

Public Document Pack

Gareth Owens LL.B Barrister/Bargyfreithiwr
Chief Officer (Governance)
Prif Swyddog (Llywodraethu)



To: Cllr Aaron Shotton (Leader)

CS/NG

Councillors: Bernie Attridge, Chris Bithell,
Helen Brown, Derek Butler, Christine Jones,
Kevin Jones and Billy Mullin

10 December 2014

Nicola Gittins 01352 702345
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Dear Sir / Madam

A meeting of the **CABINET** will be held in the **CLWYD COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **TUESDAY, 16TH DECEMBER, 2014** at **9.30 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

AGENDA

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

To confirm as a correct record the minutes of the last meeting.

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

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 **DRAFT COUNCIL FUND REVENUE BUDGET 2015/16** (Pages 9 - 86)

Report of Chief Executive, Chief Officer (People and Resources), Corporate Finance Manager - Leader of the Council and Cabinet Member for Finance

5 **COUNCIL FUND CAPITAL PROGRAMME 2015/16** (Pages 87 - 104)

Report of Corporate Finance Manager - Leader of the Council and Cabinet Member for Finance

6 **QUARTER 2 IMPROVEMENT PLAN MONITORING REPORT** (Pages 105 - 110)

Report of Chief Executive - Cabinet Member for Corporate Management

7 **STRATEGIC PARTNERSHIP PERFORMANCE MID YEAR REVIEW** (Pages 111 - 130)

Report of Chief Executive - Cabinet Member for Corporate Management

OPERATIONAL REPORTS

8 **AUDITOR GENERAL FOR WALES: CERTIFICATE OF COMPLIANCE FOR THE AUDIT OF THE ANNUAL PERFORMANCE REPORT 2013/14** (Pages 131 - 136)

Report of Chief Executive - Cabinet Member for Corporate Management

9 **2014/15 MID YEAR CHIEF OFFICER REPORTS** (Pages 137 - 150)

Report of Chief Executive - Cabinet Member for Corporate Management

10 **CAPITAL PROGRAMME 2014/15 (MONTH 6)** (Pages 151 - 168)

Report of Corporate Finance Manager - Leader of the Council and Cabinet Member for Finance

11 **REVENUE BUDGET MONITORING 2014/15 (MONTH 6)** (Pages 169 - 202)

Report of Corporate Finance Manager - Leader of the Council and Cabinet Member for Finance

12 **SINGLE POINT OF ACCESS (SPOA)** (Pages 203 - 224)

Report of Chief Officer (Social Services) - Cabinet Member for Social Services

13 **DEPRIVATION OF LIBERTY SAFEGUARDS IMPLICATIONS FOR FLINTSHIRE COUNTY COUNCIL** (Pages 225 - 232)

Report of Chief Officer (Social Services) - Cabinet Member for Social Services

14 **REVISED BLUE BADGE & ENFORCEMENT OF THE SCHEME** (Pages 233 - 240)

Report of Chief Officer (Community and Enterprise) - Cabinet Member for Corporate Management

15 **WORKFORCE INFORMATION QUARTER 1 AND 2** (Pages 241 - 290)

Report of Chief Officer (People and Resources) - Cabinet Member for Corporate Management

16 **EXERCISE OF DELEGATED POWERS** (Pages 291 - 294)

Report of the Chief Executive enclosed.

FORWARD WORK PROGRAMME - COUNTY COUNCIL, CABINET, AUDIT AND OVERVIEW & SCRUTINY - FOR INFORMATION

The following report was scheduled to be reported to this meeting but is not included in the agenda for the reason stated:

Treasury Management Mid-Year Report 2014/15

- Deferred to January 2015 to allow for the comments of the December's Audit Committee to be included

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CABINET **18 NOVEMBER 2014**

Minutes of the meeting of the Cabinet of Flintshire County Council held at County Hall, Mold on Tuesday, 18 November 2014

PRESENT: Councillor Aaron Shotton (Chair)

Councillors: Bernie Attridge, Chris Bithell, Helen Brown, Derek Butler, Christine Jones and Kevin Jones

APOLOGY:

Councillor: Billy Mullin

IN ATTENDANCE:

Chief Executive, Chief Officer (Community and Enterprise), Chief Officer (Governance), Chief Officer (People and Resources), Corporate Finance Manager and Team Manager – Committee Services

ALSO PRESENT:

Councillors: Ron Hampson, Dave Mackie and Carolyn Thomas

74. DECLARATIONS OF INTEREST

None were received.

75. MINUTES

The minutes of the meeting held on 16 October 2014 had been circulated with the agenda.

RESOLVED:

That the minutes be approved as a correct record.

76. CONSULTATION ON THE PROVISIONAL LOCAL GOVERNMENT SETTLEMENT FOR 2015-16

Prior to the presentation, the Leader and Cabinet Member for Finance suggested that the outline response be presented to County Council the following week for endorsement given the shared concern across the political groups on the settlement, which was agreed.

The Chief Executive and Corporate Finance Manager delivered a presentation on the response to the Provisional Local Government Settlement for 2015/16 which outlined the following:

- Key timescales
- Headline information for Flintshire County Council
- The budget story
- Context

- 2015-16
- The medium and longer-term

The Chief Executive emphasised the difficulties placed on local authorities as no indicative details on the settlements for the coming years were available from Welsh Government (WG) which resulted in Council's being unable to plan ahead with purpose and certainty. He also stressed that the reductions in Revenue Support Grant experienced in 2014-15 were not sustainable.

The Leader and Cabinet Member for Finance said if the trajectory of cuts to local government finances continued, local government would not be viable in its current form. He felt the Welsh Local Government Association (WLGGA) needed to speak with one voice to lobby WG for the sustainability of public services in Wales. Cabinet Members concurred with the comments of the Leader and commented on the importance of the devolution of services to local government.

Following the Leader's comments prior to the start of the presentation, the Chief Executive explained that the deadline for responding to WG on the Settlement was the following day. If Cabinet Members resolved to refer the outline response to County Council the following week, he would request an extension for after that meeting. If an extension was not agreed, a draft response could be submitted to WG prior to County Council.

RESOLVED:

That the outline response to the provisional Local Government Settlement be agreed and that it be referred to County Council for endorsement.

77. EUROPEAN STRUCTURAL FUNDS AND RURAL DEVELOPMENT PLAN PROGRAMMES

The Cabinet Member for Economic Development informed Members of the current position in the development of the European Structural Funds and Rural Development Plan (RDP) programmes, the emerging priorities for North Wales and the potential opportunities for the Council.

The European Structural Funds and RDP represented a major source of funding for economic development, skills and employment, infrastructure and quality of life.

The European Structural Funds had two programmes within its funding stream: European Social Fund (ESF) and European Regional Development Fund (ERDF). The funding programmes within the Operational Programmes were detailed in the report, with each priority having a number of specific objectives which would operate on an All-Wales, West Wales and the Valleys only or an East Wales only basis.

The RDP programme primarily supported the land-based sector in Wales but included some smaller elements for wider rural development, details of which were appended to the report.

The Cabinet Member for Housing provided details on the current position in the development of Domestic Energy Efficiency North Wales Collaboration project, explaining that the proposed programme was designed to create a sustainable and replenishing loan pot of £30 million per annum through investment of ERDF capital in the domestic energy efficiency retrofit of 3,000 homes per year. The work would be delivered by Flintshire County Council across North and Mid Wales targeting the 286,000 homes in the region and the programme would be open to all tenants and residents which was a step change from existing funding streams. The funding would be distributed evenly over several financial years to prevent a boom and bust scenario that had been a characteristic of the market in recent years.

Cabinet Members welcomed the report and the funding from the programmes.

RESOLVED:

- (a) That the progress in the development of the European programme be noted and that approval be given to the next steps set out in the report; and
- (b) That delegated authority be given to the Cabinet Member for Housing in conjunction with the Chief Officer (Community and Enterprise) to move the Domestic Energy Efficiency project forward as described in the report.

78. TENANCY AGREEMENT

The Cabinet Member for Housing introduced the report which sought approval for the final stage of implementation of the Council's revised tenancy agreement.

The Council gave a commitment to tenants in the 'Choices' document that if it retained its housing stock, the tenancy agreement would be updated. Following an extensive consultation exercise, a copy of the proposed tenancy agreement along with the preliminary notice of variation was sent to all tenants in March 2014.

The responses to the consultation were positive. There were two queries raised by a tenant who had been invited to the Housing Overview and Scrutiny Committee meeting when the update report was considered: one query related to the legality of varying the tenancy agreement, with the second query relating to the section on 'tenants rights'. Both were addressed by the Council's legal team at the meeting.

The Cabinet Member for Education asked if there was the facility within the Agreement that the Council could be charged a fee if they were unable to attend a scheduled appointment. The Chief Officer (Community and Enterprise) said that there was the option for this to be implemented but a separate report on the matter and specific Cabinet approval would need to be sought first. He then asked if, following the death of a tenant, was there a specific timeframe for the property being emptied and handed back to the Council. The Cabinet Member for Housing explained that this varied and was determined on a case by case basis.

Following a query raised by the Cabinet Member for Education, the Cabinet Member for Housing clarified that the reference in the Agreement to National Assembly should read Welsh Government.

The Cabinet Member for Housing thanked all officers and Members involved in the production of the new Tenancy Agreement, particularly in the consultation that had been carried out which had been widespread.

RESOLVED:

That approval be given for the final stage of the implementation of the new tenancy agreement.

79. THE ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014

The Chief Executive provided information on the new legislative provision for powers for dealing with anti-social behaviour.

There were two main provisions that the new legislation brought in that could be used by the local authority to tackle anti-social behaviour: Community Protection Notices (CPN) and Public Spaces Protection Orders (PSPO).

The CPN was intended to deal with particular ongoing problems or nuisances, for example graffiti or noise, which affected the community's quality of life by targeting those responsible. A CPN could be issued if the officer was satisfied on reasonable grounds that the conduct of the individual, business or organisation was having a detrimental effect on the quality of life of those in the locality; was persistent or continuing in nature; and was unreasonable.

PSPO were intended to deal with a particular nuisance or problem in a particular area that was detrimental to the local community's quality of life, by imposing conditions on the use of that area that applied to everybody, such as street drinking, roaming dogs in the park and groups of people causing noise issues in open spaces.

RESOLVED:

That the introduction of the new legislative powers be noted, that the approach to implementation as outlined in the report be endorsed and that officers from Public Protection be authorised to enable enforcement of the relevant provisions.

80. REVENUE BUDGET MONITORING 2014/15 (MONTH 5)

The Corporate Finance Manager provided 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 5 and projected forward to year-end based on the most up to date information available.

The projected year end position, as estimated at Month 5 was:

Council Fund

- Net in year non pay expenditure forecast to be £0.608m lower than budget. This did not include any potential effect of variances on pay
- Projected contingency reserve balance at 31 March 2015 of £3.549m

Housing Revenue Account

- Net in year expenditure forecast to be £0.044m less than budget
- Projected closing balance as at 31 March 2015 of £1.210m

The table in the report showed projected in year non pay expenditure to be £0.608m less than budget. The reasons for all movements from Month 4 were detailed in the appendix 1 to the report with the projected variances occurring for the year to date summarised in appendix 2.

The report provided details on corporate and functional efficiencies, workforce efficiencies, inflation and monitoring budget assumptions and risks.

On unearmarked reserves and the current projected outturn at Month 5, the projected balance on the contingency reserve at 31 March was £3.549m, full details of which were contained in appendix 4 to the report.

The position at Month 5 on the HRA was an overall projected underspend of £0.045m and a projected closing balance at Month 5 of £1.210m, which at 4% of total expenditure satisfied the prudent approach of ensuring a minimum level of 3%.

RESOLVED:

- (a) That the report be noted;
- (b) That the projected Council Fund contingency sum as at 31 March be noted; and
- (c) That the projected final level of balances on the Housing Revenue Account be noted.

81. COUNCIL TAX BASE FOR 2015/2016

The Chief Officer (Community and Enterprise) provided details on the setting of the Council Tax Base for 2015-16.

The setting of the Council Tax allowed the County Council, Police & Crime Commissioner for North Wales and Town and Community Councils to calculate next year's Council Tax charges based on the estimated number of chargeable properties.

The calculation of the Council Tax Base for 2015-16 was the measure of the taxable capacity of all areas in the County and was calculated in accordance with prescribed rules. The Tax Base was based on the number of chargeable dwellings, expressed as Band D equivalents, taking into account the total number of property

exemptions, disabled banding reduction, other status discounts together with an estimate to reflect new build and demolished properties over the forthcoming year.

The Tax Base for 2015-16 had been calculated using the usual collection level of 99.0% which ensured the Council set one of the highest collection levels in Wales and demonstrated the successes and importance in collecting local Council Tax.

RESOLVED:

- (a) That a 'nil' level of discount for properties falling within any of the Prescribed Classes (A, B or C) continue to be set and it to apply to the whole of the County area; and
- (b) That the Tax Base of 61,993 chargeable Band 'D' equivalent properties be approved for 2015-16.

82. BUSINESS RATE DEBT – WRITE OFF

The Cabinet Member for Economic Development introduced the report which sought approval to write off a single business rate debt amounting to £31,979.31.

RESOLVED:

That the write off of the debt, amounting to £31,979.31 which relates to residual business rate charges for the period between 2011-12 and 2013-14 be approved.

83. INTRODUCTION OF SELF FINANCING FOR THE HOUSING REVENUE ACCOUNT

The Cabinet Member for Housing provided an update on the progress to introduce self financing for the Housing Revenue Account.

The UK Government and Welsh Government (WG) had reached an agreement to change the financing arrangements for council housing in Wales from April 2015 at the request of Welsh local authorities. To date, this had seen a negative subsidy system in operation which had required all 11 stock owning councils across Wales to make a total annual negative subsidy payment of £73m, c£6m in Flintshire's case, of rental income to WG and on to the UK Treasury. This would cease on the introduction of self financing.

The new arrangements would see the annual subsidy payment replaced with £40m of interest payments on Public Works Loan Board (PWLB) loans.

The introduction of self financing required stock retaining councils to implement a new rent policy prescribed by WG which was approved at Cabinet in September 2014 to allow for a first draft of the business plan for self financing to be submitted to WG by the end of September, with feedback expected in the coming weeks. A summary of the response to the consultation from the then Housing Minister Carl Sergeant was detailed in the report.

Work was underway to prepare for self financing however timescales were tight and a summary level project plan was appended to the report. Detailed actions were underway to achieve key deadlines and achievement of self financing would require delegated authority to enter into a voluntary agreement with WG.

The project group would be provided with a document detailing the key risks and appropriate mitigation measures including an assessment of legal risks ahead of making recommendations to enter into a Voluntary Agreement.

A number of Member and tenant workshops would be held over the coming weeks to discuss the significant change and to consider proposals on how Governance of the HRA should be developed.

Cabinet Members thanked the Leader for his work on this with the Welsh Local Government Association (WLGA) on what was a remarkable achievement and an accomplishment for Flintshire and the other 10 local authorities involved.

RESOLVED:

- (a) That the update report and planned actions over the coming months, including those for communication and engagement, to introduce self financing for council housing be noted; and
- (b) That subject to consideration of the risk assessment, delegated authority be given to the Chief Officer (Governance), Chief Officer (Community and Enterprise) and the Corporate Finance Manager, in consultation with the Leader and Cabinet Member for Housing to enter into a Voluntary Agreement in January 2015, to enable the introduction of self financing for the HRA from 1 April 2015. (To note that before exercising any delegated authority the key risks and appropriate mitigation measures would be documented in a risk assessment.)

84. EXERCISE OF DELEGATED POWERS

An information report on the actions taken under delegated powers was submitted. The actions were as set out below:-

Community and Enterprise

- Council Tax – Write Offs
The write off of two council tax accounts where the overall debt for each is greater than £5,000, totalling £13,509.26.
- Business Rates – Write Offs
The write off of four business rate accounts where the overall debt for each company is greater than £5,000, totalling £41,700.03.

People and Resources

- Single Status Governance Policy
The proposed Single Status Agreement for the Council was considered and approved on 29 October 2013. It was agreed under the same report that the

Chief Officer and Chief Executive would have delegated authority to agree new policies associated with Single Status, following consultation with the Trade Unions and the portfolio Cabinet Members. This policy sets out the governance arrangements for monitoring and maintaining the application of the Single Status Agreement.

RESOLVED:

That the actions taken under delegated powers be noted.

85. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were three members of the press in attendance.

(The meeting commenced at 9.30am and ended at 10.43am)

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Chairman

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 16 DECEMBER 2014**

REPORT BY: **CHIEF EXECUTIVE, CHIEF OFFICER (PEOPLE AND RESOURCES), CORPORATE FINANCE MANAGER**

SUBJECT: **DRAFT COUNCIL FUND REVENUE BUDGET 2015/16**

1.00 PURPOSE OF REPORT

- 1.01 To present the draft revenue budget proposals for the Council Fund for 2015/16 for approval as the basis for formal consultation with the Overview and Scrutiny Committees, and for public information and consultation where specified.
- 1.02 To explain the level of budget deficit 'gap' which remains, over and above the sum of the proposals, and to advise on the ongoing work to offer further proposals.

2.00 BACKGROUND

- 2.01 The Provisional Local Government Settlement for 2015/16 was published by Welsh Government for consultation on 8th October. Details of the provisional settlement and the implications for Flintshire were reported to Cabinet on 16th October.
- 2.02 The County Council considered and supported the consultation response proposed by Cabinet to Welsh Government at its meeting on 18th November.
- 2.03 Preparatory workshops for members were held in late October and early November to set out the budget context; the renewed Cabinet and Chief Officer approach to fundamental reviews of all service budgets; the likely budget position for 2015/16 following the publication of the Provisional Settlement; the specific budget proposals developed thus far; the further work required to reach a balanced budget for recommendation to Council in February 2015.
- 2.04 Following consideration and adoption by Cabinet the draft budget proposals will be subject to a series of formal Overview and Scrutiny meetings to be held throughout January.
- 2.05 The Final Settlement was due to be announced on 10th December following completion of this report. A verbal update will be given at the meeting on any changes to the Settlement made between the

provisional and final stages and any implications for Flintshire.

3.00 CONSIDERATIONS

Impact of the National Budget Announcements

- 3.01 As part of the previous year's settlement announcement in 2013 the Welsh Government provided all Welsh Authorities with an indicative allocation to plan ahead for 2015/16. For Flintshire this was a reduction of 1.6% in its Aggregate External Finance (AEF). AEF is a combination of the Revenue Support Grant and a share of the National Business Rates Pool. AEF provides close to 75% of the Council's overall funding with the remainder being raised directly from Council Tax.
- 3.02 The impact of this indicated decrease in funding meant that there was a projected budget gap for 2015/16 in the region of £12m at that time, having taken into account inflation and other cost pressures
- 3.03 In June 2014 the situation changed dramatically and for the worse. The then Minister for Local Government advised Councils that they should now plan for reductions in funding of up to 4.5%. This meant that the scale of the financial challenge for 2015/16 increased to an estimated £18.5m.
- 3.04 The Provisional Local Government Settlement received on 8th October notified the council of a reduction of 3.4% which, although set at a lower level than that first expected, still created a 'real money' gap of £16.4m. This figure will be increased by any impact from 2014/15 workforce efficiency targets not being achieved in full. This scale of cost reduction by far exceeds anything the Council has had to face in balancing its annual budget in previous financial years. From 2011/12 to 2014/15 the Council will already have achieved some £33m of efficiencies and savings and as each year of reducing budgets passes, the scope to find new efficiencies diminishes.

Budget Strategy

- 3.05 For the 2014/15 budget – to achieve a then unprecedented level of required annual efficiencies - the Council set out an organisational strategy to reduce costs to shield and protect local public services. Whilst building and capitalising upon the efficiency programmes in being from earlier years, the renewed strategy had to be more ambitious due to the scale of the financial challenge. The strategy was built on the four pillars of 'corporate' or whole council efficiencies, 'functional' or within service efficiencies, organisational

redesign of management structures based on a new 'operating model', and workforce efficiencies through phased reductions in the number of people we employ.

- 3.06 The principles which underpinned this strategy, as set out in the Council's Medium Term Financial Plan for the period 2013-2017, have been followed through:-
- planning for the long-term as a whole organisation
 - making decisions for local public services which can be sustained
 - being ambitious and positive about change to better the organisation
 - having a clear philosophy underpinned by social values
 - managing the transition from the current to the future with care
- 3.07 The twin objectives of these programmes of change and cost reduction have been and remain as:-
- maximising the financial efficiency of the organisation and prioritising our resources
 - modernising the organisation to be lean, productive, efficient, resilient and high performing
- 3.08 Whilst the Medium Term Financial Plan (MTFP) is under review alongside the developing budget for 2015/16, with the purpose of re-forecasting the changing budget assumptions for future years and realigning our organisational strategy to suit, the principles and objectives within the plan stand fast.
- 3.09 The organisational strategy followed for the current year has had to be reviewed to cope with the worsened financial position caused by reductions in the Welsh block Grant by UK Government and the change in Welsh Government policy over the prioritisation of local government within the macro Welsh budget. In adopting a new operating model for the Council in March as a first step to the reorganisation of senior management, it was recognised by the Cabinet that the top priority for the Chief Executive and new Chief Officers Team would be a sustainable corporate financing strategy to bridge the annual budget challenges ahead whilst protecting the prioritised and most critical local services.
- 3.10 The basis of the corporate financing strategy has been a series of fundamental business plan reviews across each new Chief Officer portfolio. Chief Officers and their operational teams have been set the challenge of working to a collective budget savings target of up to 30% of total Council resources up to 2017/18. The business planning approach which has challenged priorities, models of

service design and delivery, base budget allocations, value for money, income and cost recovery for services, and management and workforce structures and cost, has generated the proposals listed in the appendices to this report.

3.11 The overall budget which is coming together as a package of measures and proposals combines:-

- corporate financing options e.g. how to manage inflation
- portfolio level business plan proposals
- review of pressures on portfolio budgets
- maximising income generation
- reviews of workforce numbers and costs
- a review of council tax levels
- a full review of reserves and balances

3.12 Ongoing work on options to close the working gap which remains includes further workforce efficiency options - both creative options over overhead costs and workforce sizing, other corporate financing options, and further options in cost reduction in services. The first of these is the subject of ongoing discussion with the Trade Unions in readiness for options to be shared in January.

3.13 The MTFP and the Improvement Plan of the Council set out ambition for alternative ways of working and alternative service delivery models some of which will be new to Flintshire. A number of the budget proposals for this and later year budgets are based on creative and ambitious ideas for community ownership of assets, community and social enterprise, commissioning and trading, and more extensive collaboration. Within the budget are the seeds of new ways of working described in the new Council operating model, the MTFP and the Improvement Plan.

Public Engagement

3.14 Earlier this year the Council launched its 'Big Budget Conversation' as a way of:-

- raising awareness of the budget situation and the significant financial challenges facing the Council
- gauging the level of public acceptance of some of the difficult decisions ahead.

3.15 The period of consultation ran from mid-August to mid-September. A number of specific public consultations will need to follow on certain areas of the budget proposals, where there is an impact on service users, including consultation with the groups with 'protected

characteristics' identified under the Equality Impact Assessments we have been running.

- 3.16 Many of the budget proposals have no direct public impact as shown in the detail in the appendices. For these budget proposals Cabinet and Overview and Scrutiny Committees will be invited to support their early implementation so that the risk of failing to achieve full or part year efficiencies will be minimised through early action in advance of the formal budget setting Council meeting.
- 3.17 A summary report on the outcome of the first stage of the Big Budget Conversation is attached as Appendix 1.

4.00 TOTAL REVENUE BUDGET AND BUDGET REQUIREMENT

Proposed Budget

- 4.01 At this point in the budget planning there is a remaining budget gap on the recurring base budget of £1.760m as detailed in the table below.
- 4.02 Sections 4.03 – 4.17 below set out further details and assumptions made:-

<u>Funding</u>	£m
Aggregate External Funding (AEF)/RSG NNDR	186.506
Council Tax	63.100
SSA/Budget Requirement	249.606
Specific Grants (Estimated)	35.141
Outcome Agreement Grant (Estimated)	1.458
Use of Reserves - Investment Strategy	0.730
Total Funding	286.935
<u>Expenditure</u>	
Base Budget Rolled Forward	296.946
Prior Year Budget Decisions (Appendix 2)	(1.657)
Inflation (Appendix 3)	2.155
Transfers in/out of the settlement (Appendix 4)	0.406
Pressures & Investments Recurring (Appendix 5)	1.109
Pressures & Investments One off	0.730
Efficiencies - Business Planning (Appendix 6)	(10.616)
Less Specific Grants 2014/15	(35.518)
Plus Specific Grants 2015/16 (Estimated Appendix 7)	35.141
Total Expenditure	288.691
Shortfall	(1.760)
<u>Resources</u>	

- 4.03 Total resources of £286.935m include funding from Revenue Support Grant (RSG), Non Domestic Rates (NDR), Council Tax, Unhypothecated and Specific Grants and the use of Reserves.
- 4.04 Currently, the amount to be raised from Council Tax is assumed as an increase in the Band D Council Rate of 3.0% (excluding Police and Town/Community Council precepts) and a 99% collection rate. This equates to an increase of £29.65 on 2014/15 and a Band D Rate of £1,017.86. At 3%, this assumption is at the lower end based on the Council's local taxation policy set out in the Medium Term Financial Strategy and, as such, will need to be one of the factors to be reviewed in closing the remaining budget gap.
- 4.05 A 3.0% increase in the Band D Rate results in a Budget Requirement of £249.606m.
- 4.06 As the Council's proposed increase in the Band D rate differs from

that assumed by the WG when calculating Flintshire's Standard Spending Assessment (SSA), the budget requirement is £1.649m below its calculated SSA of £251.255m as notified in the Provisional Settlement.

