce establishment budgets as a consequence of the re-basing of the total corporate budget for employees following the introduction of Single Status. This complex rebasing exercise is nearing completion with no adverse impacts at this stage, however, the exercise is not yet complete. Status: stable/amber risk.
- Workforce Efficiencies – the risk is the under achievements of workforce financial efficiency targets. As reported to Cabinet in January the exercise to

- 5.02 review and readjust the targets, and build in the implications into the 2014/15 budget and the 2015/16 draft budget has been completed. The risk remains open as the 2015/16 budget is only in draft form at this stage. Status: stable/green risk
- Council Tax – the risk is the volatility of the Council Tax Reduction Scheme and collection rates as it is customer demand and compliance led. A budget under-spend reported under Community Enterprise in appendix 2 and is based on current usage patterns. These patterns could change and impact negatively on the in-year and 2015/16 budgets. Status: stable/amber risk

Changes to previously reported risks (closed)

- Design Fee Income – the risk is the potential loss of income included within the Design Consultancy business plan income projections. The actual impact of this risk is now being reported within appendix 1 of this report under the Organisational Change portfolio and has been mitigated.
- Deprivation of Liberty Assessments (DoLs) – the risk is the additional responsibilities upon Local Authorities and the costs in meeting them. The estimated cost associated with this risk was £0.270m as reported in month 2. This has been included in the 2015/16 budget as a pressure and the risk has been mitigated.
- Professional Support (Leaving Care) – the risk is an increase in demand for services as an ongoing impact of the Southwark case. An estimated cost of £0.120m was reported in month 2 and actual expenditure in the month 7 report. The costs have been met within existing resources and the risk has been mitigated.
- Single Persons Discount (SPD) Review – the risk is the outcome of a review which took place during October where it was predicted the number of SPD claims would be reduced. A reduction of 4% in single persons discount claims was predicted to be achieved as a result of the review – generating a £0.200m efficiency. The review has now been completed and an actual reduction of £0.270m is being reported under the Community Enterprise portfolio in appendix 2 of this report. The risk has been mitigated.

6.00 UNEARMARKED RESERVES

- 6.01 The 2013/14 final outturn reported to Cabinet on 15 July 2014 showed unearmarked reserves at 31 March 2014 (above the base level of £5.834m) of £5.328m.
- 6.02 This position reflected a contribution of £0.745m made from reserves as part of an accounting adjustment for termination benefits arising from the workforce efficiencies for the Senior Management Phase 1 programme. As budget provision was made within the 2014/15 budget for this, this has now been transferred back into reserves in the current financial year.

- 6.03 Section 6.05 of the 2014/15 budget report outlined the investment strategy required to fund one off costs and transitional funding for efficiencies that could not be found in full in 2014/15. This identified a potential £3.7m available to fund these from the contingency reserve as well as utilising the Single Status/Equal Pay Reserve.
- 6.04 Currently it is estimated that £2.5m will be required from the Contingency Reserve to fund the one off costs in 2014/15.
- 6.05 The Month 2 Monitoring report to Cabinet on 15th July also advised members of an allocation of £0.696 from the contingency reserve to fund investment costs approved under delegated powers.
- 6.06 Taking into account all of the above and the current projected outturn at month 8, the projected balance on the contingency reserve at 31 March 2015 is £3.955m. This is summarised in Appendix 4.

7.00 HOUSING REVENUE ACCOUNT

- 7.01 On 18th February 2014 the Council approved a Housing Revenue Account (HRA) budget for 2014/15 of £29.886m. The budget provided for a closing balance of £0.956m, which at 3.2% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
- 7.02 The 2013/14 final outturn reported to Cabinet on 15th July 2014 showed a closing balance at the end of 2013/14 of £1.662m.
- 7.03 The position at Month 8 is reporting an overall projected underspend of £0.324m and a projected closing balance at month 8 of £1.490m, which at 4.96% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
- 7.04 Appendix 5 details the reasons for significant variances.

8.00 RECOMENDATIONS

- 8.01 Members are recommended to :-

- a) Note the overall report.
- b) Note the projected Council Fund contingency sum as at 31st March 2015 (paragraph 6.06)

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

9.00 FINANCIAL IMPLICATIONS

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

10.00 ANTI POVERTY IMPACT

10.01 The financial implications are set out in Sections 3.00 – 7.00 of the report.

11.00 ENVIRONMENTAL IMPACT

11.01 None

12.00 EQUALITIES IMPACT

12.01 None

13.00 PERSONNEL IMPLICATIONS

13.01 None

14.00 CONSULTATION REQUIRED

14.01 None

15.00 CONSULTATION UNDERTAKEN

15.01 None

16.00 APPENDICES

16.01 Council Fund – Movement in Variances from Month 4 – Appendix 1
Council Fund – Budget variances – Appendix 2
Council Fund – Efficiencies not fully achieved – Appendix 3
Council Fund – Movements on unearmarked reserves – Appendix 4
Housing Revenue Account Variances – Appendix 5

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

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**COUNCIL FUND - REVENUE BUDGET 2014/15
FLINTSHIRE COUNTY COUNCIL**

**Budget Monitoring (Month 8)
Summary of Movement from Month 7**

	£m	£m
Month 7		
Portfolios	0.047	
Central and Corporate Finance	(0.868)	
Variance as per Cabinet Report		(0.821)
Month 8		
Portfolios	(0.163)	
Central and Corporate Finance	(0.851)	
Variance as per Directorate Returns		(1.014)
Change Requiring Expianation		(0.193)
<u>Social Services</u>		
Services For Adults		
• Disability Services (Resources & Regulated Services) -Increase in projected Joint Funding contribution from Local Health Board (-£0.050m). One service user is ceasing to be charged to this service (-£0.059m). Increase in Local Health Board income (-£0.029m) and income from returned Direct Payment funds (-£0.007m). Plus net impact of movements in other minor variances of +£0.010m.	(0.135)	
• Intake and Reablement (First Contact) - Correction to reflect workforce costs funded by grant.	0.089	
• Intake and Reablement (Resources & Regulated Services) - Movement of -£0.297m pay costs following Single Status budget realignment adjusted in error at Month 7, offset by movement within supplies and services of £0.036m due to utilities and catering charges. Plus net impact of movements in other minor variances of -£0.012m.	(0.273)	
• Mental Health (Residential and Domiciliary Service) - +0.098m impact of 1 new high cost placement, plus net impact of movements in other minor variances of +£0.059m.	0.157	
• Disability Services (Disability Services) - Increase in projected expenditure through two new clients being charged to service.	0.215	
• Other minor changes of less than £0.025m for Services for Adults	0.019	
Subtotal: Services For Adults		0.072
Development & Resources		
• Charging Policy Income - Income charging policy cap increased from £50 to £55 per week.	(0.053)	
• Other minor changes of less than £0.025m	0.014	
Subtotal: Development & Resources		(0.039)
Services For Children		
• Professional Support - Movement due to +£0.015 commitment to Agency costs (Field work). Plus net impact of movements in other minor variances of +£0.025m.	0.040	
• Family Placement - Cost reductions in relation to Foster Care placements.	(0.073)	
• Out of County Placements - Projected overspend based on current 2014/15 packages and clients for which there is an adverse impact of £0.106m due to new clients	0.106	
Subtotal: Services For Children		0.073
Total: Social Services		0.106

Community & Enterprise

Customer & Housing Services	
• Other minor changes of less than £0.025m	0.006
Subtotal: Customer & Housing Services	0.006
Supporting Services	
• Other minor changes of less than £0.025m	0.004
Subtotal: Supporting Services	0.004
Regeneration	
• Other minor changes of less than £0.025m	(0.018)
Subtotal: Regeneration	(0.018)
Revenues & Benefits	
• Underspend on Council Tax Reduction Scheme (CTRS)	(0.022)
• Surplus on Council Tax Collection Fund - this surplus has increased by £0.270m due to the completion of the Single Person Discount Review. The balance of the increase in the surplus of £0.087m is due to additional Council Tax collection.	(0.357)
• Other minor changes of less than £0.025m	0.001
Subtotal: Revenues & Benefits	(0.378)
Customer Services	
• Other minor changes of less than £0.025m	0.002
Subtotal: Customer Services	0.002
Total: Community & Enterprise	(0.384)

Streetscene & Transportation Portfolio**Streetscene**

• Highways Maintenance & Street Lighting - commitment challenge	(0.009)
• Waste Disposal/Collection - anticipated reduction in agency staff to year end	(0.025)
• Fleet Operations & Logistics - transfer in of fuel allocation requirements	(0.032)
• Other minor changes of less than £0.025m	(0.002)

Subtotal: Streetscene	(0.068)
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Highways Strategy & Traffic Services

• Use of Portfolio Balance in Streetworks to assist with income shortfall	(0.020)
• Other minor changes of less than £0.025m	(0.001)

Subtotal: Highways Strategy & Traffic Services	(0.021)
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School Transport

• Other minor changes of less than £0.025m	0.013
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Subtotal: School Transport	0.013
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Total: Streetscene & Transportation	(0.076)
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Planning & Environment Portfolio**Planning**

• Other minor changes of less than £0.025m	(0.002)
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Subtotal: Planning	(0.002)
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Public Protection

• Other minor changes of less than £0.025m	0.007
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Subtotal: Public Protection	0.007
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Highways/Energy

• Energy Services - reduction on Repair & Maintenance commitments/Equipment Rental	(0.013)
• Other minor changes of less than £0.025m	(0.002)

Subtotal: Energy Services and Highways/Public Rights of Way	(0.015)
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Total: Planning & Environment	(0.010)
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Education & Youth

Secondary, 14-19 & Continuing Education	
• Secondary Schools - Minor variances	0.009
Subtotal: Secondary, 14-19 & Continuing Education	0.009
Inclusion Services	
• Inclusion & Behaviour Support - minor variances	(0.005)
• Out of County - 3 new placements	0.116
Subtotal: Inclusion Services	0.111
Access (School Planning & Provision)	
• School Planning - minor variances	0.035
• School Provision - minor variances	(0.024)
Subtotal: Access (School Planning & Provision)	0.011
Youth Services (minor variances of less than £0.025m)	
• Adult & Community Education - Minor Variances	0.007
• Youth Justice Service - Minor Variances	0.002
Subtotal: Youth Services	0.009
Commissioning & Performance	
• Management	(0.007)
• Business Support - Minor variances	(0.019)
Subtotal: Commissioning & Performance	(0.026)
School Management & Information	
• Regional Capita One	(0.016)
Subtotal: School Management & Information	(0.016)
Total: Education & Youth	0.098

People & Resources

HR & OD	
• Minor changes of less	(0.003)
Subtotal: HR & OD	(0.003)
Corporate Finance	
• Minor changes of less	(0.001)
Subtotal: Corporate Finance	(0.001)
Total: People & Resources	(0.004)

Governance

Procurement	
• Software costs have been incorrectly showing as a budget pressure. Funding had been earmarked for the software costs in 2014/15 which is now being reflected.	(0.060)
Subtotal: Procurement	(0.060)
Support Services	
• Projected postage costs have reduced.	(0.032)
Subtotal: Support Services	(0.032)
Minor variances of less than £0.025m	
• Legal Services	(0.005)
• Democratic Services	(0.021)
• Internal Audit	(0.001)
• Information Communication Technology	0.005
Total minor variances of less than £0.025m	(0.022)
Total: Governance	(0.114)

Organisational Change

Minor variances of less than £0.025m	
• Public Libraries & Arts, Culture & Events	0.019
• Museums Service	(0.003)
• County Archives	(0.002)
• Valuations & Estates	(0.004)
• Engineering Services	0.002
• Facilities	(0.024)
Total minor variances of less than £0.025m	(0.012)
Property Design & Consultancy	
• The projected outturn for Property Design & Consultancy now includes the loss of income (£0.400m) relating to John Summers High School this has been partially offset by additional income and reduced costs (£0.217m). This has previously been flagged as a risk	0.183
Subtotal: Property Design & Consultancy	0.183
Total: Organisational Change	0.171

Chief Executive

<ul style="list-style-type: none"> Whilst net movement showing is only minor a decrease in the underspend occurred for £0.042m due to vacancy costs transferring to workforce efficiencies, this is counterbalanced by an increased underspend on the Policy Unit by £0.038m. An increase in the underspend of £0.001m is due to minor variances. 	0.003
Total: Chief Executive	<u>0.003</u>

Central & Corporate Finance

<ul style="list-style-type: none"> Pension Fund Contributions - estimated additional requirement for 2014/15 	0.105
<ul style="list-style-type: none"> Strike Deductions - to Housing Revenue Account 	0.009
<ul style="list-style-type: none"> Non Domestic Rate Revaluations and Review of Balance Sheet codes - windfall income 	<u>(0.097)</u>
Total: Central & Corporate Finance	<u>0.017</u>

Total Changes	<u><u>(0.193)</u></u>
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MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Social Services						
Social Services for Adults - Locality Teams (Localities)	14.187	14.511	0.324	0.328	There is a projected overspend of £0.916m within Domiciliary Care including clients returning to the service following successful past reablement, the changing demographic profile, increased complexity of need and increasing numbers of people with dementia. The significant projected overspend is being offset by a projected under spend of -£0.559m on residential care, which includes a -£0.328m increase in the level of property related income offset, plus further increases in income above budget including free nursing. Other minor variances total a net -£0.033m.	Keep under review.
Resources & Regulated Services (Intake & Reablement)	5.693	5.490	(0.203)	0.079	Residential Care net underspend of £0.127m, which is due to additional income of £0.220m, being increased client contributions of £0.149m, new one-off grant income from the Intermediate Care Fund of £0.071m. There is also a projected underspend of -£0.044m on pay costs. These underspends are offset by overspends on Premises costs (£0.068m) - mainly utilities costs and Supplies & Services (£0.069m) - mainly on catering charges.	Keep under review.
Transition and Disability Services (Disability Services)	0.521	0.615	0.094	0.091	The projected overspend is mainly due to the cost of the support arrangements provided by Penderels in respect of direct payments. This accounts for £0.065m of the total projected overspend of £0.094m.	Keep under review.
Disability Services (Disability Services)	1.830	2.100	0.270	0.055	Increase in projected expenditure through two new clients being charged to service.	Keep under review.

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Resources & Regulated Services (Disability Services)	16.042	15.718	(0.324)	(0.189)	LD Supported Living - Independent Sector under spend of -£0.118m due to reduction in commitments following critical review of expenditure to date. Client ceased to be charged to Community Living Purchased Care Independent Sector, reduction in expenditure of -£0.059m. Increase in projected Joint Funding contribution from Local Health Board -£0.050m. PDSI; Domiciliary Support benefited from increased income from local health board -£0.029m and returned funds from Direct Payment packages -£0.007m Other minor variances total a net -£0.061m.	Keep under review.
Forensic Budget (Disability Services)	0.507	0.356	(0.151)	(0.151)	Reflects current care packages for 2014/15.	Keep under review.
Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.804	0.933	0.129	(0.028)	Changes in Residential and Domiciliary packages along side additional new package totalling £0.122m. Various other minor variances amount to a net +£0.007m.	Keep under review.
Forensic Budget (Mental Health & Substance Misuse Service)	0.314	0.179	(0.135)	(0.135)	Reflects current care packages for 2014/15.	Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts.
Other Services for Adults variances (aggregate)	5.375	5.368	(0.007)	(0.125)	Various minor variances.	Continue to review but not expected to be recurrent.
Business Services - Income	(1.573)	(1.808)	(0.235)	(0.235)	Impact of an increase by Welsh Government in the level of the maximum charge cap from £50 per week to £55 per week.	Continue to monitor and review.
Good Health	0.852	0.796	(0.056)	(0.056)	Under spend influenced by increased commitment for CHC Income (54k). Various other minor variances amount to a net -£0.002m.	Continue to monitor and review.
Vacancy Control	0.321	0.000	(0.321)	(0.292)	Staffing budget savings allocated to portfolio following post Single Status budget realignment.	Continue to monitor and review.