- 4.07 The provisional settlement did not include a specific amount for the Outcome Agreement Grant, although the overall amount across Wales remained unchanged from 2014/15. As always this grant will be subject to assessment against agreed performance criteria. For budget purposes it has been assumed that the same level of grant will be received in full for 2015/16.
- 4.08 The specific grants figure of £35.141m is provisional, with the Welsh Government yet to advise of the 2015/16 level for a number of grants. However, in line with the Council's MTFs, expenditure levels need to be managed within the final figures announced by the Welsh Government. Appendix 7 details the information received from the WG to date.

Expenditure

Previous Year Growth / Items Dropping Out

- 4.09 Each year indicative amounts for previous year's pressures and investments and efficiencies are included in the budget for the following two years. In the current budget the net effects of the changes agreed in 2013/14 and 2014/15 equate to a net reduction of £1.657m as detailed in Appendix 2. These amounts have been reviewed as part of the 2015/16 budget and where appropriate an adjustment made to reflect the current position.

Pay and Price Inflation

- 4.10 Inflation of £2.155m is shown in detail in Appendix 3.

The proposals at this stage assume a 1% increase on pay from April 2015, although the outcome of national negotiations has confirmed an average pay increase of 2.2% from 1st January 2015 to 31st March 2016. Initial financial modelling on this complex pay award, which cuts across 2 financial years, suggests that the 1% included for 2015/16 will be sufficient to meet this award.

- 4.11 Price inflation of £0.545m has only been included for some targeted service areas at levels where this has been deemed essential. A significant amount of detailed work has been undertaken to assess the need for an inflationary increase and wherever possible increases have been omitted with agreement of the relevant Chief Officer.
- 4.12 In addition to the standard level of inflation outlined above, non-

standard inflation of £0.560m has been included as detailed in Appendix 3 to reflect those items for which inflation is anticipated to be at higher levels based on national intelligence. This sum will be held centrally until it is demonstrated that there is a requirement for the funding to be released, as has been the case in prior years.

- 4.13 Inflation of 3% amounting to £0.254m has generally been assumed on the yield from existing fees and charges.
- 4.14 The inflation figures referred to above exclude inflation on specific grant income and related expenditure as the specific grant figures are indicative only at this stage. Adjustments will be applied when the figures are confirmed by the Welsh Government but this will be cost neutral to the Council.
- 4.15 The provisional settlement included various transfers in and out of the settlement and, following an assessment of the local impact for Flintshire, the relevant amount of funding has either been 'passported' to (for transfers in) or taken from (for transfers out) the service concerned as detailed in Appendix 4.
- 4.16 Appendix 5 sets out the recurring pressures and investment included in the 2015/16 budget and include items such as increased resources needed to fulfil Statutory obligations such as Deprivation of Liberty Safeguards (DOLs), the increased pressure on the Council Tax Reduction Scheme (CTRS) as well as reflecting increased cost pressures on environmental services.
- 4.17 Information regarding the efficiency proposals arising from the portfolio Business Plans are detailed in appendix 6 which in total contribute £10.616m to the overall budget position.

Schools Budget

- 4.18 Under the School Funding (Wales) Regulations 2010, local authorities are required to notify Welsh Government of the proposed budget for schools for the forthcoming year by 14th February each year. The First Minister has indicated his commitment to protect schools funding in 2015/16 by 1% above the change in the overall Welsh Government budget. For 2015/16 this equates to 0.6%. It should be noted that the protection expectation is relative to Welsh Government's funding from the UK Treasury and not the level of Individual Council settlements from Welsh Government.
- 4.19 The current budget proposals meet the First Minister's expectation of protecting schools, although the Council will continue to review investment in schools, particularly for inflationary pressures.
- 4.20 The Council is also committed to increasing the amount of the school budget delegated to schools progressively. This is within the

strategic framework which embraces the school modernisation programme, numbers of children in school (demographic change) and investment through the 21st Century Schools Programme.

- 4.21 The Welsh Government is planning to make significant changes to the education grants regime in 2015/16; Eleven existing grants will be merged into a single Education Improvement Grant. As indicated in the final settlement the value of this new grant relative to the previous funding levels in 2014/15 will be a reduction in funding of 10%. Based on recent intelligence on Post 16 funding levels we are anticipating a reduction nationally of 8.4%. The impact of these grant reductions on Flintshire cannot be ascertained until further detail is provided by Welsh Government.

4.22 **One off / Time Limited Investment Costs**

As referred to above, efficiencies of £10.616m have been identified in 2015/16 as part of the work that has taken part around business planning. There is a requirement to fund some one off investment costs to enable these efficiencies to be achieved and currently this is estimated to be £0.730m.

It is recommended that these one off costs are funded from the reserves identified as available following the extensive review of historical reserves and balances.

Equality Impact Assessment

- 4.23 The Council has an obligation to assess the potential equalities impact of its budget proposals, some specific budget proposals are subject to an appropriate Equalities Impact Assessment to ensure that there is no discrimination or disadvantage to either service users or employees.

- 4.24 The Council has reviewed all the budget proposals to identify those that might impact on people to whom it owes an equality duty. Impact assessments have been carried out on those proposals and consultation will be undertaken with the public and affected groups as appropriate. The results of the consultation will be fed into the budget scrutiny process in order to inform councillors and help to develop measures for mitigating any impact.

5.00 EARMARKED AND UNEARMARKED RESERVES

Base Level of Unearmarked Reserves

- 5.01 The Council's Medium Term Financial Strategy confirms the Council's commitment to maintaining a base level of reserves of 2%

of turnover. The current base level of reserves is £5.769m as reported in the monthly budget monitoring reports. Despite the fact that funding has reduced in 2015/16 over 2014/15 it is proposed that unearmarked reserves are maintained at the same level for 2015/16 which will provide an additional safeguard in the current uncertain financial climate.

Contingency Reserve

- 5.02 When the 2014/15 budget was set the Contingency Reserve was estimated to be £3.709m at 31 March 2014. As a result of the net underspend reported in the final outturn for 2013/14 the actual amount in the Contingency Reserve at the year end was £5.328m.
- 5.03 The monthly budget monitoring report has provided updates on the movements in this reserve for:-
- use of £2.500m to meet budgeted one-off / time limited costs
 - replenishing the reserve for termination benefits paid £0.745m
 - allocation to fund investment costs of £0.696m approved under delegated powers
- 5.04 The 2014/15 Month 6 Budget Monitoring report which is also on this agenda, shows an estimated balance of £3.822m in the contingency reserve as at 31 March 2015.
- 5.05 Whilst the base level of reserves is a known sum which is set aside, the level of contingency reserve is based on the current estimate and is subject to change at the end of the financial year.

Review of Reserves and Balances

- 5.06 As part of its budget strategy a critical review and challenge of all reserves and balances held by the Council was undertaken to ensure that all balances were still required for the intended purpose and at the same amount. This was undertaken with a view to maximising the amount of one-off funding available for use in relation to future investment costs. The outcome of this work has identified £1.1m of reserves and balances that can be released with no direct risk or impact on service levels.

6.00 2016/17 AND THE MEDIUM TERM

- 6.01 As referred to earlier in the report the Council's MTFP is currently being reviewed and a shortened version in a more concise and graphic format is planned to be completed in January. This will be followed by a fuller version scheduled to be completed for the start of the next financial year after the budget has been finalised.
- 6.02 The critical element of the MTFP is inevitably the forecasting of

future year settlements from Welsh Government, and the fact that the Provisional Local Government Settlement received in October provided no indication of funding for future years highlights the difficulties of local financial planning in such an uncertain environment.

6.03 Given the uncertainty in planning ahead the ongoing impacts of UK fiscal policy in pursuit of the objective of the control and reduction of national debt mean that sizeable annual reductions in resources need to be assumed for the foreseeable future. This is compounded by the fact that the Council will still need to meet the impact of future pay awards, inflationary pressures, new legislative and policy impacts together with meeting growing demands in key service areas such as Children's and Adult Services.

6.04 To address these financial challenges work is already underway through Portfolio Business Plans on sustainable savings options in each portfolio budget up to 2017/18.

7.00 RECOMMENDATIONS

Members are asked to endorse the initial budget proposals and ongoing work to close the budget gap, and refer them to overview and scrutiny committees for consideration.

8.00 FINANCIAL IMPLICATIONS

As set out in the report.

9.00 ANTI POVERTY IMPACT

9.01 Individual growth and efficiency items may have specific anti-poverty impacts.

10.00 ENVIRONMENTAL IMPACT

10.10 Individual growth and efficiency items may have specific environmental impacts.

11.00 EQUALITIES IMPACT

11.10 As set out in 4.23 - 4.24 of the report.

12.00 PERSONNEL IMPLICATIONS

12.01 There will be significant workforce implications arising from the fundamental review of business plans and resulting proposals and further workforce efficiency options.

- 12.02 In recognising that the organisation will have fewer jobs and workforce numbers, every effort will be made to maximise the option of voluntary redundancy wherever possible. Employees who are placed at risk of redundancy will receive outplacement advice to support their transition into alternative employment or a new career, or into retirement, which may include re-training, career counselling or retirement planning guidance, depending on the specific circumstances.
- 12.03 The Council have ensured that there are appropriate consultation arrangements in place with individual employees and the Trade Unions for all employees who may be affected, in accordance with the statutory requirements and the Council's HR policies and procedures.
- 12.04 Every proposal in the business plans, or in relation to new workforce efficiencies will undergo a thorough equalities impact assessment so that any apparent adverse impacts on specific groups can be mitigated appropriately.

13.00 CONSULTATION REQUIRED

- 13.01 Formal consultation is required with Overview and Scrutiny. Meetings of Overview and Scrutiny Committees have been arranged as follows:
- 22nd January: Corporate Resources
 - 23rd January: Housing
 - 23rd January: Environment
 - 26th January: Social & Health Care
 - 26th January: Lifelong Learning
 - 30th January: Corporate Resources - Open to all members (to take an overview of budget based on feedback from other scrutiny meetings) and also to consider Capital.
- 13.02 Formal consultation is required with the School Budget Forum. Consultation is ongoing.
- 13.03 Statutory consultation is required with Business Ratepayers. This will be undertaken in writing after the Cabinet meeting with the largest businesses within Flintshire and the representative trade and business organisations.
- 13.04 The budget proposals are shared with the Flintshire Joint Trades Unions Committee. Consultation is ongoing.
- 13.05 Formal consultation on workforce proposals will be set out in the detailed plans and timescales of the workforce programme and in accordance with statutory requirements and Council policy.

14.00 CONSULTATION UNDERTAKEN

- 14.01 The developing financial position and the strategy to meet the projected budget gap was shared at two member workshops, open to all members in late October and early November.
- 14.02 The Big Budget Conversation provided an opportunity for all stakeholders to provide comments and views and the consultation process was undertaken between 18th August and 12th September 2014.
- 14.03 Updates to meetings of the School Budget Forum have been made on an ongoing basis.
- 14.04 Dialogue and information sharing is part of an ongoing process with Trade Unions and FJTUC.

15.00 APPENDICES

- 15.01 As set out in the report.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

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APPENDIX 1

Flintshire County Council

The Big Budget Conversation

Summary Report

September 2014

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The purpose of the consultation:

- To raise awareness of the current budget situation and the significant financial challenges facing the Council, with particular reference to the impact of a potential 4.5% cut in Welsh Government funding
- To gauge the level of support for some of the difficult decisions ahead

The period of consultation:

- Monday 18 August 2014 – Friday 12 September 2014 - with early release to Elected Members and the workforce on the afternoon of Friday 15 August

Consultation Responses:

- A total of 690 forms were returned of which 654 were completed on-line and 36 via paper copy.

What people told us

The statistics

It was evident from the responses received that the majority of people taking part are either concerned (23%) or very concerned (72%) about the risks to local Council services from national budget cuts.

When asked whether local council services should be given more protection in national decisions on the budget, of those who responded there was fairly equal support for partial protection (47%) and complete protection (45%). 96% of people also felt we all should speak up so that National and Welsh Governments understand our concerns about the risks to local services.

The information provided to help people understand the challenges now facing the Council included the need to change the way services are delivered and a number of questions were asked to gauge the level of support.

There was a clear majority (85%) who supported local councils joining together to deliver services if they could be run more efficiently. 68% of people who responded would support the Council if it needed to make 'some changes' to the way it delivers some of its services. A lower figure (26%) would support 'major changes' whilst 6% would not support changes 'at any cost'.

When asked to identify their level of support for charging more for services if it meant that services could be protected, only 8% would support charging 'at any cost'. 75% however would support increases 'at an affordable' cost. 17% would not support any increased charges.

£61m (24%) of the Council's annual net budget is raised through the collection of Council Tax, with increases in recent years being kept at around 3%. Question 7 asked whether people would support an increase above 3%. Just over half (51%) indicated they would support an increase 'at an affordable' cost, although 44% would not support it 'at any cost'. A very small number (5%) were supportive of a higher increase 'at any cost'.

To meet the challenges ahead the Council explained that thought was needed not only about how services are provided but who should run them. On being asked whether town and community councils and voluntary organisations should run more local services and facilities 68% responded 'yes' with the remaining 32% saying 'no'. 60% would themselves be either 'interested' or 'very interested' in getting involved to help to run local services in their own community, however, 40% would not.

To assist in the next step of the Big Budget Conversation later in the year, people were asked to identify how they would prefer to get involved. The Council's website was the method most favoured. 'Your Council' the Council's new emagazine and Face to Face were favoured equally second, with Twitter coming in third. This question had the option for people to identify other methods. Suggestions received included focus groups, by post, email, SMS text messaging, online forums, roadshows.

Feedback

In addition to answering specific questions, people also had the opportunity to provide general feedback via a comments box. Just over half of all respondents provided further comments.

Other comments were also received through the emagazine feedback option and by direct email. All feedback has been collected into one comprehensive consultation feedback document.

The feedback received generally fell into the categories identified below.

- **Council Tax increases**

Overall 51% of those completing the questionnaire supported a council tax increase above 3% at an 'affordable cost'. However, of those who provided further comment, the majority of opinion was against increases.

- **Service protection**

It is evident from the feedback received that social services for the young and the vulnerable are particularly valued and should be protected at all costs.

Other services receiving mention were youth services and their role in building confidence and developing life skills and the contribution of leisure services to the health and wellbeing of Flintshire residents. Perhaps as a result of recent media coverage and social media debate specific feedback about the future of Holywell Leisure Centre was also received.

Alternatively there was opinion that in protecting essential social services there could be a risk to cultural services that also contribute to the wellbeing of the County. Whilst others felt that service protection should not be offered at all to make sure all services are run as efficiently and effectively as possible.

Bilingual services and the protection of the Welsh language was also raised.

- **Charges for services**

Generally the feedback received supported charges so long as services could be protected, however there was also an increased expectation that if people were to pay more, the council would need to be more accountable for making the best available use of all its resources.

- **Alternative service models/Town & Community Councils/Community Involvement/Volunteering**

There was a general level of support for doing things differently for example, outsourcing services, social enterprise, charitable bodies/trusts. Some of the areas mentioned that could benefit from adopting alternative service delivery models were leisure services, Clwyd Theatr Cymru, property design, waste & recycling. Other creative solutions were also suggested such as waste to energy and renewable energy schemes and private finance initiatives.

Overall 68% supported the devolution of some services to Town and Community Council and voluntary organisations. From the feedback received, it is evident that before this could happen there would need to be greater clarity around budgets and the transfer of appropriate skills and knowledge. Feedback in relation to volunteering was mixed. Some welcomed the opportunity to get involved and for the strength of Flintshire's voluntary support network to be recognised. Others however had concerns around sustainability, potential loss of professional expertise and the impact on the local economy.

- **Merging council services**

Generally there is support for merging council services to deliver more efficient and effective services across a wider geographic area, although some of the feedback received favoured a Wrexham, Flintshire, Denbighshire merger rather than Wrexham, Flintshire as currently suggested by Welsh Government. There was also the view that it should happen sooner rather than later.

Other comments received highlighted some scepticism about the cost of any potential reorganisation of councils.

- **Efficiency saving suggestions**
This area generated the most feedback. Suggestions covered a wide range of topics from front line service delivery to high level strategy e.g. postage savings, workforce rationalisation, improving efficiency and performance, customer service improvements, improvements to waste and recycling services, street lighting efficiencies, better use of council buildings and rationalisation of community assets, school and public transport, arts, culture and leisure.
- **The consultation process**
Suggestions were received about how the consultation and engagement process could be improved.
- **General comments**
A number of general comments were also received highlighting a range of personal views and opinions on a range of topics including the management of UK, Welsh and local budgets.

Social Media - Twitter @FlintshireCC

A Twitter campaign ran from 18 August until 15 September. On Monday 1st September the Leader of the Council and the Chief Executive took part in a live 2 hour Twitter debate.

Overall for the 4 week campaign 56 people actively took part in the Twitter debate, with 11 engaging in the live on-line debate. A number of individuals and organisations also followed the conversation, retweeting and favouriting, but not actively contributing to the conversation.

The debate covered topics such as options for revenue growth and income generation, the potential merging of councils to deliver efficiencies, protection of front line services.

The Consultation Process

The methodology used:

A bi-lingual, on-line, self-selection consultation using Survey Monkey software accessible via the Council's:

- new e-magazine 'Your Council' / 'Eich Cyngor'
- website flintshire.gov.uk/FCCBudget / siryfflint/CyllidebCSyFf
- corporate Twitter account @FlintshireCC / @CSyFflint
- a number of paper copies distributed to Council libraries, leisure centres, Connects and receptions

Who could get involved:

The consultation was open to everyone and a range of methods were used to reach as many people across the County as possible, including:

Email links

- All elected members
- Council managers
- Council workforce
 - Main banner on Council's infonet site
 - Direct emails to All Notes Users
 - Direct emails to managers with action to reach all employees without email
- Schools
 - Posted on Moodle
 - Direct emails to Head Teachers with action to reach all staff
- 'Your Council' emagazine subscribers
- Corporate Twitter Account
- Existing networks / service user groups e.g. older people, young people, equality groups, tenants, businesses
- Partners e.g. NW Police, BCUHB, FLVC with request to publicise on their web sites and internal Intranet sites
- OWLWatch Eastern subscribers

Council website

- Home page main campaign link direct to Your Council
- Link via Big Budget Conversation web page
- Link via Your Council emagazine web page

Social Media - Twitter

- @FlintshireCC / @CSyFflint

Media

- Press Briefings
- Press releases

Digitally Excluded

- Paper copies available in Libraries, Leisure Centres, Flintshire Connects, council buildings with public receptions
- Public computers in Libraries and Flintshire Connects set to default to the Big Budget Conversation web page

During the period of consultation the following statistics were recorded:

	English	Welsh
No. of hits on page 1 of 'Your Council'	7625	400
No. of hits on the 'Tell us what you think' page of 'Your Council'	2368	70
No. of pageviews 'Big Budget Conversation'	10924	27
No. of pageviews 'emagazine'	1380	5

A main aim of the consultation was to raise awareness and help the wider public understand the challenges ahead before further consultations later in the year on more detailed options/proposals. The figures quoted above would suggest that the 'conversation' has gone some way to achieving this.

Demographic Information

How people best described themselves

Answer Options	Response Percent	Response Count
1 I live in Flintshire	41.9%	278
2 I work in Flintshire	8.9%	59
3 I live and work in Flintshire	44.0%	292
4 I represent a Flintshire business	1.4%	9
5 I represent a business outside of Flintshire	0.3%	2
6 I represent a Flintshire organisation	2.0%	13
7 I represent an organisation outside of Flintshire	0.2%	1
8 I am a visitor to Flintshire	0.3%	2
9 Other	1.2%	8
Skipped question		26

Those people who ticked either option 2 or 3 above were asked a supplementary question 'Are you an employee of Flintshire County Council?' Overall 32% of those people who took part work for the Council.

Preferred Language

Answer Options	Response Percent	Response Count
English	96.9%	626
Welsh	2.9%	19
Other	0.2%	1
Skipped question		44

Age

Answer Options	Response Percent	Response Count
Under 16	0.0%	0
16 - 24	3.0%	19
25 - 34	11.8%	75
35 - 44	24.1%	153
45 - 54	24.8%	158
55 - 64	21.7%	138
65 - 74	11.5%	73
75 +	3.1%	20
Skipped question		54

Gender

Answer Options	Response Percent	Response Count
Male	45.1%	283
Female	51.0%	320
Prefer not to say	3.8%	24
Skipped question		63

Disability

Answer Options	Response Percent	Response Count
Yes	7.2%	45
No	86.8%	539
Prefer not to say	6.0%	37
Skipped question		69

Ethnicity

Answer Options	Response Percent	Response Count
White	98.6%	620
Mixed	0.3%	2
Black/African/Caribbean/Black British	0.2%	1
Asian/Asian British	0.0%	0
Other	1.0%	6
Skipped question		61

Those who selected 'Other' went on to specify the following: prefer not to say, white Welsh, British ..., Anglo Welsh, European.

Next steps

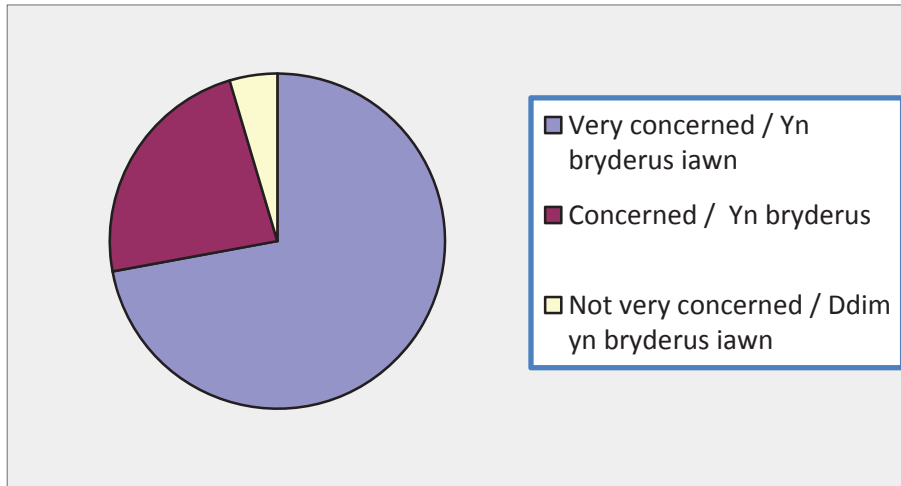
Initial talks are already taking place with Town and Community Councils and local organisations about possible local solutions.

We are currently planning how we best go about sharing our options and proposals later in the year.

Graphs and Charts

Question 1

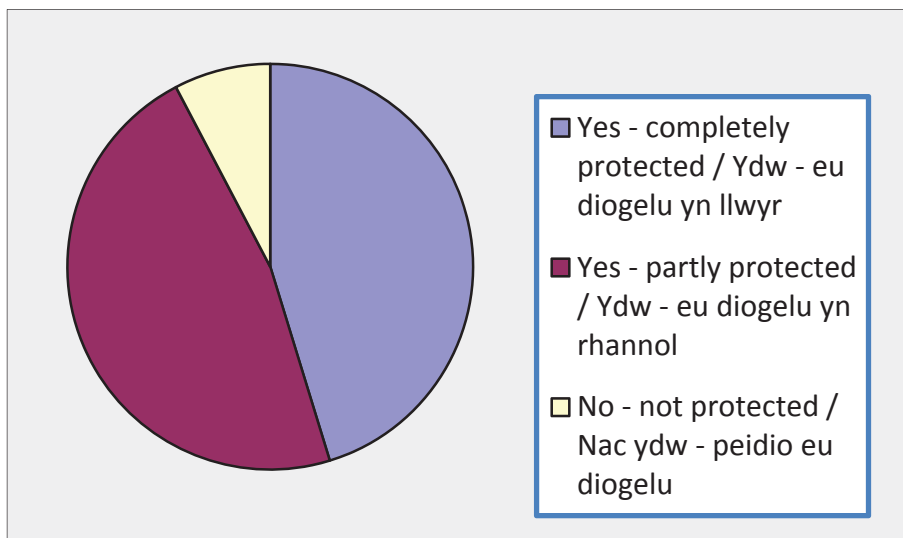
How concerned are you about the risks to local council services from on-going national budget cuts?