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Other Development & Resources variances (aggregate)	1.634	1.698	0.064	0.074	Various minor variances.	Continue to review but not expected to be recurrent.
Family Placement (Children's Services)	2.227	2.427	0.200	0.273	The £0.200m overspend is a result of an increase in the number of foster care placements within the service. Part of this 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.
Professional Support (Children's Services)	5.164	5.368	0.204	0.164	This projected overspend is due mainly to increased direct payments of £0.138m for Children's Integrated Disability Services (CIDS) These pressures are offset by a saving against general contingencies. Various other minor variances amount to a net £0.066m.	Keep under review.
Out of County placements - (Children's Services)	3.428	3.690	0.262	0.156	£0.262m overspend based on increased number of complex 2014/15 care packages.	Keep under review.
Prevention & Support (Children's Services)	0.102	0.158	0.056	0.058	Overspend £0.056m increase due to Southwark judgement related costs.	Keep under review.
Other Services for Children variances (aggregate)	1.518	1.543	0.025	0.023	Various minor variances.	Continue to review but not expected to be recurrent.
Total Social Services	58.946	59.142	0.196	0.090		

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Community & Enterprise Customer & Housing Services	1.038	0.940	(0.098)	(0.104)	An overspend (£0.023m) is projected to occur due to a lower level of support recharge to the Council Fund from the HRA. Estimated underspend (£0.126m) on Homeless Accommodation including a re-evaluation of B&B accommodation projections and Homeless Prevention Fund income. (£0.005m) overspend due to other minor variances.	Continue to monitor and review.
Supporting People	0.426	0.468	0.042	0.038	Projected overspend (£0.018m) against mileage costs. Projected overspend (£0.015m) on the Maintenance Contract due to insufficient budget to meet renewed contract. (£0.009m) overspend due to other minor variances.	Continue to monitor and review.
Regeneration	0.264	0.280	0.016	0.034	Estimated shortfall of £0.025m in markets due to increased waste removal costs and loss of income, exacerbated by Welsh Water works in Mold. Other minor variances of £0.009m.	Continue to monitor and review.
Revenues & Benefits	10.948	10.062	(0.886)	(0.508)	Underspend due to an anticipated surplus on the Council Tax Collection Fund of £0.614m (this surplus has increased from £0.257m in P7 due to the completion of the Single Person Discount Review). Projected underspend (£0.260m) on the budgeted provision for the Council Tax Reduction Scheme based on current position. The underspend on this area is volatile and can be subject to change later in the year. (£0.012m) efficiency due to minor variances.	Continue to monitor and review.
Customer Services	0.595	0.616	0.021	0.019	£0.018m pressure due to reduced Welsh Translation recharge income. Pressures due to other minor variances (£0.003m).	Continue to monitor and review.
Total Community & Enterprise	13.271	12.366	(0.905)	(0.521)		

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation Waste Disposal & Waste Collection	7.268	7.441	0.173	0.198	Additional costs of overtime and use of Agency personnel due to high number of vacancies to maintain the necessary service provision £0.127m. Loss of Trade Waste Income from Housing of £0.025m due to them renewing with a private contractor. Increased cost of Food Waste disposal of £0.021m due to the cost per tonne increasing.	Business Planning proposals 2015/16 will remove vacancies, otherwise the posts will be filled.
Business & Strategy	1.911	1.951	0.040	0.034	Knight Owl Security cost of Alarm / Security Provision at Alltami Depot.	Depot Budgets to be realigned in 2015/16 to mitigate ongoing cost into the future.
Transportation	1.371	1.328	(0.043)	(0.046)	Bus Subsidy payments to Bus Operators. Expenditure commitment reduced based on decreasing contract levels.	Part of Business Planning proposals for 2015/16
Streetworks	0.014	0.021	0.007	0.032	Lower than anticipated levels of income for Fixed Penalty notices (based on improving standards of repair by utility companies) & road closures.	Use of £20k Portfolio Balance at Period 8. Income is also moving in a positive direction so variance will hopefully be further mitigated by financial year
Aggregate of other Variances	19.189	19.247	0.058	0.093	Minor Variances.	Continue to review all commitments to attempt to mitigate variances.
Total Streetscene & Transportation	29.753	29.988	0.235	0.311		

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Planning & Environment Planning	1.424	1.355	(0.069)	(0.067)	Continued higher levels of Planning Fee income than expected.	Planning Fee Income levels will be closely monitored.
Public Protection	2.454	2.443	(0.011)	(0.018)	Minor Variances.	Continue to maintain commitment challenge across the service.
Management Support & Performance	0.529	0.475	(0.054)	(0.054)	Vacancy Budget allocated following Single Status implementation inclusive of staff savings to date.	Will be reviewed as part of monthly pay budget monitoring.
Energy Services (including closed Landfill Sites and Electricity Generation)	0.060	0.055	(0.005)	0.008	At Period 8 further commitment challenge has been successful in reducing Repairs & Maintenance and Equipment Rental costs.	Monitor Income Generation Levels for Gas Engines.
Public Rights of Way	0.378	0.389	0.011	0.011	Additional Sub Contractor works has resulted in slight increase.	Continue to review but not expected to be recurrent.
Aggregate of other Variances	0.228	0.225	(0.003)	(0.001)	Minor Variance.	Continue to review but not expected to be recurrent.
Greenfield Valley & Heritage Park	0.273	0.273	0.000	0.000	No Variance.	
Total Planning & Environment	5.346	5.215	(0.131)	(0.121)		

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Education & Youth						
Primary & Early Years Education	43.816	43.816	0.000	0.000	Reallocation of Foundation Phase grant to Early Entitlement to cover the 10% teacher time. Further review of the delivery mechanisms of early entitlement advisory support is ongoing.	Continue to review.
Secondary, 14 -19 & Continuing Education	36.739	36.758	0.019	0.010	Minor Variance.	Continue to review.
Inclusion Services	13.042	13.144	0.102	(0.009)	This is a volatile budget and one additional placement can make a significant change to projections. 2 new Out of County placements in October adversely affected this budget. 2 new placements and an emerging placement were received during November. In addition to this an increase in 1 to 1 support of 2 clients created a further £38k	Education placements may change throughout the year. Detailed monitoring will continue.
Access (School Planning & Provision)	0.701	0.710	0.009	(0.002)	Minor Variance.	Continue to review.
21st Century Schools	0.132	0.132	0.000	0.000	Minor Variance.	Continue to review.
Youth Services	1.186	1.178	(0.008)	(0.017)	Increased expenditure controls.	Continue to review.
Commissioning & Performance	0.364	0.313	(0.051)	(0.025)	Reduction in external legal costs associated with school staff. Tightening of uptake of subscriptions, plus other minor variances.	Continue to review.
School Management & Information	0.169	0.151	(0.018)	(0.002)	Minor Variance.	Continue to review.
North East Wales School Library Service	0.005	0.005	0.000	0.000	No Variance.	
Total Education & Youth	96.154	96.207	0.053	(0.045)		

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
People & Resources						
HR&OD	2.421	2.460	0.039	0.042	Minor Variances.	Continue to review.
Corporate Finance	2.415	2.410	(0.005)	(0.004)	Minor Variances.	Continue to review.
Total People & Resources	4.836	4.870	0.034	0.038		
Governance						
Legal Services	0.987	1.154	0.167	0.172	£0.131m pressure due to Litigation around local land charges. Overspend due to other minor variances (£0.016m). Agency costs (£0.020m).	Litigation around land charges is a one off non recurring cost for this financial year.
Democratic Services	1.913	1.883	(0.030)	(0.009)	Minor Variances.	Continue to review but not expected to be
Internal Audit	0.437	0.434	(0.003)	(0.002)	Minor Variances.	Continue to review but not expected to be
Procurement	0.192	0.193	0.001	0.061	Minor Variances.	Continue to review but not expected to be
Support Services	0.719	0.712	(0.007)	0.025	Minor Variances.	Continue to review but not expected to be
Records Management	0.167	0.188	0.021	0.021	Minor Variances.	Continue to review but not expected to be recurrent.
ICT	3.951	3.985	0.034	0.029	Minor Variances.	Continue to review but not expected to be
Total Governance	8.366	8.549	0.183	0.297		

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Organisational Change						
Public Libraries & Arts, Culture & Events	1.823	1.832	0.009	(0.010)	Minor Variance.	Continue to review.
Museums Service	0.062	0.058	(0.004)	(0.001)	Minor Variance.	Continue to review.
County Archives	0.237	0.235	(0.002)	0.000	Minor Variance.	Continue to review.
Leisure Services	4.433	4.470	0.037	0.037	The projected outturn for Leisure Services an overspend of £0.037m although the team is exploring every option to absorb this pressure. £0.023m relates to pressure caused by the delay between Single Status implementation and the implementation of the Leisure Services review. The planned efficiency was unachievable for one month between 1st June and 7th July. One twelfth of the £0.270m efficiency is therefore currently estimated as a budget pressure because the planned deleted positions remained until July. £0.011m relates to pay protection for two members of the team who have successfully been redeployed within the service as part of the review therefore avoiding exit costs. £0.003m relates to minor variances.	Leisure Tariffs are being reviewed and any changes will be introduced on the 1st January. This will contribute towards the pressure adjacent. All other areas of expenditure are also being reviewed.
Community Assets	0.059	0.056	(0.003)	(0.003)	Minor Variance.	
Valuation & Estates	(1.010)	(1.010)	0.000	0.004	Minor Variance.	
Property Design & Consultancy	2.761	2.962	0.201	0.018	The projected overspend of £0.201m on Property Design & Consultancy relates to anticipated loss of income linked to reconsideration of the new Secondary School in Queensferry. Part of the pressure has been offset by savings and additional income within	Action has been taken to reduce costs in-year where possible. This is a non recurring pressure.
Engineering Services	(0.328)	(0.322)	0.006	0.004	Minor Variance.	
Facilities Services	1.790	1.793	0.003	0.027	Minor Variance.	
Total Organisational Change	9.827	10.074	0.247	0.076		

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Chief Executives						
Chief Executives	3.227	3.152	(0.075)	(0.078)	The Policy Unit is showing an underspend (£0.047m). £0.010m of this underspend is due to a reallocation of costs which will now be grant funded, £0.037m is due to the removal of expenditure commitments. The balance (£0.028m) is due to minor variances.	Continue to review.
Total Chief Executives	3.227	3.152	(0.075)	(0.078)		
Central & Corporate Finance						
Central & Corporate Finance	25.450	24.599	(0.851)	(0.868)	Central Loans and investment £0.457m projected underspend, this can be affected by factors such as uncertainties regarding HRA subsidy reform, interest apportionment accounting practice, future investment programme and the level of future reserves and borrowing requirements. MRP accounting policy has been reviewed in accordance with CIPFA guidance. MRP on assets funded by Prudential Borrowing is spread over the life of the asset and begins the year after the assets become operational. MRP on 21st century schools assets will begin 2017/18. Strike deductions of £0.009m related to the Housing Revenue Account. Additional Corporate Windfall Income (£0.097m) in relation to additional Non Domestic Rate revaluations, and a review of balance sheet codes, which are one-off. £0.105m within the Pension Fund Contributions, as a result of realignment of actuals to reflect the split between Corporate and Education. A one off rebate of (£0.072m) received in relation to historical audit	Keep under Review

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Central & Corporate Finance (continued)					Workforce efficiencies achieved now reflect an underachievement of £0.520m in 14/15 together with an underachievement of £1.1m for the review of Administrative roles though future efficiencies are anticipated to be achieved through additional Voluntary Redundancy applications and further workforce review. The under achievement of workforce efficiencies is offset by an anticipated balance on Investment costs of £1m. One off / time limited, unbudgeted costs of £0.400m in relation to former Euticals Ltd - Sandycroft site.	Budget realignment, as part of Single Status exercise. Work is now in progress to run a further phase of the Voluntary Redundancy Programme. On-going monthly monitoring.
Total Central & Corporate Finance	25.450	24.599	(0.851)	(0.868)		
TOTAL	255.176	254.162	(1.014)	(0.821)		

EFFICIENCY NOT ACHIEVABLE			
Portfolio	Efficiency Description	Efficiency not achieved (£m)	Reason for efficiency not being achieved
Streetscene & Transportation	Streetscene - North Wales Trunk Road Association Financial benefit from involvement with the NE Wales Trunk Road Hub.	0.050	Ministerial announcement re: the future of the Trunk Road Management arrangements has stalled the project.
Central & Corporate Finance	Review of all Admin roles / processes as a result of improved technology.	1.000	Efficiency unlikely to be achieved in 2014/15. Currently under review to assess what level can be achieved in 2015/16.
Total		1.050	

EFFICIENCY ACHIEVABLE IN PART			
Portfolio	Efficiency Description	Efficiency not achieved (£m)	Reason for efficiency not being achieved
Social Services	LD - Enhanced Community Residential Services - Rightsizing 4 supported living houses.	0.023	ECRS Reviews being reviewed as part of the Rightsizing.
Streetscene & Transportation	Streetscene - Fleet Balance of efficiencies from Fleet review (2014-15).	0.030	A report on the implementation of Phase 1 and 2 of the Fleet Review was presented to Cabinet in September, together with the proposed mechanism for delivery of Phase 3 from 2015/16.
Streetscene & Transportation	Streetscene & Transportation - Highways Related Services - the ongoing diagnostic of the two service areas will make recommendations on synergies.	0.140	Savings subject to completion of the Service Review by 1 January 2015.
Organisational Change 1	Leisure - Changes to rotas and cover arrangements.	0.023	1/12th of the efficiency is unlikely to be achievable because the Service Review was not able to be implemented until July. This meant that posts could not be deleted until July. The delay due to Single Status implementation (Apr & May) has been funded from the reserve.
Total		0.216	

APPENDIX 4**Movements on Council Fund Unearmarked Reserves**

	£m	£m
Total Reserves as at 1 April 2014	11.161	
Less - Base Level (inclusive of reduction of £0.065m agreed as part of the 2014/15 budget)	(5.769)	
Total Reserves above base level		5.392
Less – estimate required from the amount approved as part of Investment strategy as per budget 2014/15 report		(2.500)
Add – Contribution from investment costs for termination benefits accounted for in 2013/14		0.745
Less - Amount approved under delegated powers reported in July 2014 monitoring report		(0.696)
Amount available for delegation to Cabinet		2.941
Add projected non pay underspend as at Month 8		1.014
Total projected Contingency Reserve as at 31st March 2015		3.955

HRA Major Variance Report - Period 8

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Rents	(27.713)	(27.768)	(0.055)	(0.044)	Garage income is lower than anticipated due to high void rates.	Continue to monitor and review.
Subsidy	6.404	6.215	(0.189)	0.000	Calculation of subsidy submission identifies that the capital element is lower than reported at budget setting 12mths earlier. Therefore resulting in an reduced HRAS bill.	Continue to monitor and review.
General Income	(0.734)	(0.631)	0.103	0.085	Garden Service has been reviewed and contract amended to take in to account issues experienced by tenants, therefore resulting in a reduced income of £96k.	Continue to monitor and review.
Landlord Services	0.830	0.912	0.082	0.085	Garden service costs are expected to rise by £55k due to the service review. Repairs & Maintenance costs on general HRA buildings/lifts etc forecast at last years outturn being £38k more than budget.	Continue to monitor and review.
Vacancy Savings	0.235	0.000	(0.235)	(0.249)	Vacancy savings due to posts not yet being filled. Once posts are recruited to this budget will be used to fund the post for the remainder of the year.	Continue to monitor and review.
Other variances (aggregate)	21.475	21.445	(0.030)	0.042	Minor Variances.	Continue to monitor and review.
Total :	0.497	0.173	(0.324)	(0.081)		