Answer Options	Response Percent	Response Count
Very concerned	72.1%	491
Concerned	23.3%	159
Not very concerned	4.6%	31
<i>answered question</i>		681
<i>skipped question</i>		9

Question 2

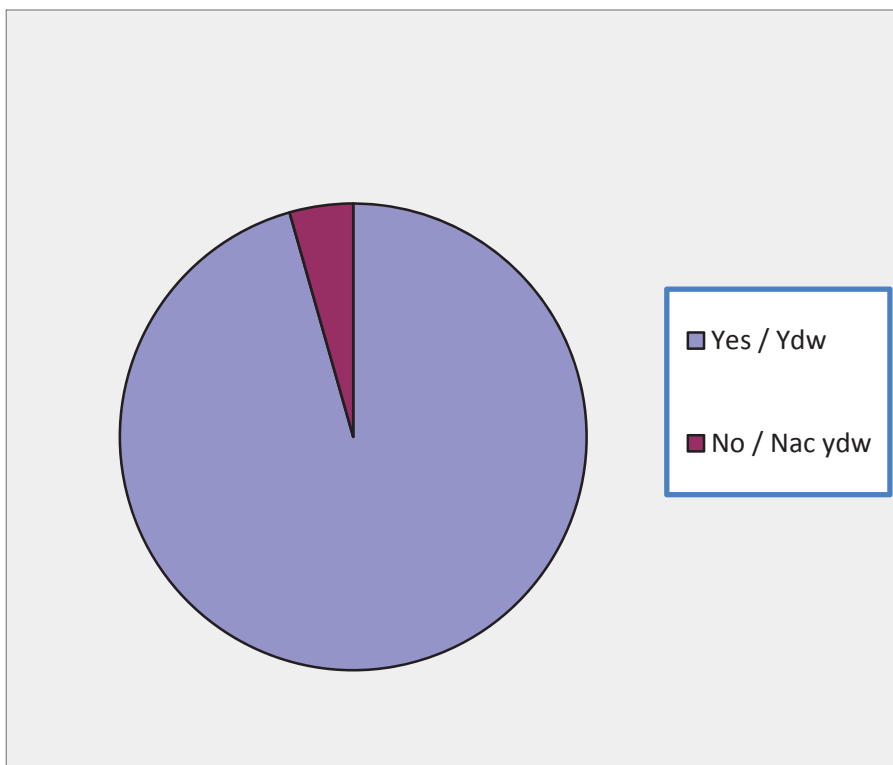
Do you think that local council services should be given more protection in national decisions on the budget?



Answer Options	Response Percent	Response Count
Yes - completely protected	45.3%	307
Yes - partly protected	47.1%	319
No - not protected	7.7%	52
<i>answered question</i>		678
<i>skipped question</i>		12

Question 3

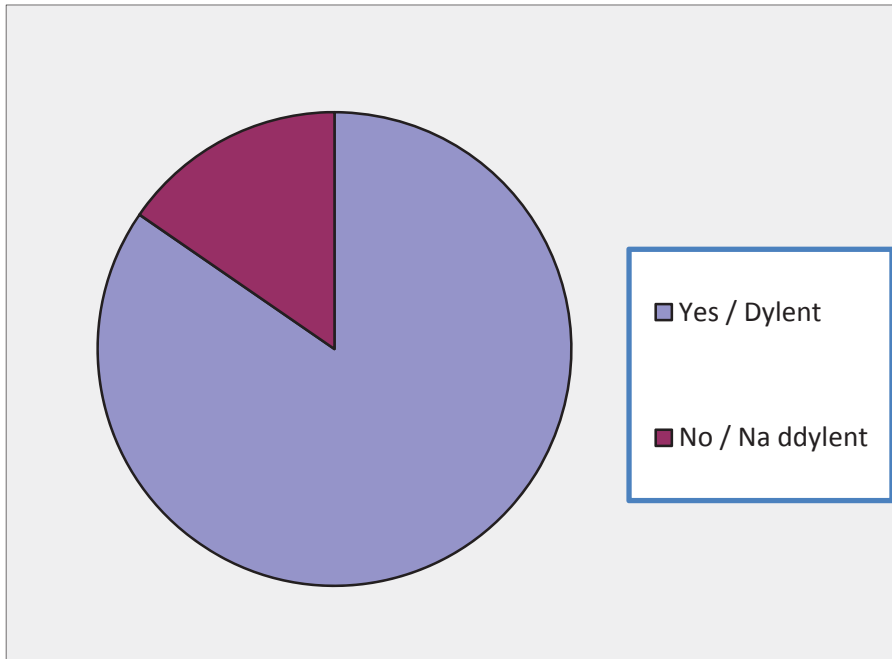
Do you think we all should speak up so that National and Welsh Governments understand our concerns about the risks to local services?



Answer Options	Response Percent	Response Count
Yes	95.6%	645
No	4.4%	30
<i>answered question</i>		675
<i>skipped question</i>		15

Question 4

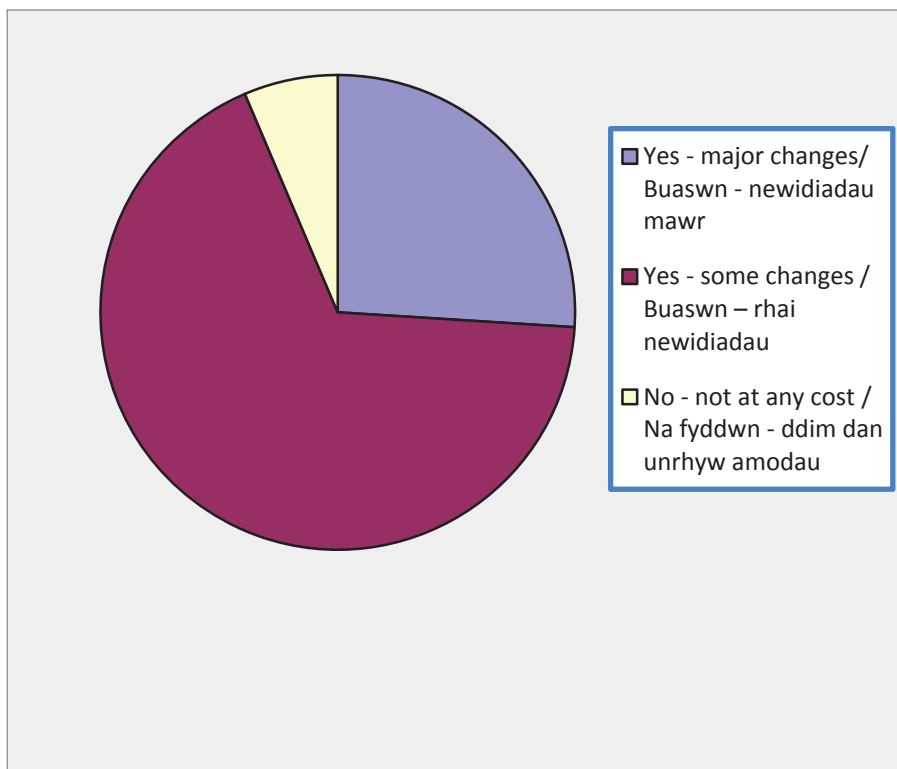
Should local councils join together to deliver services if it means they can be run more efficiently?



Answer Options	Response Percent	Response Count
Yes	84.6%	572
No	15.4%	104
<i>answered question</i>		676
<i>skipped question</i>		14

Question 5

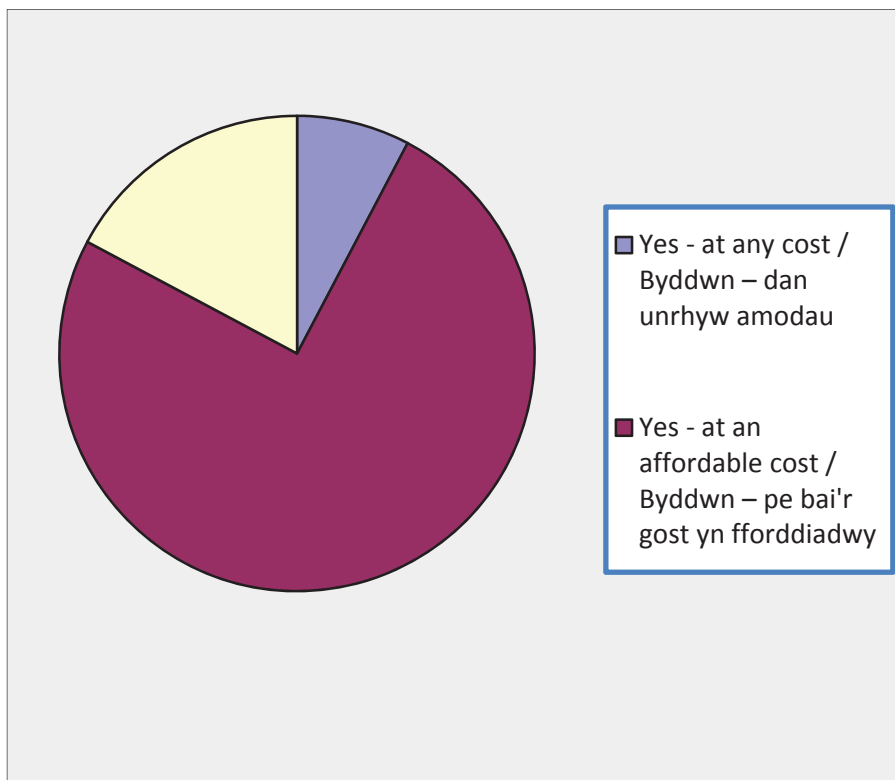
Would you support the Council if it needs to change the way it delivers some of its services because of the pressures it faces from national budget cuts?



Answer Options	Response Percent	Response Count
Yes - major changes	26.0%	176
Yes - some changes	67.6%	457
No - not at any cost	6.4%	43
answered question		676
skipped question		14

Question 6

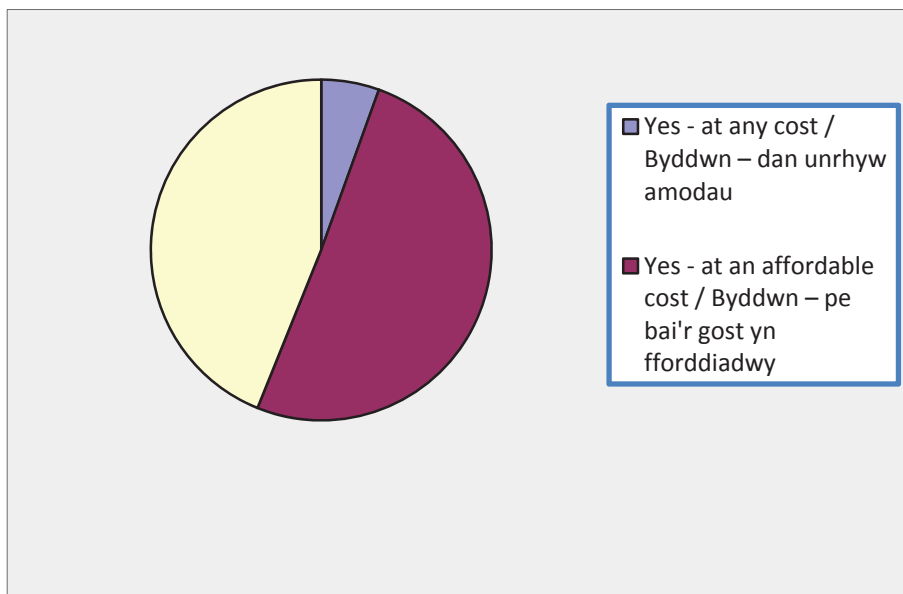
Would you support the Council charging more for services if it meant that services could be protected?



Answer Options	Response Percent	Response Count
Yes - at any cost	7.7%	52
Yes - at an affordable cost	75.0%	505
No - not at any cost	17.2%	116
answered question		673
skipped question		17

Question 7

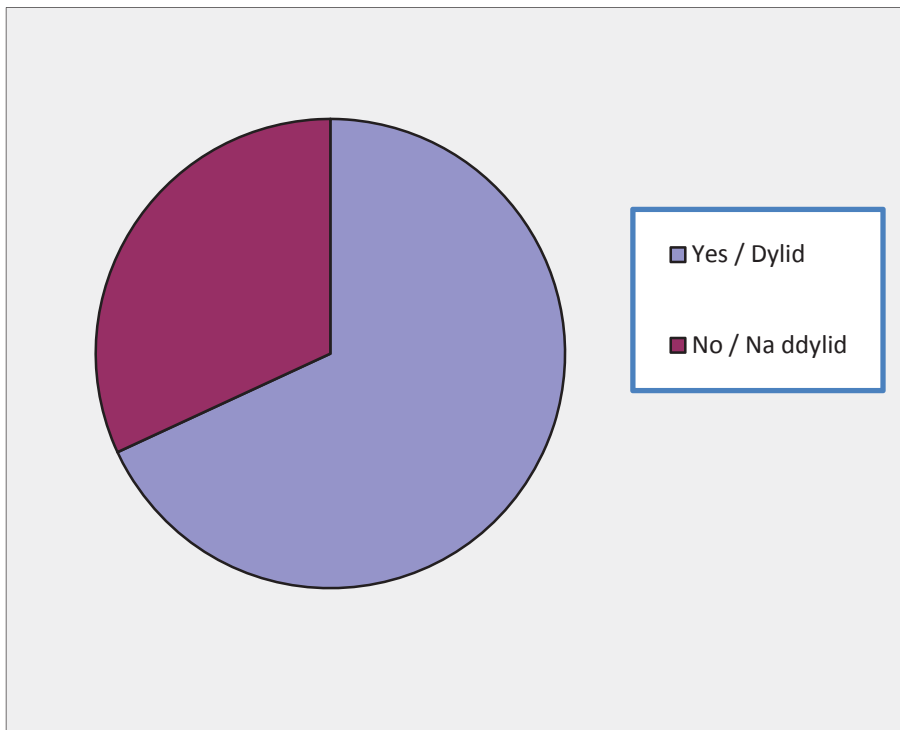
In recent years the Council has kept its Council Tax increases at around 3%.
Would you support the Council in raising its Council Tax to a higher level?



Answer Options	Response Percent	Response Count
Yes - at any cost	5.5%	37
Yes - at an affordable cost	50.6%	342
No - not at any cost	43.9%	297
answered question		676
skipped question		14

Question 8

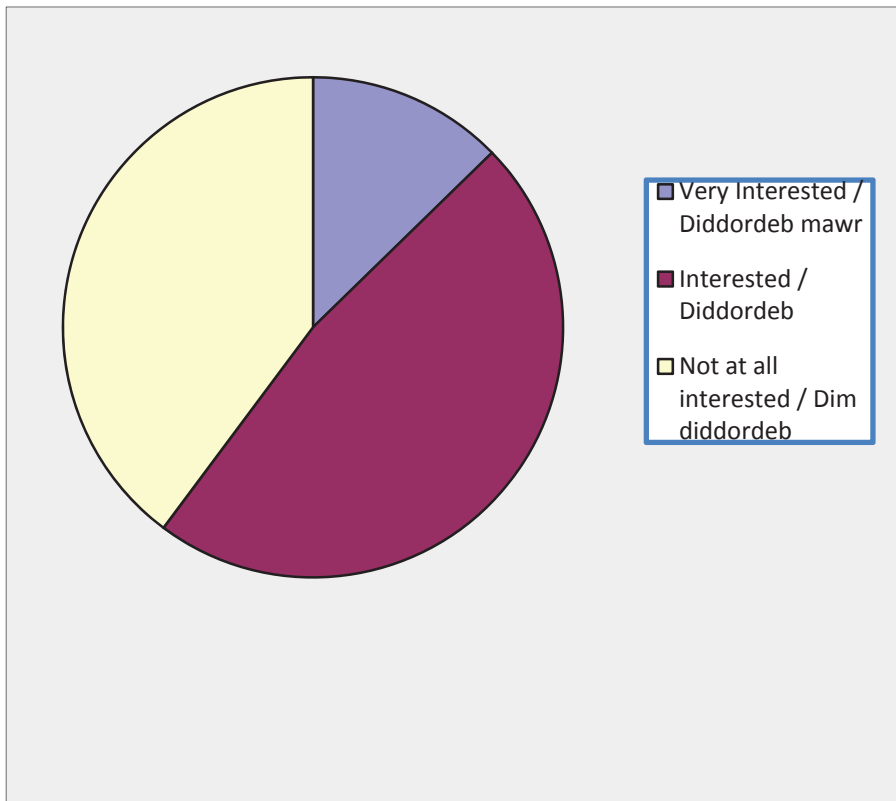
Should town and community councils and voluntary organisations be asked to run more local services and facilities e.g. running local community buildings, maintaining local open spaces, decorating and maintaining local school buildings?



Answer Options	Response Percent	Response Count
Yes	68.1%	458
No	31.9%	215
<i>answered question</i>		673
<i>skipped question</i>		17

Question 9

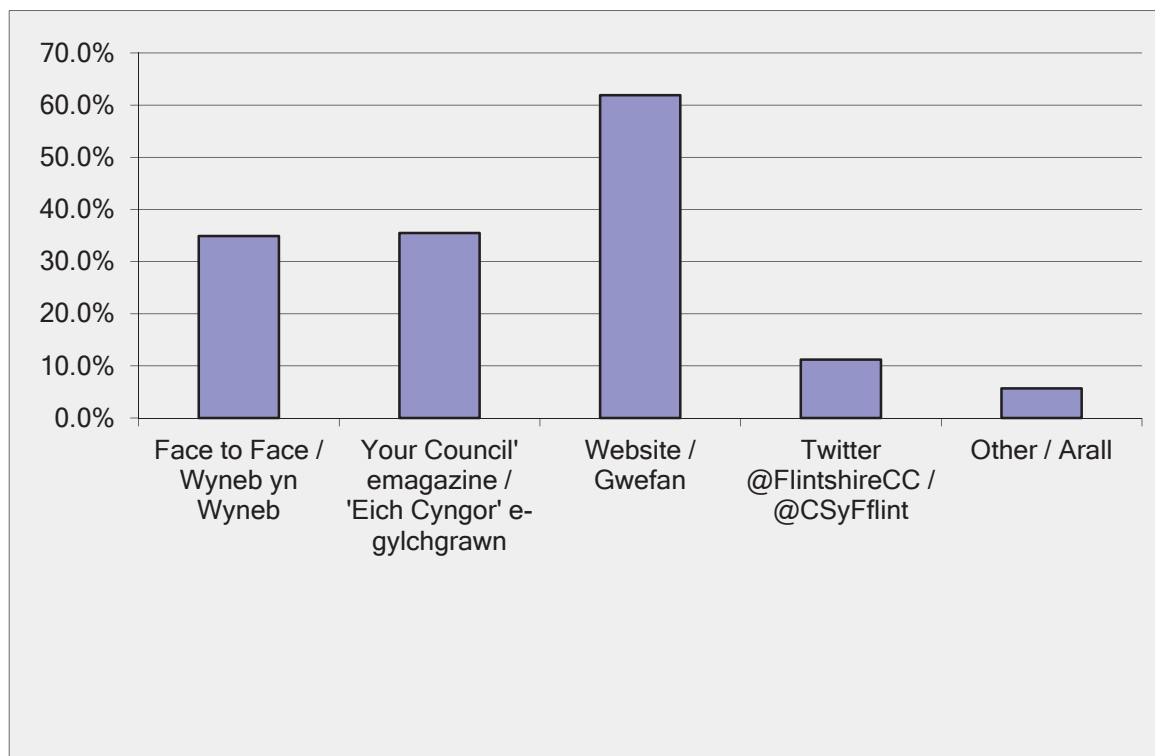
How interested would you be in getting involved to help run local services in your own community?



Answer Options	Response Percent	Response Count
Very Interested	12.7%	85
Interested	47.5%	319
Not at all interested	39.8%	267
<i>answered question</i>		671
<i>skipped question</i>		19

Question 10

This is only the beginning of the conversation. Later this year you will have the opportunity to tell us what you think about more detailed options/proposals. How would you prefer to get involved?



Answer Options	Response Percent	Response Count
Face to Face	34.9%	228
Your Council' emagazine	35.5%	232
Website	61.9%	405
Twitter @FlintshireCC	11.2%	73
Other	5.7%	37
answered question		654
skipped question		36

Budget 2015/16**Council Fund - Revenue****Previous Years' Growth / Items Dropping Out**

	2015/16 £m	2016/17 £m
<u>APPROVED 2013/14 BUDGET</u>		
<u>Social Services</u>		
Transition to Adulthood	1.239	
	<u>1.239</u>	
<u>Planning & Environment</u>		
Loss of Car Park Income	(0.002)	
Highways Asset Management Plan (HAMP) -rephasing of full implementati	0.225	
	<u>0.223</u>	
<u>Education & Youth</u>		
Free School Meals - increased demand	0.003	
Review of Denominational transport provision	(0.030)	
	<u>(0.027)</u>	
<u>Council Wide</u>		
Revised Effect of Prudential Borrowing costs for agreed Capital Projects (change due to revised interest rates and receipt of grant funding)	0.916	
	<u>0.916</u>	
<u>Corporate Services</u>		
Income reduction - Vacation of former Council Offices , Ewloe	0.000	0.399
	<u>0.000</u>	<u>0.399</u>
TOTAL 2013/2014	<u>2.351</u>	<u>0.399</u>

Budget 2015/16
Council Fund - Revenue

Previous Years' Growth / Items Dropping Out

	2015/16 £m	2016/17 £m
<u>APPROVED 2014/15 BUDGET</u>		
<u>Social Services</u>		
Independent Living Fund (ILF) estimate of RSG transfer	0.338	0.450
Transition to Adulthood	0.000	0.700
<u>Funtional VFM's</u>		
Learning Disabilities – Short Term Care	(0.012)	(0.013)
Learning Disabilities – Enhanced Community Residential Services	(0.006)	0.000
Childrens Services - Accommodation Efficiencies	(0.018)	0.000
Social Services for Adults – Direct Payments	(0.024)	(0.024)
Social Services for Adults – structural realignment	(0.032)	0.000
Development and Resources - income	(0.030)	0.000
Social Services for Adults – Assets	(0.023)	0.000
Housing – Community Support Services	(0.018)	0.000
	0.175	1.113
<u>Planning & Environment</u>		
<u>Funtional VFM's</u>		
Public Protection and Planning	(0.042)	0.000
	(0.042)	0.000
<u>Streetscene & Transportation</u>		
Landfill Tax - increase cost per tonnage	0.292	0.053
<u>Funtional VFM's</u>		
Streetscene & Assets Transportation – Highways Related Services	(0.075)	0.000
	0.217	0.053
<u>Education & Youth</u>		
Remission Payments for School meals, trips & uniforms	0.025	0.025
Corporate VFM Procurement	0.002	0.000
<u>Funtional VFM's</u>		
Youth and Community services	(0.046)	0.000
Inclusion Services	(0.218)	0.000
Library Service	0.001	0.000
	(0.236)	0.025
<u>Governance</u>		
Chief Executive and Democratic Services - Review of support	(0.110)	0.000
	(0.110)	0.000
<u>Central & Corporate</u>		
Impact of Actuarial Valuation	1.747	1.504
Single Status Agreement	0.000	5.801
Workforce Organisational Redesign	(0.550)	0.000

Budget 2015/16**Council Fund - Revenue****Previous Years' Growth / Items Dropping Out**

	2015/16	2016/17
	£m	£m
	1.197	7.305
<u>Review of 2012/13 - Social Care Variance</u>	(0.409)	0.000
	(0.409)	0.000
TOTAL 2014/2015	0.792	8.496

Budget 2015/16**Council Fund - Revenue****Previous Years' Growth / Items Dropping Out**

	2015/16 £m	2016/17 £m
ONE OFF AND TIME-LIMITED PRESSURES		
Investment Costs Dropping Out	(4.800)	
	<u>(4.800)</u>	
TOTAL ONE OFF AND TIME-LIMITED PRESSURES	<u>(4.800)</u>	
TOTAL PREVIOUS YEARS ITEMS	<u>(1.657)</u>	<u>8.895</u>

Budget 2015/16
Council Fund - Revenue

Inflation

	£m	£m
<u>Pay</u>		
Pay Inflation from April 2015 (1%)	<u>1.304</u>	1.304
<u>Price</u>		
Targeted General Price Inflation	<u>0.545</u>	0.545
<u>Non Standard</u>		
Energy - (8%)	0.283	
Fuel - (6.2%)	0.110	
Food - (4%)	0.129	
NNDR - (2.5%)	<u>0.038</u>	
		0.560
<u>Income</u>		
Income - (3%)	<u>0.254</u>	0.254
Total Inflation		<u><u>2.155</u></u>

Provisional Settlement 2015/16

Transfers in:	£m	£m
21st Century Schools (LGBI)	0.376	
Integrated Family Support Services	0.144	
Autistic Spectrum Disorder	0.040	
Total Transfers in		0.560
Transfers out:		
Student Finance Wales	(0.120)	
Food Safety Controls	(0.022)	
National Adoption Service	(0.012)	
Total Transfers out		(0.154)
Net effect		<u>0.406</u>

Budget 2015/16
Council Fund - Revenue

Pressures & Investments

	2015/16 £m	2016/17 £m	2017/18 £m
<u>Social Services</u>			
Transition	0.000	0.000	0.640
Deprivation of Liberty Safeguards	0.290	0.216	0.216
Total Social Services	0.290	0.216	0.856
<u>Streetscene & Transportation</u>			
Landfill aftercare provision	0.100	0.100	0.100
Foodwaste rate increase	0.110	0.110	0.110
Tipping Fee increase	0.018	0.018	0.018
Gas Engine Income	0.100	0.100	0.100
Feasability Study Provision	0.050	0.050	0.050
Total Streetscene & Transportation	0.378	0.378	0.378
<u>Education & Youth</u>			
Teachers Pension Increase	0.000	1.364	1.364
School Modernisation	0.000	0.236	0.112
Greenfield Valley trust contribution to Lottery Funding	0.021	0.000	0.000
Total Education & Youth	0.021	1.600	1.476
<u>Central & Corporate</u>			
Impact of 3% CT increase on CTRS	0.308	0.625	0.952
Review of State Pension - estimate	0.000	2.738	2.738
Next Actuarial review - Estimate	0.000	0.000	1.300
Insurance Provision	0.050	0.328	0.328
Prudential Borrowing	0.000	0.252	0.281
Loss of income from Ewloe rent	0.000	0.000	0.532
IT System Maintenance (P2P)	0.062	0.062	0.062
Total Central & Corporate	0.420	4.005	6.193
TOTAL NEW PRESSURES	1.109	6.199	8.903

Business Plan Efficiencies 2015/16**Summary**

Portfolio	£m
Planning & Environment (Appendix 6a)	0.941
Streetscene & Transportation (Appendix 6b)	2.570
Social Care (Appendix 6c)	2.068
Education & Youth (Appendix 6d)	1.459
Organisational Change (Appendix 6e)	1.313
People & Resources (Appendix 6f)	0.385
Governance (Appendix 6g)	0.248
Community & Enterprise (Appendix 6h)	1.632
Total	<u>10.616</u>

1. The first part of the document is a list of names and titles.

2. The second part is a list of dates.

3. The third part is a list of locations.

4. The fourth part is a list of events.

5. The fifth part is a list of people.

6. The sixth part is a list of organizations.

7. The seventh part is a list of activities.

8. The eighth part is a list of places.

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10. The tenth part is a list of people.