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE**
DATE: **THURSDAY, 12 FEBRUARY 2015**
REPORT BY: **CHIEF OFFICER (PEOPLE AND RESOURCES)**
SUBJECT: **PERFORMANCE APPRAISAL COMPETENCY BASED MODEL.**

1.00 PURPOSE OF REPORT

1.01 To update Members on the implementation of revised competency based performance appraisal model within Flintshire.

2.00 BACKGROUND

2.01 As the organisation continues to undergo significant change, there is increasing emphasis on requiring higher performance and productivity from our employees at a time of financial constraint and greater demand on our services. Performance management continues to be a priority which creates opportunities for focussed and specific discussions between managers and employees to identify opportunities for development and to appraise both excellent and poor performance.

2.02 Under the next phase of the People Strategy for 2015 – 18, performance and productivity and talent management are identified as critical priorities for the next three years. The implementation of this revised competency based performance appraisal model is an important step in improving and maximising performance and making the most of the skills and talent that we have in the organisation.

3.00 CONSIDERATIONS

3.01 Consideration has been given to the recent appointments of the Chief Officer team and the competencies used within the selection of the Chief Officers. It has been recognised that there is a need to assess competence and to identify and develop talent within the rest of the organisation starting with the Senior Management team as a priority group.

3.02 There is an existing appraisal framework within Flintshire and the inclusion of competencies within that framework is seen as being the most effective way of introducing a progressive approach to

appraisals to include talent identification and succession planning.

- 3.03 The model to be used is competency based and all Chief Officers will be required to aim for 100% completion for their Senior Managers by the end of March. The aim will be to complete appraisals for Managers / Team Leaders by June 2015.
- 3.04 Chief Officers have been provided with all appraisal documentation including a performance rating '9 box grid' which has been recommended by Academi Wales and has been routinely used successfully in other public sector organisations. All management level posts will be appraised in terms of performance against objectives set in 2014/15 together with a review of potential and new objectives consisting of business and corporate related objectives linked to the Council's overall priorities.
- 3.05 Chief Officers will meet as a team in April to collectively review the talent assessment outcomes, and will have an opportunity to review across all portfolio areas the identified talent. There will be a requirement to collectively agree development opportunities to achieve succession planning. A review will also take place of any gaps and risks in relation to talent and succession and actions will be identified to bridge gaps and manage risks, i.e. specific development and coaching for potential successors, investment in new skills etc.
- 3.06 The completion of appraisals will be tracked via the iTrent system which will enable reliable data to be readily available for the organisation and included in Workforce Information reports for Members.

4.00 RECOMMENDATIONS

- 4.01 That Members note the implementation arrangements for the revised competency based performance appraisal model.

5.00 FINANCIAL IMPLICATIONS

The potential costs of providing development opportunities identified through the appraisal process will be considered when development requirements are known. Any opportunities for delivering additional learning and development programmes via the partnership with Coleg Cambria will be maximised.

6.00 ANTI POVERTY IMPACT

None

7.00 ENVIRONMENTAL IMPACT

None

8.00 EQUALITIES IMPACT

The Equalities Impact Assessment is underway and we aim to complete this by mid February 2015. There may be amendments that need to be made prior to extending the use of the model. At this stage, the model has been rolled out to the Chief Officers to use with their Senior Management teams. We will be reviewing the process and taking any feedback which could require amendments to forms/guidelines before we continue to implement across the rest of the organisation.

9.00 PERSONNEL IMPLICATIONS

All employees will be appraised. There is the clear requirement for all involved in the process to commit the time and effort to complete the appraisals successfully.

10.00 CONSULTATION REQUIRED

No formal consultation is required.

11.00 CONSULTATION UNDERTAKEN

The revised model has been shared with the Trade Unions. Feedback has been considered and a commitment given to share any developments or changes needed following the completion of the appraisal process for Senior Managers.

12.00 APPENDICES

The appraisal and talent assessment documentation is attached.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

Contact Officer: Sheila Lynch
Telephone:
Email: Sheila.lynch@flintshire.gov.uk

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PRIVATE & CONFIDENTIAL

INDIVIDUAL APPRAISAL RECORD

Name	
Job Title	
Job Type e.g. Officer or Senior Manager	
Job Level	
Line Manager	
Date of Annual Appraisal	
Date of Mid Year Review	

Section 1: Performance against Behavioural Competencies

To complete this section you will need the Flintshire Competency Framework, the previous appraisal, the Job Type and Levels Framework and Job Description/Person Specification.

It is important that the line manager identifies the level the employee should be working at for each competency prior to the appraisal. In order to do this, the Job Type and Levels Framework and the Competency Behavioural Framework should be used.

Performance Rating – Manager & Employee Assessment

Self assess your performance against the behavioural competencies, on the chart below. Please use the performance ratings described below and refer to the Flintshire Behaviour Competency Framework. Further guidance is available in the Appraisal Guidelines document.

- Strength – Employee demonstrates a high level of competency and often exceeds requirements and expectations
- Effective – Competency fully demonstrated at required level.
- Needs Improvement – Employee is inconsistent in performance. Employee only sometimes meets expectations and requirements.

Strength (S)					
Effective (E)					
Needs (NI) Improvement					
	Customer Focus	Working Smarter	Working Together	Communication	Change
					Leading & Managing
	Competency				

Section 2: Competency Based Assessment

The line manager will need to ensure the expected level is complete.

Competency	Manager assessment and discussion points including actions for development.	Final Rating S/E/NI
Customer First	Expected Level: Performance Level:	
Working Smarter	Expected Level: Performance Level:	
Working Together / Partnership	Expected Level: Performance Level:	
Communication	Expected Level: Performance Level:	
Change	Expected Level: Performance Level:	
Leading & Managing	Expected Level: Performance Level:	

Section 3: Review of Performance against Objectives

Use this section to summarise & rate performance against objectives previously agreed.

■ **Performance Ratings**

D: Did Not Achieve

UD: Under Development/Training

A: Achieved

E: Exceeded

No.	Activity (Link to Service Plan)	Objective	Evidence of results achieved and development completed	Achievement D/UD/A/E

Section 4: Objectives for next Review Period

Agree and set SMART objectives for the coming year. All objectives should be linked to Portfolio/Council objectives, or relate to an area of the Competency Framework where improvement is required.

Activity (Link to Service Plan)	Objective	Targets	Timescale
People Strategy			
Budget Monitoring			
Managing Attendance			
Performance Appraisal			

Section 5: Your Personal Development Plan

Review of last year's personal development targets

Personal Development targets from previous year	Completed (Yes/No/Partially)	Evidence of results achieved and development completed (identify any factors that have affected performance/completion)

Development Objectives

Objectives	Training Activity Description of learning solution e.g training course, development task, observation, e learning etc.	Next action /owner	Planned completion date

Section 6: Other Discussion Points (where applicable)

<ul style="list-style-type: none"> ■ Health & Safety <ul style="list-style-type: none"> - Personal Welfare/Responsibility - Safety risks associated with role/team - Training requirements 		
<ul style="list-style-type: none"> ■ Working Arrangements/Attendance <ul style="list-style-type: none"> - Flexible / Agile Working - Attendance Record - Understanding of policy/procedures 		
<ul style="list-style-type: none"> ■ Career Aspirations <ul style="list-style-type: none"> - 9 Box Grid - Career Conversation 		
<ul style="list-style-type: none"> ■ Data Protection Training (if applicable) 	Completed Yes/No	Date Completed
<ul style="list-style-type: none"> ■ Welsh Language Skills 	Skill Area	Level of Proficiency
	Reading	
	Writing	
	Speaking/Listening	

Section 7: Overall Annual Performance Rating

Overall Appraisal Rating – based on assessment of performance against competencies and objectives	1. Exceeding service delivery expectations	
	2. Achieving service delivery expectations	
	3. Approaching service delivery expectations	
	4. Not achieving service delivery expectations	
<p>Employee Summary comments:</p> <p>Signed: _____ Date: _____</p> <p>Manager Summary comments:</p> <p>Signed: _____ Date: _____</p> <p>Date entered onto iTrent..... Signed</p>		



FLINTSHIRE COUNTY COUNCIL

**(Excluding staff employed by School
Governing Bodies)**

Appraisal Guidelines



Introduction

The employee appraisal process forms part of the Flintshire County Council's overall Performance Management system.

Appraisals are an opportunity to encourage and develop employees, review performance, agree objectives (linking in with the aims of the Council through the Improvement Plan) and highlight any learning and development requirements.

Aim

These guidelines provide an overview of the main principles of the appraisal process and gives detailed guidance on how to complete the appraisal form. This document should be read in conjunction with Flintshire's Behavioural Competency Framework.

Principles

The purpose of the appraisal is, through discussion, to:

- give and receive feedback
- assess performance against objectives set the previous year
- assess performance against the Council's Behavioural Competency Framework
- look forward and agree objectives for the coming year
- identify development and training needs
- discuss any other key areas/issues
- agree a date for the appraisal review meeting

Competency Based Appraisal

All employees must have an appraisal using the competency based appraisal model.

The annual appraisal should be supplemented by a six month mid year review and regular one to ones/updates.

Objectives must be set at the beginning of each year and measured throughout the year via regular updates/reviews.

The emphasis within the appraisal must be on improving performance, not as an opportunity to raise other issues outside of the appraisal. Any performance or behavioural issues should be addressed throughout the year.

Clear actions to address performance must be given, where there is exceptional performance, this should be reflected in comments within the 9 box grid relating to talent management.

9 Box Grid Talent Management and Succession Planning

In addition to the appraisal and agreed competency rating, all employees should have a conversation relating to the 9 Box Grid for Potential and Talent Management.

The aim of the 9 Box Grid is to stimulate discussion and to identify potential, this should be motivational. Feedback given should be positive and be based on potential, and development plans to help employees acquire new skills to move forward should be discussed.

The focus for this discussion should be on the employee to rate themselves and for the manager to discuss their view.

The Appraisal Process

Employees must be informed of the date, time and place of the appraisal meeting at least two weeks before it is held. Employees must be sent the appraisal documents a minimum of one week before the appraisal.

There is a preparation form available to assist both the manager and the employee to prepare for the meeting.

A sufficient amount of time should be set aside for the appraisal, and equal amounts of time should be provided for feedback to employees and responses from employees.

The appraisal will be recorded using the Appraisal Form. The line manager and the employee must agree that the written record is accurate when signing the appraisal form.

Feedback given should be clear, honest, helpful and constructive.

Objective Setting

Objectives should be set using the using the Corporate Objectives from the Improvement Plan as a basis, and led by the manager's set objectives from their appraisal.

All objectives must be SMART – Specific, Measurable, Achievable, Realistic and Timed.

Development Needs

All managers should identify development needs to improve performance. These needs can be sourced through Learning and Development, or via alternative methods e.g. on the job training, coaching/mentoring.

All employees must have an assessment against Welsh Language level of competence and agree steps to improve level of ability.

Recording Appraisal Dates and Ratings

The line manager must record the date of the appraisal and the overall appraisal rating in the relevant fields on iTrent via manager self service. This should be updated as soon after the appraisal is carried out as possible.

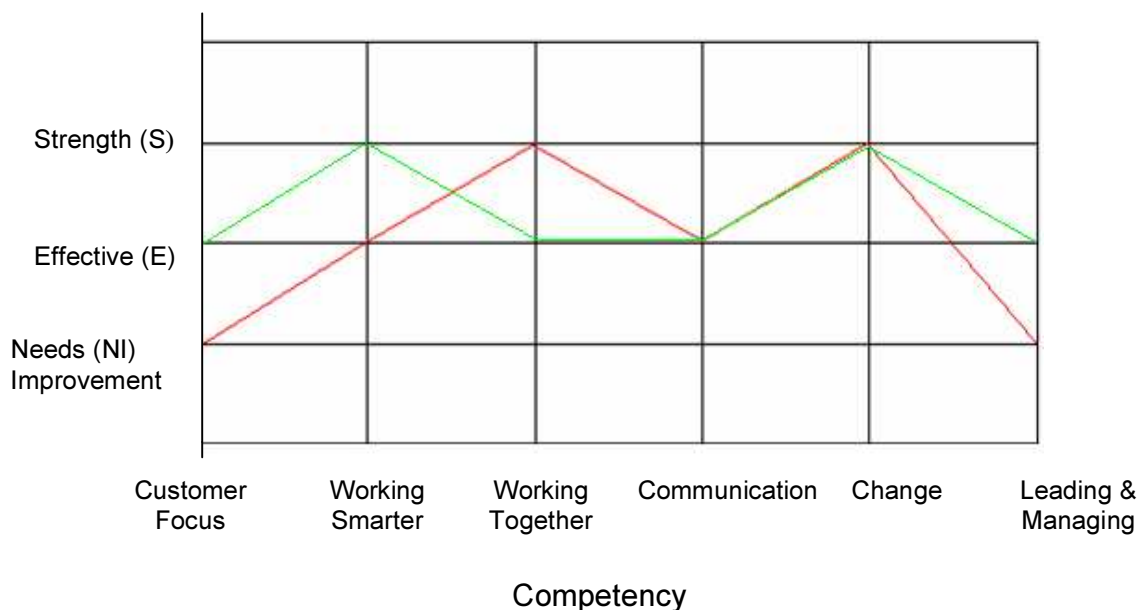
A copy of the individual appraisal record will be kept confidentially by both the line manager and the employee. Where possible, this will be held electronically.

Completing the Appraisal Form

Section 1 – Performance against Flintshire Behavioural Competencies

This section provides a tool for the basis of the discussion of employee performance against the competencies. The employee will need to complete this section prior to the appraisal.

Example



Example above – this employee has self assessed against the framework: Customer Focus as needs improvement, Working Smarter as effective, Working Together as strength etc.

The line manager will also use the chart to assess and plot and this will be a visual discussion tool of performance against the competency framework.

Section 2 – Competency Based Assessment

This page is used to record the conversation and key discussion points when assessing performance against the competencies. Any areas for improvement can then be identified as an objective for the coming year.

A final rating of performance against the competency is recorded here.

Please note: - it may be suitable to choose either Section 1 or Section 2 (or both) to assess performance against behavioural competencies, based on the role.

Section 3 – Review of performance against objectives

Review the objectives set in the last appraisal. Objectives will have been discussed during mid year reviews/supervisions/one to one meetings, but the appraisal allows for an overall review of the year. It will mainly be the employee’s responsibility to provide evidence to support the achievement of the objectives or reasons why the objective has not been met, including any factors affecting performance.

Section 4 – Objectives for next Review Period

The line manager and the employee will jointly discuss objectives for the year ahead. Suitable review dates and a completion date should be recorded and agreed by both parties. Ideally objectives should be stretching – they should not be day to day, familiar tasks unless there is a substantial change involved. Objectives should be SMART and a reasonable, achievable number of objectives should be set, e.g. 4-6. As a minimum, objectives should be based around People Strategy, Budget Setting, Financial Planning and Attendance Management.

Example of a SMART objective.

Activity	Objective	Targets	Timescale
People Strategy	To manage employee performance and identify succession for all Chief Officers.	All Chief Officers and Managers will identify a successor for their role, or identify the gap and steps to have a potential successor within 12 months.	Completion within 12 months.