11. The eleventh part is a list of events.

12. The twelfth part is a list of places.

Budget 15-16 for Planning and Environment Portfolio

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
1	Staffing - management restructure	0.295	G	1	Structural Review	Reduction of 5.5 posts at Head of Service, Service Manager and Team Leader level to ensure that spans of control within the new portfolio are at appropriate levels. Early voluntary retirement and non-recruitment to vacant posts will assist in achieving savings proposals.	No	No
2	Staffing - service review	0.253	G	1	Structural Review	Loss of nine posts below the level of Team Leader across the portfolio. Review of the manner in which services are provided will allow seven posts not to be recruited. Fulfilling early voluntary retirement requests and bringing forward Alternative Delivery Model work within the drainage area will assist in achieving the savings proposal.	No	No
3	Staffing - collaboration with Wrexham County Borough Council	0.024	R	1	Collaboration	Recruit to the vacant Contaminated Land Officer post on a shared basis with Wrexham County Borough Council to improve the resilience of the service.	No	No
4	Make Animal and Pest Control self financing	0.030	A	2	Income Generation	Incremental fee increases over the three year period will ensure that the animal and pest control function can at least operate on a self-financing basis. Proposed fees reflect favourably against neighbouring authorities and the private sector. Specific consultation will be undertaken on the proposed fee increases.	Yes	General Public / Existing Users
5	Make Licensing self financing	0.020	A	2	Income Generation	Incremental fee increases over the three year period will ensure that the licensing function can at least operate on a self-financing basis. Proposed fees reflect favourably against neighbouring authorities. Specific consultation will be undertaken on the proposed fee increases.	Yes	Existing Users
6	Remove Out of Hours Dog Service	0.012	A	2	Structural Review	Officers are currently paid a stand-by and callout fee to collect stray dogs between 6.30pm and 10pm Monday to Friday and weekends. This service is non-statutory and evidence has shown that most customers requiring the service are content to drop the dog off themselves at our kennelling contractor or retain the dog overnight before staff pick it up between normal working hours.	Yes	No
7	Closure of Greenfield Office (no rent or utilities)	0.012	G	1	Service Efficiency	Move the neighbourhood warden team from Greenfield Business Park to County Hall; increased mobile and agile working resulting in a saving of office accommodation.	No	No
8	Increase in planning fees (15% WG increase)	0.135	G	2	Income Generation	Planning (Wales) Bill seeks to introduce a 15% increase in all planning application fees. The proposal is a conservative estimate based on recent annual levels of fee income.	Yes	No

Budget 15-16 for Planning and Environment Portfolio

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
9	Increase in number of planning applications	0.060	A	1	Income Generation	Estimated increase in the volume of planning applications as the economy continues to recover. The 15% planning fee increase referred to in 8 above is factored in.	No	No
10	Additional elements of charging for planning work inc. discharge of conditions etc. subsequent to new fee schedule	0.050	A	2	Income Generation	Planning (Wales) Bill proposes to increase the types of activities for which a planning fee can be charged as described within the proposal. Estimate of saving is based on an analysis of volume of work currently undertaken in these areas.	Yes	No
11	Pre planning advice	0.020	A	2	Structural Review / Service Efficiency	Planning (Wales) Bill will introduce the provision of mandatory pre-application services, clarify what the Local Planning Authority has to provide and set standard service charges across Wales.	Yes	No
12	Reduce cost of newspaper advertising	0.010	A	1	Structural Review / Service Efficiency	Undertake a review of the requirement to place public notices within local newspapers for all of the Planning and Environment portfolio. Secondary legislation related to Planning (Wales) Bill suggests that this may become less onerous.	No	No
13	Savings from Development Management process improvements	0.020	A	1	Service Efficiency	Undertake a full LEAN review of the Development Management process drawing on best practice and increased use of electronic delivery of the service.	No	No
TOTAL		0.941						

CATEGORISATION KEY	
1	No direct public impact
2	Low public impact
3	Higher public impact

Planning & Environment	£m
Total value of Business Plan proposals	0.941
Other investment costs/efficiencies	-
Budget Efficiency totals	0.941
Portfolio budget total	5.561
Total efficiencies % budget	16.9%

**Budget 15-16 for
Streetscene and
Transportation Portfolio**

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
1	Outsource specialist technical services – smart client	0.050	A	1	Structural Review	Historically, the Council has directly employed specialist teams to advise and provide professional input into schemes. As the amount of work available through grant and capital funding is reducing, with little or no certainty on the level of funding available in future, technical officers will only be employed by the Council where there is a permanent requirement and where a budget exists to support them. All other specialist requirements will be procured through the private sector at best value rates. Number of staff affected to be confirmed during consultation period but expected level - 10 -15 reduction in full time equivalent posts.	No	No
2	Staffing Structure following Organisation Design review	0.125	A	1	Structural Review	A full review of the staffing structure has been undertaken and a new integrated structure developed which includes all staff from the previous Streetscene and the Transport portfolio's. The new structure reduces the level of Service Managers and Team Leaders and follows organisational design principles for spans of control. All other levels within the structure have been reduced to represent the benefit from combined working and bringing staff together into a single operating base at Alltami. Number of staff affected to be confirmed during consultation period but the overall expected level is a 20 - 25 reduction in full time equivalent posts.	No	No
3	Introduce non-generic streetscene roles (3 year plan)	0.080	G	1	Structural Review	The Council introduced a generic Streetscene operative role in 2012. The new role requires the staff to work across the sections of Streetscene services in return for an increased salary. Whilst there are clear benefits in this arrangement, having operated this for a period of two years, it has become clear that a generic workforce across the entire service is unnecessary. The intention therefore is to replace any service leavers or new starters with non-generic (service specific) roles on lower salaries.	No	No
4	Introduce 5 day working week during winter for non waste staff	0.030	A	1	Structural Review	Introduce 5 day working week during winter for non waste staff with all other staff staying on current rotas	No	No
	Totals	0.285						

**Budget 15-16 for
Streetscene and
Transportation Portfolio**

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
1	Rationalise Household Recycling Centres provision and provide the service through a performance based contract which would include bulky collections.	0.400	A	3	Service Reduction	<p>The Council currently operates 8 Household Recycling Centre sites which is more than any other Local Authorities in Wales. The sites are operated utilising in-house labour. The proposal is:</p> <p>(1) to reduce the number of sites in the County to four, suggested locations to be decided based on optimising resident access to the sites</p> <p>(2) contract the management of the sites based on an incentivised contract which will improve the recycling levels at the sites. The opportunity to tender the work to a Social Enterprise will be considered.</p>	Yes	Town & Community Councils
2	Removing the waste containers delivery service	0.150	C	2	Service Reduction	<p>Residents requiring new waste containers such as recycling boxes, bags, food caddies etc. currently call the Contact Centre and bags are delivered to their address. The proposal will be for residents to collect any new containers they require from:</p> <ol style="list-style-type: none"> Household Recycling Centre sites Flintshire Connect Centres Housing Offices <p>Deliveries to assisted collection properties would continue and delivery of wheelite bins will also remain unchanged.</p>	Yes	No
3	Introduce a charge for second garden waste bin	0.050	C	2	Income Generation	<p>Each resident will be provided with a collection of the garden waste bin on a fortnightly basis March - October. There will be a charge for those residents requiring a second garden waste bin to be emptied. The charge will be annually applied and will apply for every additional bin</p>	Yes	No
4	Introduce 7 day working and no Christmas collection catch up	0.050	A	2	Service Efficiency	<p>Saturday waste collections will be extended and Sunday collections introduced in some areas. Collections on Christmas and Easter Bank Holidays will not be provided and the additional waste will be collected at the next collection (food waste excepted).</p>	Yes	No

**Budget 15-16 for
Streetscene and
Transportation Portfolio**

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
5	Diagnostic proposals waste	0.050	A	1	Structural Review	Following the template of the Fleet Review the proposal is to engage a diagnostic partner to carry out a review of all operations within the waste service and make recommendations to improve efficiencies. Implementation of these changes will be on a no win / no fee basis	No	No
6	Suspend garden waste collections November to February	0.025	G	3	Service Reduction	The proposal is to cease all garden waste material collections whilst maintaining the black bin collections during this period November to February when there is a limited amount of garden waste material presented for collection.	Yes	No
7	Remove the trade waste collection service	0.050	A	1	Service Reduction	The Council has a statutory obligation to signpost a trade waste service, but the service does not necessarily need to be run in-house. Managing the service creates on-going issues and requires a large staff resource to ensure the income is received from customers. The proposal is to sign post any requirement for service to local commercial suppliers.	Yes	Service Users
9	Remove the existing policy of returning for missed bin waste collections	0.075	R	3	Service Reduction	Stop return visits to pick up bins not left out for collection. Crews to check and 'sign off' street by street that all bins presented have been emptied. Residents able to dispose of waste not left for collection at Household Recycling Centre sites.	Yes	No
10	Review of bulky waste collection charging arrangements	0.025	A	2	Service Reduction	A review of the rates charged for the service and consider some charge for all users of the service.	Yes	No
11	Develop energy production at landfill	0.050	A	1	Income Generation	The landfill sites at Brookhill and Standard currently produce energy through gas turbines. The gas supply is reducing resulting in capacity in the connection to the mains grid. With investment, it is intended to increase the level of energy produced by introducing photovoltaic panels to both landfill sites. The potential to extend the energy source to Alltarni depot opens the opportunity for utilising the energy to power the Councils vehicle fleet.	No	No
Totals		0.925						

**Budget 15-16 for
Streetscene and
Transportation Portfolio**

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
1	Fleet Review Phase 3	0.175	A	1	Service Efficiency	The final phase of the Fleet Review was approved by Cabinet in September. This will externalise the provision of the service and reduce the overall number of vehicles required.	No	No
2	Replace Demand Responsive Transport with non-subsidised service	0.050	R	2	Service Reduction	Deeside Shuttle - Demand for the service has grown to the extent that a regular and potentially non-subsidised defined route can replace the existing arrangements. The savings would be generated by a reduction in back office staff costs	Yes	Existing Users
3	Cease real time information system at bus stops	0.020	G	2	Service Reduction	Remove the current unreliable bus shelter real time information system	Yes	No
4	Closure of information service in Mold Bus Station	0.030	G	2	Service Reduction	Closure of information service currently provided in Mold Bus terminal	Yes	No
5	Charge maintenance of Bus Shelters to Community & Town Councils	0.005	G	1	Income Generation	Discussions will commence with Town & Community Councils in respect of taking maintenance responsibility for shelters.	No	Town & Community Councils
6	Remove Demand Responsive Transport and review all other subsidised routes	0.075	R	2	Service Reduction	Remove current subsidised bus services and work with Town & Community Councils and the local community to deliver local community based travel arrangements	Yes	Town & Community Councils Existing Users
	Totals	0.355						
1	Externalise grass cutting service	0.075	A	1	Service Efficiency	The majority of area grass cutting is carried out by the in-house service with agency assistance to support existing staff. The operation requires a large amount of specialised plant and equipment which is not owned by the Council and hired at great expense. The intention is to incrementally tender the full function over a three year period - market testing against internal provision at each stage.	No	No
2	7 day operations across all service areas	0.025	A	1	Structural Review	Following the Streetscene Review in 2012, Streetscene now operates a six day working week. The intention is to extend operations to Sunday which will require all staff to work some weekends during the year. The savings would be driven by reduction of vehicle fleet and plant.	No	No

**Budget 15-16 for
Streetscene and
Transportation Portfolio**

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
3	Extend night working	0.025	A	1	Structural Review	Streetscene introduced an evening shift in 2012. A small number of people work through the night (365 days a year) dealing with emergencies and small amounts of planned works. The proposal will see this level of work increase with operations such as gully emptying, town centre sweeping etc. carried out during the evening and overnight period. The saving will be generated by reduction of plant and equipment.	No	No
4	Reduced street lighting resource	0.050	A	2	Service Reduction	The current standard of three days for the repair of every light, demands that a fixed level of resources is required by the service. By significantly reducing the standard for the majority of lights in the County whilst retaining it for those lights adjacent to vulnerable residents, e.g. sheltered homes - the number of staff required to operate the service and the number of vehicles can be reduced.	Yes	No
5	Remove second grass cut for highway verges	0.030	A	2	Service Reduction	The current standard is to cut all highway verges twice a year. The proposal will be to reduce the standard to just once, retaining all cuts on visibility splays at the current frequency.	Yes	No
6	Final phase of public convenience review	0.030	A	2	Service Reduction	Implement final phase of the service review as previously approved by Cabinet.	Yes	Town & Community Councils
7	Reduce or remove entirely the enforcement teams	0.150	A	1	Service Reduction	The Council currently has both Civil Parking Enforcement and Environmental Enforcement teams and provide a high quality cleansing service in every town. The proposal will introduce a zero tolerance approach to littering (and reduce the cleansing level) or remove the enforcement teams and keep the reactive cleansing teams.	Yes	No
8	Diagnostic proposals Streetscene	0.050	A	1	Structural Review	Following the Fleet Review the proposal is to engage a diagnostic partner to carry out a review of the operations within the highway service and make recommendation to improve efficiencies. Implementation of these changes will be on a no win / no fee basis.	No	No

**Budget 15-16 for
Streetscene and
Transportation Portfolio**

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
9	Car Parking Charges	0.400	R	2	Income Generation	Revise the Councils Car Parking Strategy introducing parking charges to all town centre car parks in Flintshire	Yes	Town & Community Councils
10	Part night lighting in all residential areas	0.020	R	2	Service Reduction	Introduce part night lighting in all residential areas. Subject to risk assessment lights will be turned off between 12pm and 5am	Yes	No
11	Review the winter maintenance provision within council car parks	0.050	A	2	Service Reduction	Review the winter maintenance provision within council car parks - salting in periods of snow or prolonged icy periods, following risk assessment	Yes	No
12	Review the winter maintenance standard to match that of neighbouring Local Authorities	0.100	A	2	Service Reduction	Review winter maintenance standard whilst protecting statutory requirements.	Yes	No
Totals		1.005						

TOTAL	2.570
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Streetscene & Transportation proposals	£m
Streetscene & Transportation proposals	2.570
Other investment costs/efficiencies	0.000
Budget Efficiency totals	2.570
Portfolio budget total	28.373
Total efficiencies % budget	9.06%

CATEGORISATION KEY

1 = No direct public impact

2= Low public impact

3= Higher public impact

Budget 15-16 for Social Care

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
1	Refocus eligibility criteria for day care	0.020	G	2	Service Reduction	Review the criteria for day care provision with a view to narrowing the day care offer. Criteria will target more specialist provision e.g. younger adults with dementia and to support carers.	Yes	Existing Users
2	Review the number of sites where In-House day care is provided	0.130	R	2	Service Efficiency	Day care provision to be offered on a smaller number of sites: <ul style="list-style-type: none"> • review of the Melrose centre • development of day activity/support at existing and new Extra Care developments • develop links and short term support for people to access universal and community day activity • increase use of Direct Payments 	Yes	Existing Users
3	Review and revise eligibility criteria for respite	0.150	A	2	Service Reduction	Introduce a personalised approach to respite provision by revising eligibility criteria and applying new criteria based on individual need. The guiding principal will be ensuring that 'just enough' support is provided to support carers in their critical role. It is envisaged that, overall, this approach will reduce respite provision. Proposal is for all client groups/pages.	Yes	Existing Users
4	Review the number of sites where In-House short term care is provided	0.075	A	2	Service Reduction	Short term care to be offered on a smaller number of sites with the review of Orchard Way short term care. Provision will be from the remaining 2 sites with the level of short term care provision based on individual need. The guiding principal will be ensuring that 'just enough' support is provided to support carers in their critical role. It is envisaged that, overall, this approach will reduce short term care provision.	Yes	Existing Users
5	Consult on the potential to commission provision currently provided by In House Supported Living houses	0.025	R	1	Service Efficiency	Develop criteria to identify Supported Living projects that may have the potential to be effectively delivered by the independent sector. There are 22 projects that have the potential to be considered. The number of projects that can be appropriately recommissioned from the independent sector, precise savings and timings will be clear once consultation has taken place alongside market capacity analysis. Indicative savings are subject to consultation.	Yes	Existing Users

Budget 15-16 for Social Care

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
6	Develop a 'progression' model for Supported Living	0.250	G	1	Service Efficiency	Adopt the progression model which supports people to live as independent lives as possible. This includes: <ul style="list-style-type: none"> maximising technology as part of the support plan (telecare) providing 'just enough support' in ways that build autonomy and personal resilience maximise the use of Direct Payments ensure progression is a key feature of 'transitional' arrangements for young people who have eligible needs This approach should improve peoples' quality of life as well as appropriately reducing support packages and the cost of support	Yes	Existing Users
7	Develop means testing approach for minor adaptations	0.100	G	2	Income Generation	Remodel minor adaptations in partnership with Care and Repair. Care and Repair will deliver minor adaptations and, based on ability to pay, charge for the cost of the adaptation	Yes	No
8	Implement thresholds for supplying minor equipment (Occupational Therapy)	0.029	G	2	Service Reduction	Apply fair access to care for Occupational Therapy services and signpost everyone for minor equipment (i.e. under £30)	Yes	No
9	Renegotiate joint funding with Health	0.394	R	1	Income Generation	Ensure that Continuing Health Care money currently 'in dispute', and assessed as being the responsibility of Betsi Cadwaladr University Health Board, is honoured by Health	No	No
10	Review approach to mental health services and disability services	0.060	G	1	Structural Review	<ul style="list-style-type: none"> Reduce 1 Manager post. Merge office premises to save rent. 	Yes	No
11	Reduce management posts: Disability Services	0.050	G	1	Structural Review	Delete a Team Manager post and merge Team Manager arrangements for learning disability and physical disability services	No	No
12	Savings in Family Support	0.064	G	1	Structural Review	Delete vacant Senior Practitioner post and reduce budget for non critical statutory provision	No	No
13	Service redesign in children's services	0.018	G	1	Structural Review	Realign structure and reduce 1 Team Manager post.	No	No
14	Rationalise financial assessment team	0.040	G	1	Structural Review	Bring together Financial assessment and Receivership and make workforce efficiencies	No	No

Budget 15-16 for Social Care

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
15	Remodel delivery of Family Information Service	0.015	G	1	Collaboration	Identify alternative approaches/partnerships to deliver the service	Yes	No
16	More targeted approach family group meetings and alternative delivery model	0.005	G	1	Service Efficiency	Achieve £5k savings through clearer targeting and then explore how further savings can be achieved through establishing an alternative service model e.g. outsourcing to private/third sector or the creation of a social enterprise	Yes	Existing Users
17	Commissioning budgets in Children's Services	0.017	G	1	Service Efficiency	Reduce commissioning budget for external development support for the service	No	No
18	Reduce expenditure at Ysgol Plas Bron Dyffryn (YPBD)	0.012	A	2	Service Efficiency	Provide alternative support to families to minimise the need for overnight stays at YPBD. Renegotiate the cost of service provision with Denbighshire	No	Existing Users
19	Review commissioning with Action for Children	0.075	G	1	Voluntary Sector	Bring together contracts with Action for Children with a view to negotiating a reduction of 10% for the Arosfa and Family Project contracts and ending the funding for the summer playscheme and the therapeutic service	Yes	Existing Users
20	Regional approach to advocacy	0.053	R	2	Voluntary Sector	Recommission existing National Youth Advocacy Service (advocacy for children and young people) through an alternative provider in consultation with regional partners. Explore potential for bringing together advocacy arrangements for adults	Yes	No
21	Review and realign funding to voluntary sector	0.203	R	2	Voluntary Sector	Review all existing funding arrangements with the 3rd sector to achieve a year on year 10% reduction of funding. Funding will be closely aligned to direct service priorities and service delivery seeking new models of service that reach a broader range of the population going forward. This approach will also include current core funding agreements. In children's services we will seek to develop a strategic partnership with Action for Children. It will be necessary to serve notice on some existing contracts in Mental Health services which are only in the first year of their implementation and review Flintshire's Carers Strategy.	Yes	Flintshire Local Voluntary Council
22	Managing the Childcare market	0.018	A	1	Voluntary Sector	Renegotiate the level of service commissioned from early years child care providers/organisations (3rd sector) with support provided to those parents with greatest/critical need	Yes	Existing Users

Budget 15-16 for Social Care

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
23	Align expenditure to critical statutory provision in Children's Services	0.066	G	1	Service Reduction	Reduce budgets that are not aligned to critical statutory provision	Yes	Existing Users
24	Commissioning Hub savings	0.003	G	1	Service Efficiency	Deliver efficiencies in the funding arrangements for, and outcomes delivered by, the Regional Commissioning Hub	No	No
25	Optimise grants for change management	0.040	G	1	Service Efficiency	Make better use of regional money and the potential of European grants to support the strategic change agenda	No	No
26	Remove recharge for Library Headquarters		G	1	Service Efficiency	Relocate Workforce Development from the library headquarters site with a view to co-location with Corporate Training	No	No
27	Review model/costs contracts for catering	0.050	A	1	Service Efficiency	Ensure that arrangements for Flintshire County Council cleaning services at our In House provision is in line with market rates	No	No
28	Review contracts for Grounds Maintenance	0.006	A	1	Service Efficiency	Ensure that arrangements for Flintshire County Council grounds maintenance at our In House provision is in line with market rates	No	No
29	Increased income from rise to £60 max charge for domiciliary care	0.100	G	2	Income Generation	In line with Welsh Government's charging policy increase the maximum weekly charge for domiciliary services to £60 based on individual financial assessment	Yes	Existing Users

Totals	2.068
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Social Care	£m
Total value of Business Plan proposals	2.068
Other investment costs/efficiencies	(0.200)
Budget Efficiency totals	1.868
Portfolio budget total	58.956
Total efficiencies % budget	3.2%

CATEGORISATION KEY
1 = No direct public impact
2= Low public impact
3= Higher public impact