Section 5 – Personal Development Plan

In order for employees to successfully achieve their objectives, they may require training, coaching or personal development. This may relate to classroom or online training, one to one support, coaching, mentoring or opportunities to work with other colleagues.

This section allows the line manager and the employee to review previous development targets and agree development needs going forward.

Section 6 – Other Discussion Points

This section should record any relevant issues raised during the meeting which do not fit into the previous sections. This includes a record of whether the employee requires any additional support or equipment in order to perform their role effectively.

Health & Safety – A discussion around the employees own personal welfare and responsibilities; check whether relevant certificates are up to date, identify any additional training and safety risks have been identified. Further information on the Health & Safety requirements can be found on the Infonet and by contacting your departments Health & Safety Advisor.

Working Arrangements / Attendance – A discussion about the suitability of existing working arrangements including flexible and / or agile working. Discuss the employee's attendance record and ensure awareness and understanding of the related policies and procedures.

Other policy areas – A discussion on Welsh language levels, ensuring Itrent is up to date and whether any training is required to support performance.

Data Protection – ensure relevant training is up to date, if applicable. Ensure the date of the training is recorded on iTrent.

Welsh Language – use the Welsh Language Skills Proficiency Framework in order for the employee to identify their welsh language skills. Once these have been identified, the skill levels need to be recorded onto iTrent.

Further information regarding Welsh Language and Data Protection can be found on Flintshire's Infonet.

Career aspirations – If applicable, please use the Career Conversations and 9 box grid guide to identify the key points to discuss during a talent management conversation, within the appraisal meeting.

Section 7 – Overall Annual Performance Rating

This section allows the line manager and the employee to agree on overall performance rating. This rating should be mutually agreed. This rating should be based on assessment of performance against both competencies and objectives.

The line manager and the employee both have an opportunity for additional written comments and are required to sign the appraisal record confirming they agree with everything recorded in the document.

There are four possible rating, as detailed below.

1. Exceeding service delivery expectations – consistently exceeds expectations of the role. Objectives met and competencies more than fully demonstrated. Demonstrates role model behaviours and performance.

2. Achieving service delivery expectations – consistently meets expectations of the role. Objectives met and competencies fully demonstrated at required levels.

3. Approaching service delivery expectations – meets some expectations of the role. Demonstrates commitment to learn and develop in the role. Most objectives met but development required to fully meet all objectives.

4. Not achieving service delivery expectations – struggles to meet the principal objectives of the role. Competencies not demonstrated. Performance unacceptable.

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Using the 9 Box Grid

Introduction

The 9 Box Grid is a simple Talent Management tool. It allows the mapping of current performance and future potential of employees.

Looking at performance and potential together, allows the Council to match what is required of the role, and what job holders can do. This includes what the employee is currently capable of doing and what they may be capable of doing in the future - with the right development and support.

The 9 box grid (where appropriate) will form part of the Appraisal process. Discussions around performance and potential should continue throughout the year in regular one to one's, but specifically at appraisals and six monthly review meetings.

Using the Grid

The 9 box grid, as the name suggests, is simply a map of 9 boxes. Each box describes the typical behaviours of an employee.

It is the responsibility of the employee to rate their performance using the 9 Box Grid, in order to aid a discussion with the manager during the appraisal, where the manager can discuss their view.

Where there is a significant difference in this rating, steps and actions should be taken to clarify this difference of view and the employee should be given the opportunity to reflect and where necessary, continuing conversations should take place.

Useful Information and Definitions.

FCC define performance and potential as follows:

Performance describes the activities employees undertake to deliver the goals of the organisation in their daily jobs. It reflects the capacity to deliver against clear objectives.

Potential - High potential individuals demonstrate the aspiration, ability, engagement and learning potential to occupy positions at a level above their current role. Potential is not set throughout a career - potential can grow or develop.

Indicators of Potential:

The following checklist looks at effective and less effective indicators of potential. The list below are examples and are linked through to Flintshire's Behavioural Competency Framework. Think about yourself or a member of your team and note how many times you would respond 'yes' to the following questions:

Effective Indicators:

- Does the person inspire people to action?
- Does the person display self awareness of their own development needs and of their impact on others?
- Are they comfortable, and can work with, ambiguity?
- Can they adapt their working style appropriately?
- Do they have, and do they use effectively, a wider network?
- Do they treat people with dignity and respect?
- Do they have a high level of resilience?
- Do they have a high capacity to learn quickly and can they apply that learning?
- Do they display creativity and innovation when dealing with issues and problems?

Less Effective Indicators:

- Is the person intolerant?
- Do they over complicate issues?
- Do they over conceptualise?
- Does the person display over-confidence?
- Are they considered manipulative or political?
- Do they give up more easily?
- Do they challenge procedures to be oppositional rather than to be creative or constructive?

In general:

- If someone demonstrates many of the effective indicators and few less effective indicators, it is highly likely they exhibit high potential and are well placed to make the most of it with the right development.
- If someone demonstrates many of the effective indicators and also many of the less effective indicators, it is likely that they exhibit potential but will need more support to make the most of it.
- If someone demonstrates few of the effective indicators and many or few of the less effective indicators, they may be a high performer rather than someone with high potential.

Supporting Evidence

The assessment of an employee's performance against objectives is well established using the current appraisal process. More challenging is the assessment of potential; where any judgement must be supported by facts.

As an employee, you should:

- Rate your own performance using the Grid, in order for this to aid a discussion with your manager in the appraisal
- Actively participate in discussions with your line manager
- Be honest and open about your aspirations and commitment to further development
- Take responsibility for your own development and career

Line managers should:

- Hold discussions on potential with all their team members – using the 9 box grid
- Give honest feedback to their employees regarding their potential
- Agree development plans with staff to help them acquire new skills and move forward
- Note any training or development need and discuss these needs with the Learning and Development team
- Input performance ratings onto the employees record on iTrent

Learning and Development

- Maintain and update the core learning programmes for the Council
- Provide advice and support for managers and employees on all matters relating to learning and development
- Negotiate best value from our partner organisations and other learning providers
- Provide and maintain a bank of internal Coaches to support the development of high potential individuals

HR Business Partners

- Provide advice and guidance to managers on the use of the performance management tools
- To provide advice to ensure the consistent application of standards
- To support the Chief Officers in taking responsibility for identifying opportunities for development for employees rated as High Potential or Outstanding Performer.

The 9 Box Grid Performance and Potential Map

Early Promise (R>2) (Transitional)	High Potential (R<2)	Outstanding Performer (RN)
High potential with strong initial impact. Individual may be new or inexperienced in current role.	Frequently achieves challenging and stretching goals with strong demonstration of potential to do more stretching assignments. Behaves as a leader and role model. Performance is continually improving, willing to take on additional responsibilities to support the organisation's objectives. Likely to progress to next level within 2 years with the appropriate development.	An exceptional performer who stands out from their peers. Consistently delivers to a high standard. Has realised potential at current grade and is now ready for next level. Acknowledged as skilled leader and role model.
Future Achiever (NR)	Good Contributor (R>2)	Strong Performer (R<2)
Either new to post or returning from long period of absence. Demonstrating ability but too early to form judgement. Has not yet had opportunity to demonstrate higher performance/potential Or, if the individual has been in the role for sometime then they are showing a demonstrable gap in performance against requirements of the grade.	Valued at this level and in this role. Performance is consistently good, and normal/high expectations are achieved. They make positive contributions to the goals of the organisation and have the potential to keep developing and to deliver more in either scale or complexity.	A consistently strong performer, delivering excellent results and exceeding performance expectations. Viewed as a strong leader/manager and role model by others. Is already exhibiting a range of behaviours required at the next level but not all. Likely to progress to next level within 2 years with the appropriate development.
Under Performer (NR)	Satisfactory Contributor (NR)	Very Good Performer (R>2)
Not meeting performance expectations. Failed to meet some key objectives or is demonstrating significant development needs at current level. May have competency gaps or behavioural issues which need to be addressed urgently.	Meets most normal performance expectations but may have varied performance, some minor inconsistencies in performance or behaviour, which are being addressed. No clear demonstration of potential to lead at the next level at this point in time.	Highly valued in this level and in current role. Could be an expert in their role. A consistently high performer who is a core team member but is comfortable to continue operating at their current grade level at the current time.