Budget 15-16 for Education and Youth

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
1	School Management and Information Team - Cease Cognitive Ability Test testing	0.030	G	1	Service Reduction	Cease Cognitive Ability Test testing for learners (rely on national testing data and Fischer Family Trust Predictors)	No	No
2	Commissioning & Performance - Clerking to Governors & Legal fees	0.012	G	1	Service Efficiency	Reduction in ongoing costs and budget requirement.	No	No
3	Reduce Subscriptions	0.005	G	1	Service Efficiency	Reduction in ongoing costs and budget requirement.	No	No
4	Reduce Project Support Staffing (0.4)	0.012	G	1	Structural Review	Reduction in staffing requirement.	No	No
5	Governor Training Efficiency	0.003	G	1	Collaboration	Efficiency through delivering training with neighbouring authorities	No	No
6	Primary & Early Years Education - Maximising Deployment of Early Entitlement Foundation Phase Grant (including new model for provision of 10% teacher time in funded early years settings).	0.317	G	1	Service Efficiency	Maximising Deployment of Early Entitlement Foundation Phase Grant (including new model for provision of 10% teacher time in funded early years settings).	No	No
7	Secondary 14-19 & Continuing Education - Cease funding Clwyd Theatr Cymru Service Level Agreement, with provision made through main Council Service Level Agreement with Clwyd Theatr Cymru	0.020	G	1	Service Efficiency	Current service provision to be provided through the main Council Service Level Agreement with Clwyd Theatr Cymru	No	No
8	Further remodelling of Music Service to move to "full cost recovery"	0.061	A	2	Service Efficiency	Further remodelling of Music Service to move to "full cost recovery" through cost reduction and increased income generation.	Yes	Existing Users / Head Teachers Federation
9	Inclusion Services - Autism support – current vacancy - removal of dedicated Autism Spectrum Disorder advisor role	0.060	A	1	Structural Review	Current vacancy - removal of dedicated Autism Spectrum Disorder advisor role and review of service delivery.	Yes	Existing Users / Head Teachers Federation
10	English as an Additional Language /Gypsy Traveller Support - current vacancy- removal of post	0.045	A	1	Structural Review	Current vacancy- removal of post. Review the delivery and operation of service.	Yes	Existing Users / Head Teachers Federation
11	Young Peoples' Counselling Service – current vacancy - reduction in full time equivalent counsellors to 3.5	0.040	G	1	Service Efficiency	Current vacancy - reduction in full time equivalent counsellors.	Yes	Existing Users / Head Teachers Federation

Budget 15-16 for Education and Youth

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
12	Inclusion Welfare Service – current vacancy - reduction in full time equivalent posts to 8.5	0.040	G	1	Service Efficiency	Current vacancy - reduction in full time equivalent.	Yes	Existing Users / Head Teachers Federation
13	Pupil Referral Service / Behaviour Support Service – reduction of Pupil Referral Unit provision and income generation through traded service for children & young people with Behaviour, social, emotional difficulties	0.050	R	2	Service Efficiency	Reduction of Pupil Referral Unit provision and income generation through traded service for children & young people with behaviour, social, emotional difficulties	Yes	Existing Users / Head Teachers Federation
14	Youth Justice Service – education link role to be offered via different model	0.050	G	1	Service Efficiency	Education link role to be offered via different model	Yes	No
15	Learning Inclusion – reduction in Statutory Assessment service	0.060	A	1	Service Efficiency	Review and rationalisation of business processes	Yes	Existing Users
16	Nant Mawr Satellite – premises, caretaking & cleaning costs	0.017	G	1	Service Efficiency	Relocate staff to County Hall releasing premises, caretaking & cleaning costs	No	No
17	Access (School Planning & Provision) - transfer remissions responsibilities to schools	0.157	G	1	Service Efficiency	Responsibility for making remission decisions and funding the cost will rest with schools. Schools will have increased Pupil Deprivation Grant which can legitimately be used for meeting remissions.	No	Existing Users / Head Teachers Federation
18	School uniforms policy change to statutory level	0.019	G	1	Service Efficiency	Reduce school uniform allowance in line with statutory requirements.	Yes	No
19	Reduce provision for mobile classrooms	0.044	G	1	Service Efficiency	Costs of providing mobile classrooms has reduced releasing budget.	No	No
20	Transfer responsibility for physical education equipment inspection service to schools	0.015	G	1	Service Efficiency	Physical education inspection contract will continue to be provided by the Authority but the cost will be recharged to schools.	No	Head Teachers Federation
21	21st Century Schools - Reduction in School Organisation Review Budget (£35k)	0.004	G	1	Service Review	Cost reduction	No	No
22	Youth Services - Youth Justice Service Staffing Reduction	0.028	G	1	Structural Review	Reduced staffing levels.	No	No
23	Youth Service Planned Management Reductions & Vacancy Management	0.091	G	1	Structural Review	Reduced staffing levels in line with Youth Service Strategy and with increased involvement of voluntary sector.	No	No

Budget 15-16 for Education and Youth

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
24	Schools School Library Service - Dedelegation & Cessation	0.189	G	1	Service Reduction	Neighbouring authorities have signalled their intention to withdraw from the service making the service unviable so service will cease.	No	Head Teachers Federation
25	Rationalisation of Resource Provision	0.090	G	1	Service Efficiency	Closure/amalgamation of resource units in schools where the requirement for the service has reduced or no longer exists due to reduction in pupil numbers.	No	No
	TOTAL	1.459						

CATEGORISATION KEY	
1	No direct public impact
2	Low public impact
3	Higher public impact

Education & Youth	£m
Total value of Business Plan proposals	1.459
Other investment costs/efficiencies	-
Budget Efficiency totals	1.459
Schools Budget	82.346
Youth & Other Education	14.187
Portfolio budget total	96.533
% Efficiency on Schools Budget	0.3%
% Efficiency on Other Education & Youth	8.7%
Total efficiencies % budget	1.5%

Budget 15-16 for Organisational Change Portfolio

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
1	Libraries - Static Libraries	0.049	A	2	Service Reduction	Reduce overall opening hours of libraries from 414.5 per week to 347.5 to enable more efficient use of staff to cover the library network and replace caretaking provision with a cleaning service	Yes	Existing users
2	Mobile Services	0.026	A	2	Service Reduction	Combine housebound service with library delivery service thereby retaining housebound deliveries to all clients	Yes	Existing users
3	Library Headquarters	0.030	G	1	Service Efficiency	Re-location of library headquarters from County Hall campus to Deeside Leisure centre	No	No
4	Staffing	0.068	G	1	Structural Review	Reduce the staffing levels by one library manager and one library assistant	No	No
	Totals	0.173						
5	Leisure Sports Development - PE in School Sport	0.017	G	1	Service Reduction	Cease grant to schools that enables schools to cover supply costs for teachers to attend County events, the purchase of medals and payment for referees.	Yes	No
6	Sports Development - Lets Walk Cymru	0.015	A	2	Voluntary Sector	Cease support to Waikabout Flintshire groups by not providing promotion and administration for walking routes	Yes	Existing users
7	Nofio Cwyd - Removal of Evening Sessions	0.110	A	2	Service Reduction	End support for the Flintshire swimming performance scheme and replace these evening sessions with additional swimming lessons	Yes	Existing users
8	Leisure Centre - Above inflation increase in tariff	0.045	A	1	Income Generation	The average price increase for 2015 across all Leisure Services activities is 3.5%, some charges to clubs and organisations have been increased by a higher percentage to be more in line with neighbouring areas, while some health related activities have been increased less than 3.5%	Yes	Existing users

Budget 15-16 for Organisational Change Portfolio

ORGANISATIONAL CHANGE 1												
No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned				
9	Deeside Leisure Centre - No ad hoc climbing or high ropes	0.029	G	1	Service Reduction	Remove all climbing and high ropes ad hoc sessions from the programme leaving bookings available by groups of 10 or more	Yes	No				
10	Deeside Leisure Centre - Security	0.032	G	1	Service Efficiency	Install access control and reduce the reliance on week day and day time security	No	No				
11	Deeside Leisure Centre - Skate regrind	0.006	G	1	Service Efficiency	Let the empty shop space to a trader that is willing to take on the task of regrinding skates for both public and hire skates thereby reducing staff time required	No	No				
12	Saltney Sports Centre - Close Saturday	0.004	A	2	Service Reduction	Close Saltney Sports Centre on a Saturday as Saltney FC now has its own changing facility and demand for the centre at the weekends has reduced.	Yes	Existing users				
13	Leisure Centre - Facility Manager	0.049	G	1	Structural Review	Reduce the number of Facility Managers from four to three	No	No				
	Totals	0.307										
	Ciwyd Theatr Cymru											
14	Proposal to reduce shows and increase productivity	0.200	A	1	Service Reduction/ Service Efficiency/ Income Generation	Reduction in shows from 8 to 6, combined with a reduction in staffing costs, and increases in income from productions and related activities	No	No				
	Total Organisational Change 1	0.680										
	ORGANISATIONAL CHANGE 2											
1	Catering Work process changes and office efficiency	0.005	G	1	Service Efficiency	Undertake a LEAN review of the office processes and paperwork flows drawing on best practice and increased use of electronic delivery of the service.	No	No				

Budget 15-16 for Organisational Change Portfolio

No	ORGANISATIONAL CHANGE 1	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
2	Staff structural change		0.042	G	1	Structural Review	Review of the catering service resources delivered to High Schools, Primary Schools, Residential Homes and Day Care Centres and the way the current service is delivered.	No	No
3	Stock management and control		0.140	G	1	Service Efficiency	Undertake a review of the way stock is managed and move to electronic data management thereby reducing waste, and moving to an electronic platform of stock control and delivery.	No	No
	Increase meal numbers (income)		0.080	G	1	Service Efficiency	Current performance and take up in schools is currently 34% with a recent study indicating that 42% should be a target that is achievable. This requires improved marketing and promotion of the school meals to increase take up.	No	No
	Debt recover (income)		0.025	G	1	Service Efficiency	Manage more effectively the levels of debt relating to school meals and take appropriate action to tackle debt levels.	Yes	No
6	Cleaning Staff structural change (cost reduction)		0.292						
7	Different model of delivery (mobile)		0.019	G	1	Structural Review	Review of the catering service resources delivered to High Schools, Primary Schools, Residential Homes and Day Care Centres and the way the current service is delivered. Maybe something along the lines of 'Review of the cleaning service, in particular levels of specification delivered to all sites. Roll out the reduced specification adopted at County Hall to all other sites'	No	No
			0.002	A	1	Income Generation	Deliver a peripatetic cleaning service to areas of the County and in addition increase external market contracts.	No	No
	Totals		0.021						

Budget 15-16 for Organisational Change Portfolio

No	ORGANISATIONAL CHANGE 1	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
8	Security	Staff reductions	0.116	A	1	Service Reduction	Review current level of resource and reduce accordingly to reflect the need to move to building close down at County Hall, together with improved CCTV surveillance around the campus.	No	No
		Totals	0.116						
9	CCTV	Income increases	0.010	A	1	Income Generation	Recovery of fee income from system users based upon a more responsive and peripatetic provision.	No	Existing Users
		Totals	0.010						
	Other	Maintenance	0.005	G	1	Service Efficiency	Reduction in specific maintenance budget for County Hall campus.	No	No
		Totals	0.005						
	Valuations & Estates	Lease renewals	0.023	A	1	Income Generation	Increases in rental income on new leases, renewal of leases, agricultural rents and grazing licences..	Yes	Existing users
12	Office management		0.002	G	1	Service Efficiency	Undertake a LEAN review of the office processes and paperwork flows drawing on best practice and increased use of electronic delivery of the service.	No	No
13	Estate management cost recovery (dilapidations etc)		0.005	A	1	Income Generation	Increased and more effective recovery from tenants of dilapidation costs on tenant vacation of our property assets.	Yes	Existing users
		Totals	0.030						
14	Property Maintenance & Design	Reduce maintenance budget	0.150	A	1	Structural Review	Review of the councils existing maintenance budgets in conjunction with a reducing property estate, through rationalisation and a more efficient and leaner way of delivering a property design and maintenance service in the future, based on a commissioning model that will lead to a natural reduction in maintenance requirements. The Councils performance in relation to its maintenance delivery is already upper quartile.	No	No

Budget 15-16 for Organisational Change Portfolio

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
15	Office running costs	0.004	A	1	Service Efficiency	Undertake a LEAN review of the office running costs, reducing accommodation space and service cost.	No	No
16	Office management	0.005	A	1	Service Efficiency	Undertake a LEAN review of the office processes and paperwork flows drawing on best practice and increased use of electronic delivery of the service.	No	No
	Totals	0.159						
	Total Organisational Change 2	0.633						

TOTAL ORGANISATIONAL CHANGE	
Organisational Change	1.313
Total value of Business Plan proposals	1.313
Other investments costs/efficiencies	-
Budget Efficiency totals	1.313
Portfolio budget total	9,498
Total efficiencies % budget	13.8%

CATEGORISATION KEY	
1	No direct public impact
2	Low public impact
3	Higher public impact

Budget 15-16 for People and Resources Portfolio

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
	FINANCE							
1	Implementation of Collaborative Planning Software to finance to improve and automate our processes thus enabling workforce efficiencies		G	1	Service Efficiency	The introduction of this new software will enable budget monitoring to be undertaken more efficiently, with the minimum of manual intervention which will lead to workforce efficiencies and reductions.	No	No
2	Phased roll out of new finance model.		G	1	Structural Review	The implementation of a new Finance Model and a review of structure and business processes to achieve efficiencies and to operate as a modern Finance function.	No	No
3	Review of specialist finance functions to identify efficiencies in process.	0.170	G	1	Service Efficiency	Review of key specialist finance functions to identify more efficient ways of providing those services.	No	No
4	Ensure continuation of grant maximisation opportunities identified in 2014/15	0.100	G	1	Service Efficiency	Exercise to ensure that grant funding opportunities are maximised at every available opportunity.	No	No
	Totals	0.270						
	Human Resources & Organisational Design							
1	Effective people management skills to increase levels of Managers' self sufficiency		G	1	Service Efficiency	Demand management exercise to upskill managers to become increasingly self sufficient in managing their people /teams.	No	No
2	Redefine clear roles and responsibilities for Human Resources (HR) / managers		G	1	Service Efficiency	Complements the exercise above in that the roles and responsibilities of HR and managers need to be redefined for the future and will reduce reliance on HR resources.	No	No
3	Review of Human Resources & Organisational Design operating model and job roles		G	1	Structural review	To review the operating model and structure for Human Resources & Organisational Design to better meet the organisation's future requirements.	No	No
4	Further roll-out (50%) of Flexible & Agile Working arrangements (phase 1)		G	1	Service Efficiency	Promotion and implementation of flexible and agile to reduce accommodation space.	No	No

Budget 15-16 for People and Resources Portfolio

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
5	Implementation of iTrent Self Service to Schools	0.105	G	1	Service Efficiency	Reduction of reliance on corporate and Schools administrative processes thereby creating efficiencies in workforce.	No	No
6	Outsourcing of First-Aid training	0.010	G	1	Service Efficiency	Provision of First Aid training via an alternative provider as a more cost effective solution.	No	No
Totals		0.115						

People & Resources 0.385

PEOPLE AND RESOURCES	£m
Total value of Business Plan proposals	0.385
Other investments costs/efficiencies	(0.050)
Budget Efficiency totals	0.335
Portfolio budget total	5.010
Total efficiencies % budget	6.7%

CATEGORISATION KEY
1 = No direct public impact
2= Low public impact
3= Higher public impact

Budget 15-16 for Governance Portfolio

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
	LEGAL							
	Increase income	0.025	G	1	Income Generation	To increase the fees recharged to developers etc entering legal agreements with the council in line with other councils in Wales (the income earned as a % of the service budget is approximately half that of other councils).	No	No
1	Staffing - service review	0.071	G	1	Structural Review	Legal Services consists of 2 teams which will be combined under a single manager. Work will be collaboratively shared with Wrexham to increase skills mix and spread peaks/troughs in demand.	No	No
2								
	Totals	0.096						
	DEMOCRATIC							
	Reduce budgets in line with historic spend	0.053	G	1	Service Efficiency	The budget for members allowances is larger than required in part due to Cabinet having fewer than the maximum number of members.	No	No
	Staffing - consolidate multi teams into a single team	0.024	G	1	Structural Review	Democratic Services consists of 4 small teams. These will be combined so that the team leader's span of control meets organisational standards. The overall number of posts below team leader will be reduced to reflect the resilience of the larger team.	No	No
	Totals	0.077						
	ICT							
	Reduction in management and staff costs through delivery of shared IT Service with Wrexham	0.075	R	1	Collaboration	Work will be collaboratively shared with Wrexham to increase skills mix and spread peaks/troughs in demand.	No	No
1								
	Totals	0.075						

Total Governance **0.248**

Governance proposals	£m
Other investment costs/efficiencies	0.248
Budget Efficiency totals	(0.430)
	(0.182)
Portfolio budget total	8.448
Total efficiencies % budget	-2.2%

CATEGORISATION KEY

1 = No direct public impact

2 = Low public impact

3 = Higher public impact

Budget 15-16 for Community and Enterprise Portfolio

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
	CUSTOMER SERVICES							
1	Close the personal answering service for main switchboard telephone calls	0.139	A	2	Structural Review	Replaced by call menu options for efficient call handling	Yes	No
2	Cancellation of Council full page advert in BT phonebooks	0.008	G	2	Service Efficiency	Flintshire County Council website information has replaced this requirement	Yes	No
3	Withdraw registration service from outstations and potential transfer of birth declarations to Flintshire Connects	0.030	A	2	Service Efficiency	Central registration service to be delivered from Llywnegrin Hall, Mold	Yes	No
	Total Customer Services	0.177						
	COMMUNITY SUPPORT SERVICES							
	Welfare Rights Team Review	0.020	A	1	Structural Review	Consider model of service delivery to safeguard provision of welfare rights service and deliver savings	Yes	No
2	Housing Register and Allocations Project	0.030	G	1	Income Generation	Charge Registered Social Landlords for single allocation policy	No	Registered Social Landlords
3	Community Support Services - Management Restructure	0.040	A	1	Structural Review	Reduction of 1 Manager post	No	No
4	Community Centres	0.048	G	1	Income Generation	Charge Housing Revenue Account for usage	Yes	Existing users
5	Community Based Accommodation Support Service	0.030	A	2	Structural Review	Reduction of 3 posts over 3 years through voluntary redundancy and vacancy management. Service supplemented by volunteers providing good neighbour service	Yes	Existing users
6	Housing Benefit from leasing	0.040	G	1	Income Generation	Maximising Housing Benefit income through property leasing	No	No
7	Response Service for Older People	0.020	A	2	Income Generation	Charging for the out of hours personal response service	Yes	Existing users
8	Telecare Charging	0.200	A	2	Income Generation	Charging council tenants for the community alarm service. (All other tenures currently charged)	Yes	Existing users
9	Training	0.005	G	1	Income Generation	Charging for providing training to external organisations	Yes	No

Budget 15-16 for Community and Enterprise Portfolio

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
10	Bed & Breakfast Charging	0.010	G	2	Income Generation	Charging £15 per week to partially offset service deficit	Yes	No
	Total Community Support Services	0.443						
	REVENUES AND BENEFITS							
1	Budget saving e billing / notifications	0.003	G	2	Service Efficiency	Saving in postage as more people receive e bills	Yes	No
2	Stopping sending remittance advises to Landlords	0.054	G	2	Service Efficiency	Saving in admin costs	No	No
	Staff restructure to match staff costs to Department of Works and Pensions grant for benefits		A	1	Structural Review	Reduction in posts to match staff costs to Department of Works and Pensions grant over 3 years. Delivered through voluntary redundancy and vacancy management	No	No
	In-house bailiff service	0.100	G	1	Income Generation	Income target already agreed by Cabinet - summer '14	No	No
	Removal of Post Office as payment option	0.100	G	2	Service Efficiency	Post Office charges the council to receive payments - service will be provided at Flintshire Connects centres	Yes	No
6	2% surcharge on credit card payments	0.035	G	2	Income Generation	2% surcharge on credit card payments as standard practice	Yes	No
7	Introduce £1 flat charge for paper Council Tax bills	0.060	G	2	Income Generation	£1 charge for all paper bills	Yes	No
8	Review Single Person Discount	0.150	G	1	Income Generation	One off gain - continuation of existing 3 year project	Yes	No
9	Non payment of pensioner grant	0.200	A	2	Service Efficiency	Removal of top up for pensioners in receipt of partial council tax benefit	Yes	Existing users
10	Decision not to top up Discretionary Housing Payment	0.068	A	2	Service Efficiency	Use Department of Works and Pensions allocation only	No	No
		0.795						
	BUSINESS DEVELOPMENT							
1	Staffing Restructure to accommodate service continuity.	0.025	G	1	Structural Review	Deletion of fixed term post (partially funded by council), plus restructure team losing one post through voluntary redundancy, replace with lower graded post	No	No
		0.025						

Budget 15-16 for Community and Enterprise Portfolio

No	Specific Proposals	15-16 Proposals £m	RISK status for the acceptability and deliverability of the proposal	Categorisation of whether there is a public impact	Proposal Type	Explanation	Open to public feedback	Specific public consultation planned
	REGENERATION (PLACES) Reduction in scale of service							
1	Restructure the senior managers	0.045	A	1	Structural Review	Reduction in officer posts - hope to achieve through voluntary redundancy	No	No
2	Remodel tourist information opportunities	0.022	A	1	Structural Review	Deletion of 1 Senior Manager post	No	No
3	Reduce community environmental projects	0.016	G	1	Structural Review	Closure of tourist information centre and replace with Connects service and improved web based information	Yes	No
4		0.009	G	1	Voluntary Sector	Reduced budget for third sector commissioning of environmental projects	Yes	Flintshire Local Voluntary Council
	SENIOR MANAGEMENT RESTRUCTURE							
		0.100	A	1	Structural Review	Deletion of 2 Senior Manager posts	No	No
		0.100						
		1.632						

Community & Enterprise	£m
Total value of Business Plan proposals	1.632
Other investment costs/efficiencies	(0.050)
Budget Efficiency totals	1.582
Portfolio budget total	14.117
Total efficiencies % budget	11.2%

CATEGORISATION KEY
1 = No direct public impact
2 = Low public impact
3 = Higher public impact

Budget 2015/16
Council Fund - Revenue

Specific Grants

		<i>Budget 2014-15</i>	<i>Budget 2015-16</i>	<i>Variance to 2014-15</i>	<i>Confirmed (C) or Estimated (E)</i>
		<i>£</i>	<i>£</i>	<i>£</i>	
Education & Youth	Basic Skills	137,526	137,526	0	E
	Community Learning	3,311	3,311	0	E
Non Delegated	Community Focussed Schools	97,877	97,877	0	E
	Welsh Baccalureate	61,740	61,740	0	E
	Families First	1,735,285	1,735,285	0	E
	Education of Travellers	70,673	0	(70,673)	C
	Foundation Phase	4,949,746	0	(4,949,746)	C
	Free School Milk	179,773	179,773	0	E
	Funding for Youth Work Training in Wales	22,000	22,000	0	E
	Learning Pathways 14-19	360,000	0	(360,000)	C
	Minority Ethnic Achievement	128,032	0	(128,032)	C
	School Effectiveness Grant	1,403,508	0	(1,403,508)	C
	Pupil Deprivation Grant	2,295,918	2,525,510	229,592	E
	School Uniform Financial Assistance Scheme	30,487	30,487	0	E
	Unlocking the Potential of Special Schools	0	0	0	C
	Youth Service Revenue Grant	126,756	126,756	0	E
	Welsh Language (Athrowen Bro & WEG)	0	0	0	C
	Welsh Medium Bilingual Grant	0	0	0	C
	Welsh in Education	215,374	0	(215,374)	C
	Welsh Network of Healthy School Schemes	87,320	87,320	0	E
	Flying Start	0	0	0	C
	Education Improvement Grant for Schools	0	6,446,505	6,446,505	E
	Youth Crime Prevention Fund	0	221,882	221,882	E
	YOT / Youth Justice Board	327,280	235,000	(92,280)	E
	National Literacy Tests	35,450	0	(35,450)	C
		12,268,056	11,910,972	(357,084)	
Delegated	DCELLS (Post 16 provision in schools)	5,935,481	5,787,094	(148,387)	E
		5,935,481	5,787,094	(148,387)	
Social Services	Social Care Workforce Development Programme	356,833	367,000	10,167	E
	Well Being Activity	10,000	10,000	0	E
	Flying Start	2,722,790	2,954,700	231,910	E
	Implementation of Mental Health Act 2007	0	0	0	C
	Youth Service Community Service Grants	0	0	0	C
		3,089,623	3,331,700	242,077	
Streetscene & Transportation	Concessionary Travel	1,991,843	2,058,000	66,157	E
	Local Transport Services	399,062	399,062	0	E
	Sustainable Waste Management	2,976,172	3,006,226	30,054	E
		5,367,077	5,463,288	96,211	
Planning & Environment	Safer Communities Fund	76,868	221,881	145,013	E
	Food Hygiene Rating	5,969	0	(5,969)	E
	Animal Health & Welfare Enforcement	15,646	0	(15,646)	E
	Substance Misuse	293,353	638,139	344,786	E
	Crime Reduction and Anti Social Behaviour	121,203	31,566	(89,637)	E
	Planning - Delivering for Wales	20,000	0	(20,000)	E
	Domestic Abuse Co-ordinator Funding	27,500	37,500	10,000	E
		560,539	929,086	368,547	
Community & Enterprise	Supporting People	6,483,688	5,809,818	(673,870)	E
	Communities First	708,911	708,911	0	E
	Tidy Towns	0	0	0	E
		7,192,599	6,518,729	(673,870)	
Organisational Change	Free Swimming	156,567	164,807	8,240	E
	National Exercise Referral	118,750	125,000	6,250	C
	NE Wales Play Forum	340,086	319,010	(21,076)	E
	Active Young People	439,867	541,638	101,771	E
		1,055,270	1,150,455	95,185	
Chief Executive's	LSB Development Support Grant	50,000	50,000	0	E
		50,000	50,000	0	
Total		35,518,645	35,141,324	(377,321)	

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 16 DECEMBER 2014**

REPORT BY: **CHIEF OFFICER ORGANISATIONAL CHANGE,**
CORPORATE FINANCE MANAGER

SUBJECT: **COUNCIL FUND CAPITAL PROGRAMME 2015/16 AND**
INDICATIVE FUNDING TO 2018/19

1.00 **PURPOSE OF REPORT**

- 1.01 The purpose of the report is to set out initial proposals for the Council Fund Capital Programme for 2015/16 (with indicative funding estimates for future years).
- 1.02 This report covers the Council Fund only. The Housing Revenue Account (HRA) capital programme proposals will be considered alongside the HRA revenue budget proposals for 2015/16 by Cabinet and the Housing Overview and Scrutiny Committee in January 2015.

2.00 **BACKGROUND**

- 2.01 The Council plans on a 4 year capital programme timescale. Each year, the Council sets its capital programme for the coming year and provides an indication of the estimated level of resources available and has historically shown the potential allocation to service areas in future years.
- 2.02 Indicative amounts for 2015/16 were shown in the Capital programme 2014/15 report which was agreed by Council on 18th February 2014.
- 2.03 A meeting hosted by Corporate Resources Overview and Scrutiny Committee will be held on 30th January to enable all Members to consider the 2015/16 capital programme.

3.00 **CAPITAL STRATEGY**

- 3.01 Flintshire, along with all Councils, has experienced significant pressure on its capital programme in recent years. This results from reduced funding available through the annual financial settlement from Welsh Government and the impact the austerity measures have had on the generation of capital receipts.

Furthermore, as WG seeks to manage its own budgets, the specific grants available to Councils for capital investment in particular services have become more limited. For example, the initial funding proposal for the 21st Century Schools programme was; half unsupported (prudential) borrowing and the remaining half from WG specific capital grant. The WG half is now a mixture of grant and further Council borrowing with the WG providing revenue funding to support principal repayments and interest on the debt.

3.02 With Flintshire likely to have to make revenue efficiencies of circa £50m over the next three years, the pressure on capital resources comes at the same time as these revenue pressures and is set to continue until at least the end of the decade. The combination of the two means that it is more important than ever that the Council's revenue and capital service delivery and financial planning are fully integrated.

3.03 In approving the 2014/15 Capital Programme Members endorsed a more prudent approach to setting the capital budget, particularly in relation to the recognition of capital receipts (Sections 5.02.2 to 5.02.6 of the Council Fund Capital Programme 2014/15 report to Cabinet on 18th February, 2014 refer). This led to a reduced core programme in 2014/15 and in proposing the budget for 2015/16 this approach has been replicated again.

3.04 Against this backdrop it is important that the Council sets its core capital programme and puts in place funding to meet urgent needs for 2015/16 to enable the resources to be in place to:-

- Support emerging requirements for change flowing from the business planning process;
- Support key services e.g. schools maintenance;
- Support investment which enables change e.g. ICT networks; and
- Provide funding for property related costs e.g. Health & Safety measures, as well as measures to improve accessibility to our properties by those with disabilities.

3.05 In addition to the work and position detailed above the Council is currently developing its Capital Strategy which will be significantly influenced by its Asset Management Plans. The strategy will set out clearly the overall approach to capital management, alternative sources of funding and the effective delivery of its capital programmes of work in the future and will also support a more structured and focussed delivery of its capital budget.

4.00 FUNDING SHORTFALL OF APPROVED SCHEMES

4.01 The final 2013/14 outturn was a shortfall carried into 2014/15 of £1.578m, as a result of receipts in previous years not reaching anticipated levels. The aim when setting the 2014/15 programme was to eradicate this shortfall in order to place the capital programme on a sound footing going into 2015/16. This was to be achieved by the reduction in the core programme described in paragraph 3.03, and capital receipts generated in-year. The projection (to date) is that this aim will be achieved (Section 3.07.3 of the Month 6 monitoring report on this agenda refers).

5.00 FUNDING THE CAPITAL PROGRAMME

5.01 The capital programme includes the following elements which are funded as shown below:-

(a) A core capital programme resourced by:-

- The funding mechanisms within the WG financial settlement (general capital grant and supported borrowing where WG recognise the cost of this level of borrowing through funding in the revenue financial settlement in the Revenue Support Grant); and
- Capital receipts from the sale of Council assets in accordance with the disposal programme.

The Council has discretion to allocate both of these resources as it determines to meet its local priorities and needs.

(b) Capital schemes funded from specific grants which are for specific purposes as directed by WG or other grant providers;

(c) WG supported borrowing through the Local Government Borrowing Initiative (LGBI) for the 21st Century Schools (WG element); and

(d) Locally determined unsupported (prudential) borrowing, the costs of which are met from the Council's revenue budget without support from WG.

6.00 CORE CAPITAL PROGRAMME

6.01 The total projected (to date) core funding available over the 4 year period 2015/16 to 2018/19, by way of the sources in 5.01 (a) above, is shown in the table below and amounts to £27.488m.

ESTIMATED AVAILABLE FUNDING 2015/16 - 2018/19					
	2015/16	2016/17	2017/18	2018/19	Total
	£m	£m	£m	£m	£m
Financing (Excluding Specific Grants)					
Unhypothecated Supported Borrowing (USB) ¹	4.272	4.272	4.272	4.272	17.088
General Capital Grant (GCG) ¹	2.600	2.600	2.600	2.600	10.400
Capital Receipts (Received in 2014/15)	0.000	0.000	0.000	0.000	0.000
Capital Receipts (Received in 2015/16)	0.000	0.000	0.000	0.000	0.000
Total	6.872	6.872	6.872	6.872	27.488
1 As per 15/16 Provisional Settlement.					

6.02 This shows that the total projected (to date) resources available in 2015/16 to fund the core capital programme are £6.872m.

Funding

6.03 The basis for the estimates of funding levels are as follows:-

Unhypothecated Supported Borrowing (USB) and General Capital Grant (GCG)

6.04 The provisional financial settlement received from WG on 8th October 2014 indicated a total of £6.872m, £4.272m through USB and £2.600m via GCG for 2015/16. This has been assumed to be consistent throughout the reporting period.

The total is £0.043 less than the 2014/15 final financial settlement.

The 2015/16 final financial settlement is due on 10th December 2014.

Capital Receipts

6.05 The issue of capital receipts continues to be a problematic one for the Council. In the current economic climate it is difficult to predict with certainty when disposals will be effected and the funds therefore realised to support the capital programme.

6.06 As a consequence of this continued position it is considered to be imprudent to set capital budgets where the funding may not be realised. In setting the 2014/15 Capital Programme a budget with a minimal target was set which the Council could be confident in achieving and would address the shortfall described in Section 4 above. Any additional receipt over and above this target figure would be allocated in 2015/16, placing the Capital Programme on a more secure footing during difficult economic times.

6.07 The current projection for capital receipts in 2014/15 is sufficient to meet 2014/15 core capital expenditure (Section 4 above refers), though receipts actually received to date are minimal. Given past experience and the legal complexities that can occur in generating a capital receipt; the recommendation at this stage in the 2015/16 capital budget setting process is to assume no receipts from 2014/15 are available to fund 2015/16 core programme.

Further, it is therefore recommended that the 2015/16 core capital programme budget be set based without reliance on any capital receipts generated in 2015/16.

6.08 It is possible that receipts generated in 2014/15 will exceed those needed to fund core capital expenditure. Any receipts generated over and above anticipated need during the remainder of 2014/15 could either be:-

- Allocated to the 2015/16 programme during the budget setting process through subsequent reports to the core capital programme or utilised to fund capital works arising from corporate priorities; or
- Allocated to the 2015/16 programme in year through quarterly budget monitoring reports; or
- Allocated for use in future years.

6.09 It is further recommended that any capital receipts generated in 2015/16 be kept until the 2016/17 financial year, so continuing the process whereby each subsequent year's budget is based on actual receipts from the previous year.

Allocation of the available funding

6.10 As indicated in 6.02, the total amount available to fund the core capital programme in 2015/16 is £6.872m.

6.11 A review of the core schemes has been carried out and the resulting recommended allocations for 2015/16 are summarised in the table below, with a more detailed breakdown in Appendix 1. The allocations total £6.535m.

CORE ALLOCATIONS BY PORTFOLIO	
	£m
Chief Executives	0.020
People & Resources	0.075
Governance	0.170
Education & Youth	2.035
Community & Enterprise	2.265
Planing & Environment	0.290
Transport & Streetscene	0.860
Organisational Change 2	0.820
TOTAL - COUNCIL FUND	6.535

Detailed programmes for future years will be drawn up in the light of actual levels of receipts becoming known.

- 6.12 The recommended allocations above results in a balance of £0.337m of funding unallocated.
- 6.13 The intention at this stage in the budget setting process is to consider the emerging requirements for capital funding from the business plans to enable change and deliver the necessary revenue efficiencies over the medium term.

It is recommended that this unallocated core funding, along with surplus capital receipts realised in 2014/15 (if any, and over and above requirements set out in paragraph 6.07), be allocated to capital schemes arising from the business plans. This would be subject to Portfolios submitting a sound business case and approval of Cabinet at a later date.

Current requirements under assessment include; investment in buildings subject to Community Asset Transfer (CAT) and the installation of energy generating equipment on closed landfill sites.

7.00 ESTIMATED TOTAL COUNCIL FUND CAPITAL PROGRAMME

- 7.01 The total projected funding available (including the core programme) over the 4 year period 2015/16 to 2018/19, by way of the sources in 5.01 (a) to (d) above, is shown in the table below and amounts to £82.735m.

ESTIMATED AVAILABLE TOTAL FUNDING 2015/16 - 2018/19					
	2015/16	2016/17	2017/18	2018/19	Total
	£m	£m	£m	£m	£m
Funding (Total)					
<u>General Funding</u>					
Unhypothecated Supported Borrowing (USB) ¹	4.272	4.272	4.272	4.272	17.088
General Capital Grant (GCG) ¹	2.600	2.600	2.600	2.600	10.400
Capital Receipts (Received in 2014/15)	0.000	0.000	0.000	0.000	0.000
Capital Receipts (Received in 2015/16)	0.000	0.000	0.000	0.000	0.000
Sub Total	6.872	6.872	6.872	6.872	27.488
<u>Specific Funding</u>					
Specific Capital Grants	19.959	4.250	0.504		24.713
Unsupported (Prudential) Borrowing	20.290	4.637	0.443		25.370
Local Govt Borrowing Initiative - 21st C Schools	3.575	1.589			5.164
Sub Total	43.824	10.476	0.947	0.000	55.247
Total Funding Available	50.696	17.348	7.819	6.872	82.735
1 As per 15/16 Provisional Settlement.					

- 7.02 This shows that the total resources available in 2015/16 to fund the capital programme are £50.696m.
- 7.03 Appendix 2 sets out the estimated total capital programme for 2015/16, taking account of all funding sources referred to in Section 5. These are detailed below.
- 7.04 The core allocations, as funded by those sources referred to in Section 5, can be found in the column 'General'.
- 7.05 Specific allocations can be found in the column 'Specific'. In 2015/16 this adds further investment of £43.824m (See 7.06 to 7.09 below).
- 7.06 Specific grants amount to £19.959m, the majority of which is 21st Century Schools (£19.122m). The amounts included are based on historical allocations and information available at the time of writing the report, any subsequent variation in the level of individual grants will be dealt with by amendments in subsequent budget setting reports, or by amending the budget in monitoring reports as necessary in year (2015/16). These allocations are for specific time durations hence the variation in amount year on year.
- 7.07 Unsupported (prudential) borrowing of £20.290m relates to Flintshire's element of the 21st Century Schools programme.

7.08 Welsh Government Local Government Borrowing Initiation (LGBI) funding mechanism for 21st Century Schools comprises an element of LGBI and specific capital grant. This equates to £22.697m for Flintshire in 2015/16 (£3.575m LGBI, £19.122m specific grant).

7.09 The funding for 2015/16 includes £42.907m related to 21st Century Schools. Whilst preliminary expenditure on the programme has taken place in 2013/14 and 2014/15, the profile is for significant expenditure to commence from 2015/16 to deliver on the £64m of investment in Flintshire schools under the 21st Century programme which is funded equally by Flintshire and WG.

8.00 CONSULTATION

8.01 A meeting of the Corporate Resources Overview & Scrutiny Committee will be held on 30th January 2015, at which the capital programme proposals as set out in this paper will be considered. The scrutiny meeting is open to all Members of the Council.

9.00 RECOMMENDATIONS

9.01 Cabinet is recommended to:

- (a) Note the report.
- (b) Approve the allocation of funding to the core capital programme in 2015/16, as shown in Appendix 1 (and note the indicative funding available for future years), subject to input by Overview and Scrutiny.

10.00 FINANCIAL IMPLICATIONS

10.01 As set out in the report.

11.00 ANTI-POVERTY IMPACT

11.01 Individual Capital Programme Schemes may have specific anti-poverty impacts.

12.00 ENVIRONMENTAL IMPACT

12.01 Individual Capital Programme Schemes may have specific environmental impacts.

13.00 EQUALITIES IMPACT

13.01 Individual Capital Programme Schemes may have specific equality impacts.

14.00 PERSONNEL IMPLICATIONS

14.01 None directly as a result of this report.

15.00 CONSULTATION REQUIRED

15.01 All Members through Overview & Scrutiny.

16.00 CONSULTATION UNDERTAKEN

16.01 Corporate Resources Overview & Scrutiny Committee on 30th January 2015.

17.00 APPENDICES

17.01 Appendix 1 – Core Capital Programme Schemes 2015/16

Appendix 2 – Total Capital Programme 2015/16

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

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CORE CAPITAL PROGRAMME SCHEMES

APPENDIX 1

	2015/16 Estimate £m
--	---------------------------

SUMMARY	
CHIEF EXECUTIVES	0.020
PEOPLE & RESOURCES	0.075
GOVERNANCE	0.170
EDUCATION & YOUTH	2.035
SOCIAL CARE	0.000
COMMUNITY & ENTERPRISE	2.265
PLANNING & ENVIRONMENT	0.290
TRANSPORT & STREETSCENE	0.860
ORGANISATIONAL CHANGE 2	0.820
TOTAL - COUNCIL FUND	6.535

FINANCING	
Unhypothecated Supported Borrowing (USB)	4.272
General Capital Grant	2.600
(Unallocated - Headroom) / Under Financing	(0.337)
TOTAL - FINANCING	6.535

CORE CAPITAL PROGRAMME SCHEMES APPENDIX 1 (Cont.)

	2015/16 Estimate £m
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CHIEF EXECUTIVES	
Clwyd Theatr Cymru	
General Provision	0.020
TOTAL - CHIEF EXECUTIVES	0.020

PEOPLE & RESOURCES	
Corporate Finance	
General Capital Works - Health & Safety	0.075
TOTAL - PEOPLE & RESOURCES	0.075

GOVERNANCE	
ICT and Customer Services	
General ICT Infrastructure	0.170
TOTAL - GOVERNANCE	0.170

EDUCATION & YOUTH	
Education - General	
Various School Building Works	1.700
Various DD Act - Individual Pupils	0.250
Various Furniture and Equipment	0.045
Primary Schools	
Various Learning Environments (Foundation Phase)	0.040
TOTAL - EDUCATION & YOUTH	2.035

CORE CAPITAL PROGRAMME SCHEMES APPENDIX 1 (Cont.)

	2015/16
	Estimate
	£m

SOCIAL CARE	
Social Care	
General Capital Works	0.000
TOTAL - SOCIAL CARE	0.000

COMMUNITY & ENTERPRISE	
Grants	
Various Private Sector Renewal & Improvements	1.730
Shotton Housing Renewal Area Support	0.155
Flintshire Connects	
Various Flintshire Connects	0.250
Regeneration	
Various Town Centre Regeneration	0.130
TOTAL - COMMUNITY & ENTERPRISE	2.265

PLANNING & ENVIRONMENT	
Energy Services	
Various Energy Efficiency Measures	0.100
Engineering	
Various Land Drainage Works	0.045
Various Coast Protection Works	0.070
Townscape Heritage Initiative	
Flint Townscape Heritage Initiative	0.075
TOTAL - PLANNING & ENVIRONMENT	0.290

CORE CAPITAL PROGRAMME SCHEMES APPENDIX 1 (Cont.)

	2015/16 Estimate £m
--	---------------------------

TRANSPORT & STREETSCENE		
Highways		
Various	Highways Infrastructure	0.520
Various	Bridge Assessments and Replacement	0.100
Various	Street Lighting Replacement	0.120
Various	Structural Maintenance	0.120
TOTAL - TRANSPORT & STREETSCENE		0.860

ORGANISATIONAL CHANGE 2		
Administrative Buildings		
Various	Disability Discrimination Act (DDA) Works	0.175
Various	Asbestos Removal	0.070
Various	Legionella Works	0.070
Various	Upgrading Fire and Intruder Alarms	0.055
Various	Fire Safety Order Works	0.100
Various	Corporate Property Maintenance	0.350
TOTAL - ORGANISATIONAL CHANGE 2		0.820

TOTAL - COUNCIL FUND	6.535
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CORE CAPITAL PROGRAMME SCHEMES

APPENDIX 2

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Estimate 2015/16		
Estimated Payments	Financing	
	General	Specific
£m	£m	£m

SUMMARY
CHIEF EXECUTIVES
PEOPLE & RESOURCES
GOVERNANCE
EDUCATION & YOUTH
SOCIAL CARE
COMMUNITY & ENTERPRISE
PLANNING & ENVIRONMENT
TRANSPORT & STREETSCENE
ORGANISATIONAL CHANGE 2
TOTAL - COUNCIL FUND

0.020	0.020	0.000
0.075	0.075	0.000
0.170	0.170	0.000
45.022	2.035	42.987
0.000	0.000	0.000
2.841	2.265	0.576
0.551	0.290	0.261
0.860	0.860	0.000
0.820	0.820	0.000
50.359	6.535	43.824

FINANCING
Unhypothecated Supported Borrowing (USB)
General Capital Grant
Capital Receipts
Specific Capital Grants
Unsupported (Prudential) Borrowing
LGBI - 21st Century Schools
(Unallocated - Headroom) / Under Financing
TOTAL - FINANCING

4.272	4.272	
2.600	2.600	
19.959		19.959
20.290		20.290
3.575		3.575
(0.337)	(0.337)	0.000
50.359	6.535	43.824

CORE CAPITAL PROGRAMME SCHEMES

APPENDIX 2 (Cont.)

--

Estimate 2015/16		
Estimated Payments	Financing	
	General	Specific
£m	£m	£m

CHIEF EXECUTIVES	
Clwyd Theatr Cymru	
General	Provision
TOTAL - CHIEF EXECUTIVES	

0.020	0.020	
0.020	0.020	0.000

PEOPLE & RESOURCES	
Corporate Finance	
General	Capital Works - Health & Safety
TOTAL - PEOPLE & RESOURCES	

0.075	0.075	
0.075	0.075	0.000

GOVERNANCE	
ICT and Customer Services	
General	ICT Infrastructure
TOTAL - GOVERNANCE	

0.170	0.170	
0.170	0.170	0.000

EDUCATION & YOUTH	
Education - General	
Various	School Building Works
Various	DD Act - Individual Pupils
Various	Furniture and Equipment
Primary Schools	
Various	Learning Environments (Foundation Phase)
School Modernisation	
Shotton	Taliesin Junior/Shotton Infant
Various	21st Century Schools
TOTAL - EDUCATION & YOUTH	

1.700	1.700	
0.250	0.250	
0.045	0.045	
0.040	0.040	
0.080		0.080
42.907		42.907
45.022	2.035	42.987

SOCIAL CARE	
Social Care	
General	Capital Works
TOTAL - SOCIAL CARE	

0.000	0.000	
0.000	0.000	0.000

CORE CAPITAL PROGRAMME SCHEMES

APPENDIX 2 (Cont.)

--

Estimate 2015/16		
Estimated Payments	Financing	
	General	Specific
£m	£m	£m

COMMUNITY & ENTERPRISE	
Grants	
Various	Private Sector Renewal & Improvements
Shotton	Housing Renewal Area Support
Flintshire Connects	
Various	Flintshire Connects
Regeneration	
Various	Town Centre Regeneration
Travellers' Sites	
Queensferry	Riverside Caravan Site
TOTAL - COMMUNITY & ENTERPRISE	

1.878	1.730	0.148
0.433	0.155	0.278
0.250	0.250	
0.130	0.130	
0.150		0.150
2.841	2.265	0.576

PLANNING & ENVIRONMENT	
Energy Services	
Various	Energy Efficiency Measures
Engineering	
Various	Land Drainage Works
Various	Coast Protection Works
Townscape Heritage Initiative	
Flint	Townscape Heritage Initiative
Ranger Services	
Connahs Quay	Wepre Park Development
TOTAL - PLANNING & ENVIRONMENT	

0.100	0.100	
0.045	0.045	
0.070	0.070	
0.309	0.075	0.234
0.027		0.027
0.551	0.290	0.261

TRANSPORT & STREETSCENE	
Highways	
Various	Highways Infrastructure
Various	Bridge Assessments and Replacement
Various	Street Lighting Replacement
Various	Structural Maintenance
TOTAL - TRANSPORT & STREETSCENE	

0.520	0.520	
0.100	0.100	
0.120	0.120	
0.120	0.120	
0.860	0.860	0.000

ORGANISATIONAL CHANGE 2	
Administrative Buildings	
Various	Disability Discrimination Act (DDA) Works
Various	Asbestos Removal
Various	Legionella Works
Various	Upgrading Fire and Intruder Alarms
Various	Fire Safety Order Works
Various	Corporate Property Maintenance
TOTAL - ORGANISATIONAL CHANGE 2	

0.175	0.175	
0.070	0.070	
0.070	0.070	
0.055	0.055	
0.100	0.100	
0.350	0.350	
0.820	0.820	0.000

TOTAL - COUNCIL FUND

50.359	6.535	43.824
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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 16 DECEMBER 2014**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **QUARTER 2 IMPROVEMENT PLAN MONITORING REPORT.**

1.00 PURPOSE OF REPORT

1.01 To receive the 2014/15 Quarter 2 Improvement Plan monitoring reports for the period July to September 2014.

1.02 To note the following: -

- the levels of progress and confidence in the achievement of high level activities which seek to deliver the impacts of the Improvement Plan;
- the performance against improvement plan measures and the predicted level of performance for year end; and
- the current (net) risk levels and targeted risk levels for the risks identified in the Improvement Plan and the arrangements to control them.

2.00 BACKGROUND

2.01 The Council adopted the Improvement Plan for 2014/15 in June 2014. This is the second monitoring update prepared for Cabinet.

3.00 CONSIDERATIONS

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

3.02 Individual sub-priority reports (22 in total) have been completed by each lead accountable officer. This report has been brought together to provide a single report for Cabinet.

3.03 Copies of the quarter 2 Improvement Plan monitoring reports are available in the Member's Library and on request. Members will receive respective reports when circulated with Overview and Scrutiny

Committee agendas.

3.04 **Monitoring the progress of our activities**

Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: -

- RED: Limited Progress – delay in scheduled activity; not on track
- AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track
- GREEN: Good Progress – activities completed on schedule, on track

A RAG status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each secondary priority. Outcome has been categorised as: -

- RED: Low – lower level of confidence in the achievement of the outcome(s)
- AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s)
- GREEN: High – full confidence in the achievement of the outcome(s)

3.05 In summary our overall progress against the high level activities is: -

PROGRESS

- We are making good (green) progress in 38 (48%).
- We are making satisfactory (amber) progress in 41 (52%).
- We are making limited progress (red) in 0 (0%).

OUTCOME

- We have a high (green) level of confidence in the achievement of 63 (80%)
- We have a medium (amber) level of confidence in the achievement of 16 (20%).
- We have a low (red) level of confidence in the achievement of 0 (0%).

3.06 **Monitoring our performance**

Analysis of performance against the Improvement Plan measures is undertaken using the RAG (Red, Amber Green) status. This is defined as follows: -

PERFORMANCE

- RED equates to a position of under-performance against target.
- AMBER equates to a mid-position where improvement may have been made but performance has missed the target.
- GREEN equates to a position of positive performance against target.

OUTCOME

- RED equates to a forecast position of under-performance against target at year end.
- AMBER equates to a forecast mid-position where improvement may have been made but performance will miss target at year end.
- GREEN equates to a forecast position of positive performance against target at year end.