Key

Readiness for promotion to the next level

RN Ready Now

R<2 Ready within 2 years

R>2 Ready 2 years or more

NR Not Ready

Follow up Activities for a 9 box grid.

<p>Early Promise (R>2) (Transitional)</p> <ul style="list-style-type: none"> • Evaluate whether in right role. • Identify and address root causes of performance issues. • Possible need for training and further development. • Coach to enhance performance. • Shadowing. • On the job training. • Offer specific development opportunities to meet any skills gaps. • Assign mentor / buddy. 	<p>High Potential (R<2)</p> <ul style="list-style-type: none"> • Coach to enhance performance. • Set stretching goals and assignments. Identify opportunities for further development. • Consider secondment / loan / lateral move to increase breadth of experience. • Coach to enhance performance. • Offer specific development opportunities. • Develop individual as Coach for band below. • Assign a mentor • Consider for appropriate Management Development Programme. 	<p>Outstanding Performer (RN)</p> <ul style="list-style-type: none"> • Identify development opportunities to prepare for next step up. • Ensure exposure to key players and active corporate roles and tasks. • Coach for promotion • Offer specific development opportunities from the Corporate Programme. • Develop individual as Coach for band below.
<p>Future Achiever (NR)</p> <ul style="list-style-type: none"> • Evaluate whether in the right role. • Focus on how to stimulate higher levels of confidence and engagement. • Tailor development to build confidence and experience. • Define end date for intervention. • Consider a referral to a Coach to enhance performance. • On the job training. • Assign mentor / buddy. • Offer specific development opportunities to meet any skills gaps. 	<p>Good Contributor (R>2)</p> <ul style="list-style-type: none"> • Performance is good, and expectations at this level and in this role are achieved, but consider what you can do to enhance this. • Coach to enhance performance. Identify opportunities to make a wider contribution. • Nominate / Cultivar for Management Development Programmes. • Provide feedback. • Offer specific development opportunities to meet any skills gaps. 	<p>Strong Performer (R<2)</p> <ul style="list-style-type: none"> • Use stretching assignments and objectives to test potential. • Consider whether a secondment / loan / lateral move may assist. • Coach to enhance performance. • Offer specific development opportunities to meet any skills gaps. • Consider for appropriate Management Development Programme. • Develop individual as Coach for band below.
<p>Under Performer (NR)</p> <ul style="list-style-type: none"> • Support to address issues and improve performance within defined timescales. • Consider whether fit may be better in another role, but be prepared to undertake poor performance measures. • Agree a timed development plan. • On the job training. 	<p>Satisfactory Contributor (NR)</p> <ul style="list-style-type: none"> • Work on improving and re-energising performance in current role in the short term. • Put timed plan in place for acceptable improvements. • Define end date for interventions. • Coach to enhance performance. • Offer specific development opportunities to meet any skills gaps. 	<p>Very Good Performer (R>2)</p> <ul style="list-style-type: none"> • Explore desire to progress and develop. • Identify opportunities to pass on experience to others through coaching and mentoring. • Explore opportunities to stretch if this fits with future aspirations. • Explore their desire to progress and develop using Coaching approach, also consider a Coach to enhance performance. • Offer specific development opportunities to meet any skills gaps. • Develop individual as coach for band below.

NB:- Coaches are available from the Learning & Development department.

All of the Corporate learning programmes can be viewed on the Infonet.

If you require further assistance, please contact the Learning & Development team on 01352 841053.

Job Types and Levels Framework

There are four 'job type' classifications covering all job roles in our organisation. These are identified as:

- Officer
- Senior Officer
- Manager
- Senior Manager

Each job type has its own level of behaviours required for each competency. The levels of behaviours can vary depending on the role, for example, a Customer Service Assistant may be working at a Level 1 for most competencies, however they may be expected to be working at a Level 2 for the competency 'Customer First'.

Some descriptions of the job types follow. These are broad descriptions that indicate what kinds of activities and roles the jobs that fit into these types would *typically* undertake. The critical factor and main consideration in matching, is whether or not the competency levels identified by the job type are an appropriate description of the level of behaviour required of that job.

Officer – This role will be involved in specific areas of technical, administrative or operational activity, in order to support departmental service delivery. Specific requirements will vary from post to post. Some posts at this level will be responsible for supervising other staff, by allocating and checking their work on a day to day basis.

Senior Officer – This role will undertake a variety of advanced tasks in one identifiable area of work, to enable the service to meet the needs of its customers. This role will provide advice, support or guidance to support departmental service delivery. Some posts at this level will be responsible for supervising and co-ordinating the activities of other staff on a day to day basis.

Manager – This role will be responsible for contributing to and be leading on departmental objectives. They will advise and guide on initiatives, manage the introduction of key initiatives, supporting the Council's objectives. Key responsibility will be undertaking professional work requiring the application of specialist knowledge and experience. This role can include strategic managers, operational managers and advanced technical officers. This role will have full management responsibility for more than one or a group of individuals.

Senior Manager – This role will carry out complex 'work', including strategic planning and delivery, managing overall performance and financial performance, and cost effective service delivery. They make a key contribution to setting departmental objectives and take responsibility for the delivery of key objectives contained within the service plan. They will have full management responsibility for sizeable and diverse teams.

	Officer	Senior Officer	Manager	Senior Manager
Customer First	1	2	3	4
Working Smarter	1	2	3	4
Working Together/Partnership	1	2	3	4
Communication	1	2	3	4
Change	1	2	3	4
Leading & Managing	1	2	3	4

FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY 12 FEBRUARY 2015**

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 Chief Officers. 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

5.01 None as a result of this report.

6.00 ANTI POVERTY IMPACT

6.01 None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None as a result of this report.

8.00 EQUALITIES IMPACT

None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a result of this report

10.00 CONSULTATION REQUIRED

N/A

11.00 CONSULTATION UNDERTAKEN

11.00 Publication of this report constitutes consultation.

12.00 APPENDICES

12.00 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 2014/15

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Thursday 12 th March 2015 10.00	<i>Improvement Plan 2015/16 review</i>		
	Improvement Plan Monitoring Update 2014/15 Q3	Monitoring	Robert Robins
	Revenue Budget Monitoring 2014/15 (Month 9)	Monitoring	Sue Ridings
	Forward Work Programme	Approval and development	Robert Robins
Thursday 16 th April 2015 10.00	<i>MTFP</i>		
	<i>Improvement Plan 2015/16 review</i>		
	Q3 Performance Reporting	Monitoring	Robert Robins
	Revenue Budget Monitoring 2014/15 (Month 10)		
	Forward Work Programme	Approval and development	Sue Ridings
			Robert Robins
Thursday 14 th May 2015 10.00	Revenue Budget Monitoring 2014/15 (Month 11)	Monitoring	Sue Ridings
	Forward Work Programme	Approval and development	Robert Robins

Corporate Resources Overview & Scrutiny Committee
FORWARD WORK PROGRAMME 2014/15

Thursday 11 th June 2015 10.00	YE Performance Reporting	Monitoring	Robert Robins
	Revenue Budget Monitoring 2014/15 (Month 13)	Monitoring	Sue Ridings
	Forward Work Programme	Approval and development	Robert Robins
Thursday 9 th July 2015 10.00	Revenue Budget Monitoring 2014/15 (Out turn)	Monitoring	Sue Ridings
	Forward Work Programme	Approval and development	Robert Robins
Items to be scheduled	Health and Well-being update	Information	Helen Stapperton
	Medium Term Financial Plan	Development consultation	