3.07 Analysis of current levels of performance shows the following: -

- 54 (58%) had achieved a green RAG status
- 36 (39%) had achieved an amber RAG status
- 3 (3%) had achieved a red RAG status

Analysis of predicted outcome levels of performance shows the following: -

- 74 (80%) forecast a green RAG status
- 18 (19%) forecast an amber RAG status
- 1 (1%) forecast a red RAG status

3.08 The measures which showed a red RAG status for current performance are: -

3.08a **Priority: Housing (Modern, Efficient and Adapted Homes)**

Entering into a lease agreement for 10 over 55's properties.

The Over 55 lease offer has been delayed while some legal technicalities are checked, but the service will progress the first of the sign-ups in quarter 3.

3.08b **Priority: Living Well (Independent Living)**

PSR/009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people (target = 257 days).

There was only one DFG completed for children in Quarter 2; this complex adaptation was completed in 471 days.

3.08c **Priority: Modern and Efficient Council (Access to Council Services)**

CUSM1L - Efficient Complaints Handling: The percentage of initial complaints responded to within 10 working days (performance = 58.64%).

Performance has dropped significantly across the authority with the exception of two portfolios who closely missed the target (84%). Following a review of the complaints database, unnecessary delays such as passing a complaint from one officer to another or simply not updating customers on the action taken to resolve concerns has led to delays and targets being missed. The Customer Services Team will ensure that complaints are recorded and allocated to service managers going forward and for the team to closely monitor performance daily and where a delay is envisaged to issue a holding response.

3.09 **Monitoring our risks**

Analysis of the current (net) risk levels for the strategic risks identified in the Improvement Plan is as follows: -

- 4 (5%) are high (red)
- 44 (56%) are medium (amber)
- 30 (38%) are low (green)

3.10 The 4 high (red) risks are: -

3.10a **Priority: Skills and Learning (Modernised and High Performing Education)**

Risk: Programme delivery capacity for the 21st Century Schools Programme

Work on the Full Business Case was completed by the Welsh Government deadline of 10th October, although some final costs were not known by this date. A programme Coordinator was appointed 24th July who will lead/manage developments to the completion of major projects. However, the three project manager posts have yet to be recruited to.

3.10b **Priority: Modern and Efficient Council (Financial Strategy)**

Risks:

- 1. Ensuring that capital and revenue resources are sufficient to operate effectively.***
- 2. Uncertainty in the level of Welsh Government Funding which represents 80% of the funding of council services.***
- 3. Gaining agreement to the financial strategy.***

For all three risks the net and target risk levels are assessed as high. The provisional settlement from Welsh Government for 2015/16 is a 3.4% reduction equating to a £16m budget gap. The final settlement is

due in December, but unlikely to change significantly. For this reason the risks remains high. Initial budget proposals will be presented to Cabinet in December followed by Scrutiny consideration.

4.00 RECOMMENDATIONS

4.01 Cabinet Members are invited to determine if enough action has been taken to manage delivery of the Improvement Priority impacts.

4.02 To note the following: -

- the levels of progress and confidence in the achievement of key activities which seek to deliver the impacts of the Improvement Plan;
- the performance against improvement plan measures and the predicted level of performance for year end; and
- the current (net) risk levels and targeted risk levels for the risks identified in the Improvement Plan and the arrangements to control them.

5.00 FINANCIAL IMPLICATIONS

5.01 There are no specific financial implications for this report. However the Council's Medium Term Financial Plan is aligned to resource the priorities of the Improvement Plan and the monitoring will help to inform future iterations.

6.00 ANTI POVERTY IMPACT

6.01 There are no specific poverty implications for this report. However poverty is a priority within the Improvement Plan and reporting against activity to protect people from poverty is included in the Improvement Plan monitoring report.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no specific environmental implications for this report. However the environment is a priority within the Improvement Plan and reporting against activity to improve the environment is included in the Improvement Plan monitoring report.

8.00 EQUALITIES IMPACT

8.01 There are no direct equality implications for this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no direct personnel implications for this report.

10.00 CONSULTATION REQUIRED

10.01 The Improvement Priorities are monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest.

11.00 CONSULTATION UNDERTAKEN

11.01 All directorates have been consulted with regarding the reporting of relevant information.

12.00 APPENDICES

12.01 None

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

**Contact Officer: Victoria Woolf
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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 16 DECEMBER 2014**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **STRATEGIC PARTNERSHIP PERFORMANCE MID
YEAR REVIEW**

1.00 PURPOSE OF REPORT

- 1.01 To note the status of each of the strategic partnerships.
- 1.02 To note and endorse the mid year assessments for the progress of the Local Service Board Priorities.

2.00 BACKGROUND

2.01 The Flintshire Local Service Board (LSB) under its Terms of Reference has five principal roles:

1. Effective and trusting partnership relationships as a set of local leaders.
2. Discharging the responsibilities of an LSB - this includes producing a meaningful and fit for purpose Community Strategy.
3. Consistent and effective governance and performance of strategic partnerships.
4. Identifying common issues as public bodies/employers.
5. Promoting collaboration in the design and provision of local public services and to make best economic use of local partner's resources, such as people, money, assets and technology.

2.02 The LSB has published its Single Integrated Plan, focussing on four priorities and supported by the work of LSB related strategic partnerships.

3.00 CONSIDERATIONS

3.01 Flintshire's Local Service Board adopted the four priorities of the Local Service Board in July 2012. These priorities are:

- Priority 1: Lead by example as employers and community leaders
- Priority 2: People are safe

- Priority 3: People enjoy good health, wellbeing and independence
- Priority 4: Organisational environmental practices

As previously reported all four priorities have detailed programme plans, governance and reporting arrangements, and integrate with the Council's Improvement Plan.

The Single Integrated Plan, as endorsed by Cabinet in May 2014, in effect brings together these commitments and activities into one plan.

The accompanying Appendix A provides a mid year assessment for these four priorities.

3.02 The work of the Local Service Board is supported by key related strategic partnerships. The table below outlines those Partnerships and the changes that have occurred in the last 12 months:

2013	Current
Children & Young Peoples Partnership (CYPP) Board	The CYPP Board had its final meeting in April 2014.
Community Safety Partnership (CSP) Board	The CSP Board has been replaced by the People are Safe Board with the LSB holding overall statutory accountability. This arrangement also supports the delivery of Priority 2 of the Single Integrated Plan (SIP).
Health, Social Care and Well-being Partnership (HSCWBP) Board	The HSCWB Board has now been replaced by the Health, Well-being and Independence Board. This arrangement also supports the delivery of Priority 3 of the SIP.
Housing Partnership (HP) Board	The arrangements for the Housing and Regeneration Partnerships are being reviewed. A merger has been agreed in principle.
Regeneration Partnership (RP) Board	
Flintshire & Wrexham Local Safeguarding Children (FWLSC) Board	The FWLSC Board is now a regional Board.
Youth Justice Executive Management (YJEM) Board	Arrangements for the YJEM Board remain the same although the Partnership has recently reviewed its purpose, function and membership.
	Employment, Skills and Jobs Project Board (formerly the Apprenticeships,

	Entrepreneur and Work Experience Project Board) has been formed to support delivery of Priority 1 of the SIP.
	The delivery arrangements for Priority 4 are being considered taking into account criticality and proportionality. Progress has been reported directly to the LSB.









3.03 A summary of the progress against milestones, activities and confidence in outcomes is shown below against the four priorities of the LSB.

'Progress' shows achievement against scheduled activity and has been categorised as follows:

- RED: Limited Progress – delay in scheduled activity; not on track
- AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track
- GREEN: Good Progress – activities completed on schedule, on track

An assessment of our level of confidence in achieving the 'outcome(s)' has been categorised as: -

- RED: Low – lower level of confidence in the achievement of the outcome(s)
- AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s)
- GREEN: High – full confidence in the achievement of the outcome(s)

Single Integrated Plan Priorities	Progress	Outcome
1. Lead by example as employers and community leaders		
2. People are safe		
3. People enjoy good health, wellbeing and independence		
4. Organisational environmental practices		

3.04 The reports have been formatted to reflect the good practice adopted by the production of the Council's Annual Performance Report 2013/14 and have taken into account potential improvements raised by the Wales Audit Office such as providing a balanced view of performance during the year.

- 3.05 These mid year reports are reported in two ways:
- To the Community Profile and Partnerships Overview and Scrutiny Committee in December 2014.
 - To the Local Service Board meeting in November 2014.

4.00 RECOMMENDATIONS

- 4.01 That Members note the progress made in the mid year reports and endorse the commitments for the current year.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The Council's Medium Term Financial Plan is aligned to resource the Council's contribution to these partnership priorities.

6.00 ANTI POVERTY IMPACT

- 6.01 Welfare Reform is a sub priority of Priority 3: "People enjoy good health, wellbeing and independence".

7.00 ENVIRONMENTAL IMPACT

- 7.01 "Organisational environmental practices" is Priority 4 within the SIP.

8.00 EQUALITIES IMPACT

- 8.01 Equalities will be taken into consideration through any policy changes determined by the Plan and its implementation.

9.00 PERSONNEL IMPLICATIONS

- 9.01 Any personnel implications for the Council will be considered through any relevant changes determined by the Plan and its implementation.

10.00 CONSULTATION REQUIRED

- 10.01 Consultation with the Community Profile and Partnerships Overview and Scrutiny is planned.

11.00 CONSULTATION UNDERTAKEN

- 11.01 All Local Service Board partners and respective delivery boards and partnerships have contributed to the development of the mid year reports.

12.00 APPENDICES

- 12.01 Appendix A: SIP Priority Mid Year Performance Reports July to September 2014.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

None.

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APPENDIX A - SINGLE INTEGRATED PLAN PRIORITIES

Mid Year Performance Report

Priority 1: Lead by Example as Employers and Community Leaders

April to September 2014

Progress status on <u>sub priority</u> areas:	Progress RAG	Outcome RAG
1. Protect and promote the well-being of our employees, volunteers and community. 2. Support lifelong learning and employability of our employees and volunteers. 3. Improve the education, training and employment prospects for young people up to 25 years of age.		

What we did:	<p>So far, in 2014 / 2015, most delivery is in the around the third sub priority:- Improve the education, training and employment prospects for young people up to 25 years of age as follows:</p> <ul style="list-style-type: none"> • Work with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities. • Communicate the range of apprenticeship and training programmes available. • Identify the skills gaps for an increased number of apprenticeship and alternative programmes and investment in training. • Continue to develop and increase the number and range of Communities First Job Club programmes. • Support the development of the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network. • Implement skills development programmes in partnership with local employers. <p>One of the major challenges faced by the partnership was to quantify the impact of interventions.</p>
What went well:	<ul style="list-style-type: none"> • Interim provision mapping and database design. • The formal review of the Employment Skills and Jobs Board is now complete and the findings presented to the Board. The aim of this review is to improve the relevance, significance and the performance of the Board in order to improve opportunities for the residents of Flintshire. <p>The main findings are two-fold with a split of the Board between strategic and operational to ensure that topics are addressed with the appropriate level of attention from the best qualified organisational representatives. Previous combining strategic and operational issues blurred discussions.</p>

	<p>Once the split occurs, a Strategic Board should be in place. This would be complemented by a number of operational groups to address delivery issues.</p> <p>This review will enable relevant and results-driven work for the Board.</p> <ul style="list-style-type: none"> • National Youth Engagement and Progression Framework has been endorsed by Welsh government and we have a system of regular liaison meetings with them and are building up an excellent working relationship with the representative. • Self-Employment continues to illustrate improvement for young people, particularly with the success for Dragons’ Den. At a Dragons’ Den Event in May we had more than 11 businesses that successfully received support from the Dragons’ and they held an inspiring celebration event in June for achievement to date. • A WASPI is agreed by partners and is awaiting sign off.
<p>What did not go so well:</p>	<p>The WASPI took a long time to be quality assured and by the end of the quarter was not “signed off”.</p> <p>The length of time that the CAP is taking is preventing our promotion of awareness of programmes.</p> <p>The Employers’ Promise took slightly longer to get “off the ground” than we had anticipated.</p>

Our evidence for this is:

(i) Achievement milestones

- Partnership review undertaken
- Youth Engagement and Progression Framework
- WASPI in Place
- Employers’ Promise signed and action plan agreed

(ii) Achievement measures

- The landmark milestone is a reduction in unemployment for those under the age of 25 and the target for next summer has already been surpassed. There is still lots of work to do to ensure that it does not creep back up again.

Achievement Measures	Baseline Data (Summer 2013)	2014/15 Target (Summer 2015)	Q1 Outturn September 2014
Reducing the percentage of 18 – 24 year olds claiming Jobseekers Allowance	5.7%	4.9%	3.6









Achievement Measures	Baseline Data (Summer 2013)	2014/15 Target (Summer 2015)	Q1 Outturn September 2014
Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance for at least 6 months	1%	0.9%	0.6
Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance for at least 12 months	0.8%	0.7%	0.6

(iii) What we will do by 31st March 2015

- Implementation of the reviewed Board structure
- WASPI signed up to by all partners once this happens we become a “green” partnership with Wales government
- Implementation of the Youth Engagement and Progression Framework
- Monitoring of the Employers’ Promise framework

Mid Year Performance Report Priority 2: People Are Safe

April to September 2014

Progress status on <u>sub priority</u> areas:	Progress RAG	Outcome RAG
1. Domestic Abuse and Sexual Violence <ul style="list-style-type: none"> ▪ People are more confident, and aware, to report domestic abuse and sexual violence offences ▪ Young people are aware of the nature and implications of sexual violence, and where to access support ▪ Deal effectively first time with high risk cases of domestic abuse through successful MARAC intervention 		
2. Acquisitive Crime <ul style="list-style-type: none"> ▪ Identify locally emerging trends in relation to acquisitive crime and develop targeted and appropriate responses to those trends ▪ Jointly address those who cause the greatest harm in our communities 		
3. Anti-Social Behaviour <ul style="list-style-type: none"> ▪ Support high risk and repeat victims of anti-social behaviour ▪ Providing appropriate interventions to locally identified anti-social behaviour problems in our communities 		
4. Substance Misuse <ul style="list-style-type: none"> ▪ Improving availability and quality of education, prevention and treatment services and related support, with the emphasis on the relationship between alcohol, drugs and crime. 		

What we did:	<p><u>Sub priority 1:</u> Domestic Abuse and Sexual Violence</p> <ul style="list-style-type: none"> ▪ Developed action plan for the promotion of the 'White Ribbon' campaign. ▪ Convened monthly MARAC meetings. ▪ On-going delivery of the 'Cat's Paw' productions in schools. ▪ Regional working in respect of the 10,000 Safer Lives initiative. ▪ Commenced the proceedings to conduct a domestic homicide review. <p><u>Sub priority 2 & 3:</u> Acquisitive Crime & Anti-Social Behaviour</p> <ul style="list-style-type: none"> ▪ Multi-agency ASB Tasking meetings. ▪ Multi-agency Crime Tasking meetings. ▪ Implemented the requirements of the new anti-social behaviour legislation (Anti Social Behaviour, Crime and Policing Act 2014). ▪ Promoted 'Hate Crime Awareness Week'.
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	<p><u>Sub priority 4</u> : Substance Misuse</p> <ul style="list-style-type: none"> ▪ The Area Planning Board Team are working across North Wales to review the effectiveness of alcohol services, mapping work is being carried out within Flintshire for all alcohol services and what is currently provided by primary services through to residential services so that demand reduction can be addressed. ▪ A capital bid has been accepted by Welsh Government to extend the lease for the Children and Young People Service building in Buckley for a period of 6 years, which will ensure that services for young people are maintained at the current high standard.
<p>What went well:</p>	<p><u>Sub priority 1</u>: Domestic Abuse and Sexual Violence</p> <p>1. The average repeat victimisation for the Flintshire MARAC stands at 20.8%, which exceeds the nationally set target of 28%.</p> <p>2. Young people accessing the ‘Cat’s Paw’ theatre productions in educational setting. Number of schools engaged between 02/04/14 & 30/09/14: 4 schools and 1 Pupil Referral Unit.</p> <p>The performances have been delivered to year 9 pupils, at the following schools:</p> <ul style="list-style-type: none"> ▪ Flint High School - 95 ▪ Holywell High School - 26 ▪ Connahs Quay High School - 141 ▪ Hawarden High School -190 ▪ Pupil Referral Unit – awaiting the figures <p>3. Flintshire County Council became the first local authority in North Wales to receive ‘White Ribbon’ accreditation for the work undertaken to tackle domestic abuse</p> <p><u>Sub priority 2 & 3</u>: Acquisitive Crime & Anti-Social Behaviour</p> <p>1. Adopted multi-agency approach to tackling the rise in distraction burglaries.</p> <p>2. Adopted multi-agency approach in terms of targeting the needs of specific minority groups within our communities.</p> <p>3. Neighbourhood Wardens have visited the majority of sheltered schemes to provide advice and low level security equipment in respect of doorstep crime.</p> <p>4. Multi-agency working group formed to consider the implications of the new Anti-Social Behaviour legislation, a report outlining Flintshire County Council’s approach will be considered by Overview and Scrutiny during quarter 3.</p>

	<p>5. Established 'Community Trigger' procedures.</p> <p><u>Sub priority 4</u> : Substance Misuse</p> <p>1. Agreement of the priority areas which will form the foundation for the North Wales Commissioning Strategy. They are:</p> <ul style="list-style-type: none"> ▪ Improve how we work together ▪ Improve equity of service ▪ Promote a sustainable recovery journey ▪ Adopt an approach that considers the whole family ▪ Provide for the needs of children and young people ▪ Reduce the impact of substance misuse on communities <p>2. There has been a significant improvement in waiting times for substance misuse services during this reporting period.</p> <p>Rates of service users completing their treatment has reduced. This should not be regarded necessarily as a negative output given that some service users may require more support than others to undertake their treatment.</p> <p>In the case of negative closures, they relate mostly to DNA (did not attend) appointments. The Community Drug and Alcohol Team are currently investigating ways to reduce and address the issue by making initial telephone contact in order to discuss processes and any issues or concerns those clients may have, prior to an initial appointment being arranged.</p>
<p>What did not go so well:</p>	<p>No problems identified at present</p>

Our evidence for this is:

- North Wales Strategic Assessment 2013.

(i) Achievement milestones

- Delivery of the work programme for the North Wales Safer Communities Board by February 2015.
- Determine the feasibility of producing and implementing a Flintshire wide anti-social behaviour strategy by March 2015.
- Agreed timescales for conducting the Domestic Homicide Review.

(ii) Achievement measures

- Number of domestic violence incidents reported to North Wales Police
- Number of sexual offences reported to North Wales Police
- Well informed young people in relation to sexual violence (monitored via post intervention surveys)
- Number of cases referred more than once to MARAC
- Number of reported offences of acquisitive crime







- Number of offences committed by repeat offenders in relation to acquisitive crimes
- Number of repeat high risk victims of anti social behaviour
- Number of reported anti-social behaviour incidents
- Meeting the Welsh Government's Key Performance Indicator on substance misuse services

(iii) What we will do in 2014/15 onwards

- An additional 3 secondary schools are scheduled to receive performances from the 'Cat's Paw' Theatre Company during quarter 3. This will mean that our target for 14/15 will be exceeded.
- Delivery of the work programme for the North Wales Safer Communities Board. The work programme is now in place to support and monitor the delivery of the North Wales Community Safety Plan.
- Determine the feasibility of producing and implementing a Flintshire wide anti-social behaviour strategy.

Mid Year Performance Report
Priority 3: People Enjoy Good Health, Wellbeing and Independence

April to September 2014

Progress status on <u>sub priority</u> areas:	Progress RAG	Outcome RAG
1. Ensure co-ordinated and integrated approaches to the planning, commissioning and delivery of services.		
2. Promote independent living and well-being.		
3. Respond to welfare reform and manage its impacts.		

What we did:	<p><u>Sub priorities 1 and 2</u> Statement of Intent action plan developed and is being implemented. Key developments include development of an Integrated Assessment Framework which is currently being introduced through a phased approach.</p> <p>Intermediate Care Funded programme of work was further developed and is now being implemented.</p> <p>Flintshire's Single Point of Access continues to be developed, led by a multi agency leadership group.</p> <p>Flying Start areas extended as planned. The Flying Start Centre at Bryn Deva Site will be opened officially on 6th November. The childcare provider is awaiting registration confirmation from CSSIW.</p> <p>Development and implementation of a Flintshire Action Plan for Falls Prevention based on the North Wales Project recommendations.</p> <p>Continued to support the implementation of the Carers Strategy Action Plan and added the Chair of the group as a member of the HWIB to improve the links and opportunities for communication of key issues.</p> <p><u>Sub priority 3</u> Advice Management Board extended remit and renamed the Tackling Poverty Partnership</p> <p>Launch of a Single Gateway to improve access to services</p> <p>Universal Credit successfully introduced in Shotton as part of pilot. Local Support Services Framework developed as part of the above (it is likely that there will be some WG changes to what this covers / is required).</p> <p>Development of the Money and Advice Strategy</p>
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<p>What went well:</p>	<p><u>Sub priorities 1 and 2</u> Utilisation of the Intermediate Care Beds</p> <p>Patient and carer feedback in response to the Enhanced Care Service continues to be positive within North Flintshire.</p> <p>The expansion of Flying Start from 1st April</p> <p>The engagement and networking opportunities afforded through Locality Working.</p> <p><u>Sub priority 3</u> Universal Credit successfully introduced in Shotton as part of pilot</p> <p>Pilot of the Single Gateway demonstrating early success</p> <p>Flintshire is well placed to agree to a Local Support Services Framework ¹ as and when required.</p> <p>Successful partnership working with CAB to provide personal budgeting support.</p>
<p>What did not go so well</p>	<p><u>Sub priorities 1 and 2</u> Establishment of co-located teams is now progressing with some ongoing challenges being tackled.</p> <p>Roll out of Enhanced Care has been affected by a need to review and reconsider the model as a result of lessons learned.</p> <p>Implementation of parts of the Intermediate Care funded activity has been affected by some delays in recruitment.</p> <p>Introduction of the Integrated Assessment Framework has been challenged by the complexity of implementation within all parts of the Health system and by the capacity that is available to lead in this “transformational change”.</p> <p><u>Sub priority 3</u> Introduction of sufficient levels of suitable accommodation to remove the need to homeless households, especially those containing children, to be temporary housed, albeit in an emergency, within Bed and Breakfast accommodation.</p>

Our evidence for this is:

(i) Achievement milestones

Sub priorities 1 and 2

- Structures are now in place to lead and deliver in the planning of integrated services etc.
- Full expansion of Flying Start took place on 1st April 2014.

¹ DWP Framework setting out help for claimants who may require extra support to access Universal Credit.

- Development and implementation of the Action Plan to meet the Statement of Intent (Regional and County level).
- Intermediate Care Fund Bid to Welsh Government approved and local actions planned and being delivered.

Sub priority 3

- Introduction of the Universal Credit pilot in Shotton, in partnership with DWP.
- Delivery of the Advisor Network events.
- Introduction of the Single Gateway.

(ii) Achievement measures (April – September 2014)

Sub priorities 1 and 2

- Llys Jasmine is fully occupied and there is a waiting list for apartments when they become available.
- The Enhanced Care Service currently operates at a capacity of 8 patients at any one time.
- Statement of Intent agreed by Welsh Government. Flintshire action plan developed
- WG Published Summary Statistics for the Flying Start Programme for 13/14 (copy attached)



Y:\Partnership
Development and Per

Sub priority 3





- Universal Credit pilot in Shotton introduced and working well with first set of claimants.
- Advisor Network events successful – next one planned for October 30th.
- Single Gateway started in May and numbers of individuals supported continues to increase. An evaluation exercise to establish impact and outcomes is being undertaken of the first 6 months of the scheme and will be available in November

Additional note to the LSB.

The HWIB propose to undertake a review in the next quarter of the commitments and priorities within Priority 3 to ensure that they reflect the current position.

Mid Year Performance Report
Priority 4: Organisational Environmental Practices

April to September 2014

Progress status on <u>sub priority</u> areas:	Progress RAG	Outcome RAG
1. Ensure that we reduce our carbon footprint		
2. Future proof our business plans to respond to climate change		

What we did:	<p>The post holder that previously supported this work took voluntary redundancy from Flintshire County Council. As a result, work in this area as a partnership priority had lost some momentum. The focus has been on reviewing and renewing approach to taking this priority forward with LSB partners. This includes:</p> <ul style="list-style-type: none"> • Transition of the Carbon Reduction and Adaptation Group (CRAG) into a multi agency Project Board. The CRAG will meet as a Project Board for the first time in January 2015. The aim of the Board is to identify actions where multi agency partners can work jointly to reduce the impact of carbon emissions and climate change across the region. • Project Board is seeking to extend its membership to involve Wrexham and Denbighshire as many partners involved are regional and agree this approach would add value. • Researching opportunities for funding support, for example, through EU Structural Fund. <p><u>Sub priority 1</u></p> <ul style="list-style-type: none"> • All LSB Partners have reported their carbon emission data. • Continued our “Invest to Save” programme where building fabric and efficiency of heating systems have been upgraded to give the building a longer lease of life and make it more energy efficient. • Further installations of energy efficient and renewable energy technologies such as photo voltaics (PV’s). • Work with schools has continued, for example, building design, renewable technologies, energy efficient building management systems, etc. <p><u>Sub priority 2</u></p> <ul style="list-style-type: none"> • Start a review of the five step approach set by Welsh Government in ‘Preparing for a Changing Climate’.
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	<ul style="list-style-type: none"> • Liaise with Welsh Government on requirements being discussed as part of the Well Being of Future Generations Bill.
What went well:	<p>When the CRAG was recalled to discuss whether the members of the Group would support a revised approach, there was a positive and enthusiastic response from all LSB partners to continue this work.</p> <p><u>Sub priority 1</u></p> <ul style="list-style-type: none"> • Partnership working on a local and regional level, strategically and operationally to update and provide quarterly carbon data. However it has been proposed that reporting of carbon data is now undertaken on an annual basis. • Significant energy reductions and actual carbon usage. • The Carbon Trust schools energy reduction programme identified potential savings of up to £500k annual energy savings applied across all schools resulting from behavioural change and low cost investment. • E learning modules been made available to all schools on staff on energy saving in schools. <p><u>Sub priority 2</u></p> <ul style="list-style-type: none"> • No progress.
What did not go so well	<ul style="list-style-type: none"> • Upon reviewing arrangements to support the delivery of this priority, it became apparent that the CRAG did not understand its role / remit and this has limited progress. • Discussions to engage other local authorities have not been straight forward. • The lack of dedicated capacity and expertise remains an issue that is affecting progress. • Non-FCC LSB partners reported that quarterly carbon reporting was difficult. Agreed that this is now completed annually. • Reporting has been predominantly FCC focused.

Our evidence for this is:

(i) Achievement milestones

- Completion of partner CO2 data (up to Q4 – 2013/14).
- Structures not in place to lead and deliver on climate change adaptation.

(ii) Achievement measures (until 31st March 2015)

- Bring target in line with our annual carbon emission targets.

(iii) What we will do by 31st March 2015

- Establish the Project Board and agree priorities with key work streams. This will include agreeing a renewed approach to addressing climate change adaptation and strategic risk.
- Review the targets in the SIP.
- Continue to make changes through 'Invest to Save' schemes.
- Continue with a programme of carbon emission and energy reduction during maintenance and new build designs.
- Liaise with WLGA and WG Climate Change Team to identify any support available for regional work.
- Identify where support and specialised knowledge lies. This may include discussing opportunities for internship with Glyndwr and Bangor Universities and secondment from LSB partner to support evidence base and projects.
- Identify the implications of the FG Bill on existing approach to climate adaptation, including governance arrangements, which should include a project board to lead on this programme of work.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 16TH DECEMBER 2014**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **ANNUAL PERFORMANCE REPORT 2013-14 AUDIT –
CERTIFICATE OF COMPLIANCE**

1.00 PURPOSE OF REPORT

1.01 To advise Members of the positive Certificate of Compliance from the Auditor General for Wales in respect of the audit of the 2013-14 Annual Performance Report.

2.00 BACKGROUND

2.01 The Auditor General is required by the Local Government (Wales) Measure 2009 (the Measure) to report any audit and assessment work which informs tangible judgement as to whether a Council has discharged its duties and met the requirements of the Measure.

2.02 The issuing of certificates by the Auditor General for Wales (AGW) replaces the former practice of 'letters' which have been issued for the last four years. The AGW has decided to discharge his audit duties under section 17 of the Measure by checking whether authorities have published improvement plans and assessments of performance as required by them under section 15 of the legislation. Provided an authority meets these statutory requirements, it will have complied with Welsh Government statutory guidance. The issue of a certificate for each audit will state whether or not an authority has discharged its duties.

2.03 Limiting the audit approach to that described above is to allow concentration on improvement assessment work on issues critical to organisational health and to aspects directly relevant to driving improvement within the current local government context. Less emphasis will be placed on compliance testing and more emphasis on providing insight into drivers and barriers to improvement.

3.00 CONSIDERATIONS

3.01 This is the second certificate that the Council has received during 2014/15; to certify the Auditor General's views on the Council's

compliance with discharging its duty to publish an assessment of performance.

The first certificate (received in July) was a positive discharge of the Council's duties in respect of improvement planning.

3.02 The certificate states the Auditor General's opinion on whether the Council has discharged its statutory duties in respect of its duty to publish an assessment of performance.

3.03 The certificate is attached at Appendix 1.

3.04 The conclusion of the audit is:

"As a result of my audit, I believe that the Council has discharged its duties under section 15(2), (3), (8) and (9) of the Measure and has acted in accordance with Welsh Government guidance sufficiently to discharge its duties."

The Auditor General has made no new statutory recommendations or proposals for improvement.

3.04 The certificate will be received by both the Corporate Resources Overview and Scrutiny Committee and the Audit Committee meeting during the month.

4.00 RECOMMENDATIONS

4.0 To advise Members of the positive Certificate of Compliance from the Auditor General for Wales in respect of the audit of the 2013-14 Annual Performance Report.

5.00 FINANCIAL IMPLICATIONS

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

6.00 ANTI POVERTY IMPACT

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

7.00 ENVIRONMENTAL IMPACT

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

8.00 EQUALITIES IMPACT

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

9.00 PERSONNEL IMPLICATIONS

9.01 The letter has no direct implication in relation to personnel issues.

10.00 CONSULTATION REQUIRED

10.01 None required.

11.00 CONSULTATION UNDERTAKEN

11.01 Senior officers have had input into the findings of this audit.

12.00 APPENDICES

12.01 Appendix 1: Certificate of Compliance from the Auditor General for Wales in respect of audit of Flintshire County Council's assessment of 2013-14 performance.
(November 2014)

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

None

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Certificate of Compliance

Audit of Flintshire County Council's assessment of 2013-14 performance

Certificate

I certify that I have audited Flintshire County Council's (the Council) assessment of its performance in 2013-14 in accordance with section 17 of the Local Government (Wales) Measure 2009 (the Measure) and my Code of Audit Practice.

As a result of my audit, I believe that the Council has discharged its duties under sections 15(2), (3), (8) and (9) of the Measure and has acted in accordance with Welsh Government guidance sufficiently to discharge its duties.

Respective responsibilities of the Council and the Auditor General

Under the Measure, the Council is required to annually publish an assessment which describes its performance:

- in discharging its duty to make arrangements to secure continuous improvement in the exercise of its functions;
- in meeting the improvement objectives it has set itself;
- by reference to performance indicators specified by Welsh Ministers, and self-imposed performance indicators; and
- in meeting any performance standards specified by Welsh Ministers, and self-imposed performance standards.

The Measure requires the Council to publish its assessment before 31 October in the financial year following that to which the information relates, or by any other such date as Welsh Ministers may specify by order.

The Measure requires that the Council has regard to guidance issued by Welsh Ministers in publishing its assessment.

As the Council's auditor, I am required under sections 17 and 19 of the Measure to carry out an audit to determine whether the Council has discharged its duty to publish an assessment of performance, to certify that I have done so, and to report whether I believe that the Council has discharged its duties in accordance with statutory requirements set out in section 15 and statutory guidance.

Scope of the audit

For the purposes of my audit work I will accept that, provided an authority meets its statutory requirements, it will also have complied with Welsh Government statutory guidance sufficiently to discharge its duties.

For this audit I am not required to form a view on the completeness or accuracy of information. Other assessment work that I will undertake under section 18 of the Measure may examine these issues. My audit of the Council's assessment of performance, therefore, comprised a review of the Council's publication to ascertain whether it included elements prescribed in legislation. I also assessed whether the arrangements for publishing the assessment complied with the requirements of the legislation, and that the Council had regard to statutory guidance in preparing and publishing it.

The work I have carried out in order to report and make recommendations in accordance with sections 17 and 19 of the Measure cannot solely be relied upon to identify all weaknesses or opportunities for improvement.

Recommendations under the Local Government (Wales) Measure 2009

There are no recommendations arising from the audit of Flintshire County Council's assessment of 2013-14 performance



HUW VAUGHAN THOMAS

AUDITOR GENERAL FOR WALES

CC: Leighton Andrews, Minister for Public Services

Huw Lloyd Jones, Manager

Paul Goodlad, Performance Audit Lead

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 16 DECEMBER 2014**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **2014/15 MID YEAR CHIEF OFFICER REPORTS**

1.00 **PURPOSE OF REPORT**

1.01 To receive the 2014/15 mid year Chief Officer performance reports. The reports cover the period April to September 2014.

1.02 To note the following: -

- areas of positive performance;
- areas of concern;
- the progress updates for the Council Improvement Priorities that are not set as an in-year priority;
- progress updates for key projects and collaborative areas of work;
- the risks highlighted (including operational, project and collaborative risks);
- the assessment of any regulatory reports; and
- performance against National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs).

2.00 **BACKGROUND**

2.01 Twice annually (at quarters 2 and 4) performance highlight reports (referred to as the Reports herein) will be presented from Chief Officers. These will be similar to those previously produced for Head of Service reporting, with a focus on performance exceptions, both good and poor. This ensures that the 'business as usual' is still being monitored and reported against.

2.02 The contents of the Reports include:

- areas of positive performance;
- areas of concern;
- the Council Improvement Priorities that are not set as an in-

year priority;

- progress for key projects and collaborative areas of work;
- risk summaries;
- reporting against findings from internal and external regulatory bodies e.g. Wales Audit Office, Care and Social Services Inspectorate Wales or Estyn; and
- performance against the statutory national performance indicators (NSIs and PAMs).

3.00 CONSIDERATIONS

3.01 The Reports have been prepared by the 9 Chief Officers.

3.02 Copies of the detailed Reports are available in the Members' Library and on request. Members will receive respective reports when circulated with the Overview & Scrutiny Committee agendas.

3.03 Appendix 1 of this report contains a schedule of all the quarterly and annually reported NSIs and PAMs.

3.04 Analysis of performance against target for the performance indicators is undertaken using the RAG (Red, Amber, Green) status. This is defined as follows: -

- RED equates to a position of unacceptable performance.
- AMBER equates to a mid-position where the performance has not achieved target but is within an acceptable level.
- GREEN equates to meeting or exceeding target.

Target analysis can only be performed where data is available and a target has been set.

3.05 Of the 22 indicators that could be analysed: -

- 15 (68%) were assessed as Green;
- 7 (32%) were assessed as Amber; and
- None were assessed as Red.

3.06 Trend analysis to compare current outturn with the 2013/14 year end performance was undertaken for 24 indicators: -

- 16 (67%) had improved;
- 7 (29%) had downturned; and
- 1 (4%) maintained the same level of performance (100%).

3.07 Appendix 2 of this report contains a schedule of all the risks highlighted within the Reports. Analysis of the current (net) risk levels

identified: -

- 3 (7%) are high (red);
- 37 (88%) are medium (amber); and
- 2 (5%) are low (green).

3.08 The 3 high (red) risks are: -

3.08a **Portfolio – Governance**

Operational Risk – Compliance with the statutory timescales for Freedom of Information (FOI) Act requests

For the last quarter 77% of requests were determined within the statutory time frame. This is the first quarter where the average has fallen significantly below the 85% expected by the Information Commissioner's Office. Work is ongoing to raise awareness with services to increase priority and comply with the statutory timescale.

3.08b **Portfolio – Social Services**

Operational Risk – Resilience of the independent sector

This risk is particularly concerned with care home capacity for residential care and the recruitment and retention of high quality nursing staff for residential care. Actions to help mitigate the risk include: -

- development of training and support programmes for the care home market to ensure there is high quality and robust leadership;
- development of market position statements which set out commissioning intentions and the need for developing residential care home capacity; and
- close working with Health to ensure a sufficient supply of competent qualified nurses.

3.08c **Portfolio – Organisational Change (2)**

Operational Risk – Reduction of future workloads resulting in the need to review service team structures and resource levels

This fee income generating service is likely to see significant reduction in future funding made available for schemes and as a direct result a reduction in fee generation. Consideration is therefore being given to the future direction and structure of these Architectural & Design Consultancy Service.

4.00 RECOMMENDATIONS

4.01 That Cabinet consider the mid year Chief Officer performance reports and recommend any specific issues which may require management action and / or referral to the appropriate Overview and Scrutiny Committees for consideration.

4.02 To note the following: -

- areas of positive performance;
- areas of concern;
- the progress updates for the Council Improvement Priorities that are not set as an in-year priority;
- progress updates for key projects and collaborative areas of work;
- the risks highlighted (including operational, project and collaborative risks);
- the assessment of any regulatory reports; and
- performance against the NSIs and PAMs.

5.00 FINANCIAL IMPLICATIONS

5.01 There are no specific financial implications within this report.

6.00 ANTI POVERTY IMPACT

6.01 There are no specific anti-poverty implications within this report.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no specific environmental implications within this report.

8.00 EQUALITIES IMPACT

8.01 There are no specific equality implications within this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no specific personnel implications within this report.

10.00 CONSULTATION REQUIRED

10.01 Overview and Scrutiny Committees will receive the Reports relevant to their areas of work as part of their forward work programme alongside the appropriate Improvement Plan monitoring reports.

11.00 CONSULTATION UNDERTAKEN

11.01 The Reports are being shared with Portfolio holders prior to being presented to Overview and Scrutiny Committees.

12.00 APPENDICES

Appendix 1 - Schedule of NSIs and PAMs

Appendix 2 - Summary of the operational, project and collaborative

risks identified within the Reports

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

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Indicator	NSI / PAM	Annual Outturn 2013/14	Annual Target 2014/15	Mid-Year Outturn 2014/15	RAG	Change e.g. Improved / Downturned
Organisational Change						
LCL/001(b): The number of visits to Public Libraries during the year, per 1,000 population <i>Annual PI</i>	NSI	5314.73 Visits	5,500 Visits per 1,000	N/A	N/A	N/A
LCS/002(b): The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	NSI	10056.59 Visits per 1,000	9700 Visits per 1,000	4,623.61 Visits per 1,000	A	Downturned
Social Services						
PSR/002: The average number of calendar days taken to deliver a Disabled Facilities Grant	NSI/PAM	246.43 Days	Not Set Mgt Info	348 Days	N/A	Downturned
SCA/001: The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	NSI	2.59 Rate per 1,000	2 rate per 1,000	0.86 Rate per 1,000	G	Improved
SCA/002(a): The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	NSI	65.15 Rate per 1,000	Not Set Mgt Info	66.39 Rate per 1,000	N/A	N/A
SCA/002b: The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	NSI	15.9 Rate per 1,000	21 Rate per 1,001	15.8 Rate per 1,002	G	Improved
SCA/007: The percentage of clients with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year	PAM	98.48%	90%	93.30%	G	Downturned
SCA/018(a): The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	PAM	90.72%	90%	90.40%	G	Downturned
SCA/019: The percentage of adult protection referrals completed where the risk has been managed	NSI / PAM	98.90%	95%	100%	G	Improved
SCA/020: The percentage of adult clients who are supported in the community during the year	PAM	85.10%	90%	86.04%	A	Improved
SCC/004: The percentage of children looked after on 31st March who have had three or more placements during the year.	NSI / PAM	6.54%	10%	7.70%	G	Downturned

Indicator	NSI / PAM	Annual Outturn 2013/14	Annual Target 2014/15	Mid-Year Outturn 2014/15	RAG	Change e.g. Improved / Downturned
SCC/011(a): The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	PAM	90.14%	80%	85.40%	G	Downturned
SCC/011(b): The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	NSI	52.54%	54%	39.70%	A	Downturned
SCC/025: The percentage of statutory visits to looked after children due in the year that took place in accordance with the regulations	PAM	76.57%	93%	92.10%	A	Improved
SCC/033(d): The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	NSI	75%	90%	None in cohort	N/A	N/A
SCC/033(e): The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non emergency accommodation at the age of 19	NSI	91.67%	95%	None in cohort	N/A	N/A
SCC/033(f): The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	NSI	58.33%	75%	None in cohort	N/A	N/A
SCC/041(a): The percentage of eligible, relevant and former relevant children that have pathway plans as required	NSI	100%	98%	100%	G	Maintained
SCC/045: The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	PAM	82.14%	Not Set Mgt Info	N/A	N/A	Improved
Planning & Environment						
PLA/006b: The percentage of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.	NSI	22.44%	TBC	N/A	N/A	N/A
PPN/009: The percentage of food establishments which are 'broadly compliant' with Food Hygiene standards	PAM	85.70%	80%	94%	G	Improved

Indicator	NSI / PAM	Annual Outturn 2013/14	Annual Target 2014/15	Mid-Year Outturn 2014/15	RAG	Change e.g. Improved / Downturned
Community & Enterprise						
HHA/013: The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months <i>Annual PI</i>	NSI / PAM	84.89%	90%	N/A	N/A	N/A
PSR/004: The percentage of private sector dwellings that had been vacant for more than 6 months at 1st April that were returned to occupation during the year through direct action by the local authority <i>Annual PI</i>	NSI	6.73%	8.71%	N/A	N/A	N/A
Streetscene & Transportation						
WMT/004(b): The percentage of municipal waste collected by local authorities sent to landfill	NSI / PAM	41.67%	40%	40.10%	A	Improved
WMT/009(b): The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including sources segregated biowastes that are composted or treated biologically in another way	NSI / PAM	55.13%	59%	58%	G	Improved
STS/006: The percentage of reported fly tipping incidents cleared within 5 working days	NSI	95.81%	95%	97.10%	G	Improved
STS/005(b): The percentage of highways inspected of a high or acceptable standard of cleanliness <i>Annual PI</i>	PAM	92.90%	95%	N/A	N/A	N/A
THS/007: The percentage of adults aged 60+ who hold a concessionary bus pass	NSI	75.50%	78%	77.12%	G	Improved
THS/012: The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition <i>Annual PI</i>	PAM	4.30%	6%	N/A	N/A	N/A
People & Resources						
CHR/002: The number of working days / shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	PAM	N/A	9.6 days / shifts	9.71 days / shifts	A	Improved

Indicator	NSI / PAM	Annual Outturn 2013/14	Annual Target 2014/15	Mid-Year Outturn 2014/15	RAG	Change e.g. Improved / Downturned
Education & Youth						
EDU/002(i): The percentage of all pupils (including those in local authority care), in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification <i>Annual PI</i>	NSI / PAM	0.72%	0.30%	Validated data not available until December 2014		
EDU/002(ii): The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification <i>Annual PI</i>	NSI	0%	0%	Validated data not available until December 2014		
EDU/003: The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment <i>Annual PI</i>	NSI / PAM	85%	86.20%	86.10%	A	Improved
EDU/004: The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment <i>Annual PI</i>	PAM	79.99%	82%	84.30%	G	Improved
EDU/006(ii): The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3 <i>Annual PI</i>	NSI	6%	TBC	N/A	N/A	N/A
EDU/011: The average point score for pupils aged 15 at the preceding 31 Aug, in schools maintained by the local authority <i>Annual PI</i>	NSI / PAM	526.73 Points	542.2 Points	Validated data not available until December 2014		
EDU/015(a): The percentage of final statements of special education need issued within 26 weeks including exceptions <i>Annual PI</i>	NSI	92.31%	90%+	N/A	N/A	N/A

Indicator	NSI / PAM	Annual Outturn 2013/14	Annual Target 2014/15	Mid-Year Outturn 2014/15	RAG	Change e.g. Improved / Downturned
EDU/015(b): The percentage of final statements of special education need issued within 26 weeks excluding exceptions <i>Annual PI</i>	NSI	100%	100%	N/A	N/A	N/A
EDU/016(a): The percentage of pupil attendance in primary schools <i>Annual PI</i>	PAM	94.16%	94% - 95%	94.8%* Provisional Data, awaiting validation	G	Improved
EDU/016(b): The percentage of pupil attendance in secondary schools <i>Annual PI</i>	PAM	93.33%	93% - 94%	93.80%	G	Improved
EDU/017: The percentage of pupils aged 15 at the preceding 31st August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics <i>Annual PI</i>	NSI / PAM	62.15%	66.20%	Validated data not available until December 2014		
SCC/002: The percentage of children looked after at 31st March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months <i>Annual PI</i>	NSI	14.75%	TBC	N/A	N/A	N/A
SCC/037: The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting <i>Annual PI</i>	NSI	225.33 Points	192 Points	Validated data not available until December 2014		

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CHIEF OFFICER REPORT RISKS SUMMARY - MID YEAR SEPTEMBER 2014						
CO Report	Risk Type	Risks (summarised)	Net Risk Score			Target Score
			Mid Year 2014/15		Year End 2014/15	
Governance	Operational	Internal Customer Service - helpdesk telephone response times, resolution of helpdesk calls	A	↑		G Dec '15
	Operational	Demand Management	A	↑		G Dec '15
	Operational / Project	Budget Constraints to meet increased demands for technology.	A	↑		A Sept '15
	Operational	Asset Management - Ensuring that all asset information is recorded accurately and maintained	A	↔		G Mar '15
	Operational	Change Management - ensuring that we implement change in a structured and coordinated way that reduces risk	A	↔		G Sept '15
	Operational	Capacity to meet requirements of Organisational Change	A	↔		G Dec '15
	Collaboration	Keep up the pace of collaboration to maximise procurement efficiencies through the use of the National Procurement Service and Welsh Procurement consortium frameworks.	G	↔		G Nov '14
	Operational	Ensure the internal adoption of revised procurement practice and process	A	↔		G Mar '15
	Project	Having the creativity to apply community benefit clauses within contracts	A	↓		G Mar '15
	Operational	Council's failure to comply with the statutory timescale for responding to FOI Act requests	R	↑		A Mar '15
People & Resources	Operational	Delayed implementation of the proposed Disclosure and Barring Service Policy	A	↔		G Mar '15
	Operational	Resources to support increased service demand to support organisational change	A	↔		G Mar '15
	Project	Completion of all outstanding queries relating to appeals and maintenance for single status	A	↔		G Mar '15
Education & Youth	Operational	Lack of clarity about funding levels and arrangements for Grant funding following consolidation of 11 grant areas into one (Education Improvement Grant) by Welsh Government	A	↑		A Jan '15
	Operational	Capacity to meet requirements of organisational change	A	↑		A
	Operational	Maintaining performance and morale in face of reductions to staffing complement.	A	↑		A
	Collaborative	Uncertainty on development of regional services, e.g. through National Model	A	↔		A
	Operational & Collaborative	Growing over-reliance on external providers, e.g. Community Asset Transfer Programme	A	↑		A
Social Services	Operational	Resilience of the Independent Sector: (a) Care home capacity for residential care (b) Recruiting and retaining high quality nursing staff for residential care	R	↔		A Mar '16
	Project	Single Point of Access (The RAG refers to overall risk for the project, based on the assumption that the regional collaboration funding will continue until 2016. A detailed risk log is maintained by the SPOA Board.)	A	↔		A
	Operational	Decline in nationally reported performance in some areas of Children's Services	A	↓		G Mar '15
Transportation Streetscene	Operational	Maintaining the Councils vehicle operator's Licence ('O' Licence)	A	↑		G Apr '15
	Operational	Not achievement of Recycling and LAS targets	A	↑		G 2025
	Project	NWRWTP (RAG represents overall risk level. A risk log is maintained and is regularly updated by the project board.)	A	↔		G 2018
	Strategic	Loss of concessionary fares admin budget	A	↑		G May '15
	Operational	Volatility in the value of recyclable material	A	↑		G TBC

CHIEF OFFICER REPORT RISKS SUMMARY - MID YEAR SEPTEMBER 2014

CO Report	Risk Type	Risks (summarised)	Net Risk Score		Target Score
			Mid Year 2014/15	Year End 2014/15	
Planning & Environment	Operational	Delivery of LDP	A	↔	A
	Operational / Collaborative	Legislative Changes	G	↔	G
	Operational	Capacity of service to deliver changes required by Heritage Bill	A	↔	A
	Operational	Vacant affordable housing officer post	A	↔	G 2015/16
	Operational	Maintaining performance in face of reduced staffing levels	A	↔	A
	Operational	Management of development of new IT systems to support service delivery	A	↑	A 2015/16
	Operational	Upturn in building trade and downturn in staffing in Building Control affecting service delivery and performance (Downturn in performance for KPI's during Q1 and Q2)	A	↑	A 2015/16
	Operational	Vacancy of Corporate H&S advisor since May 2014, coupled with loss of Asst H&S advisor in September 2014 due to officer leaving the Authority. Impact on service delivery and support for new Portfolio areas.	A	↔	G 2015/16
Community & Enterprise	Operational / Project	The current budget challenges places a risk to ongoing service delivery especially for non statutory services.	A	↑	A
	Operational	The level of rent arrears in the HRA arising from Welfare Reform requires close monitoring and may need policy change to protect income going forward.	A	↔	G 2015/16
	Project	The SARTH project faces a possible financial risk as a key regional partner outside of Flintshire has recently decided to delay the implementation of the common register.	A	↑	A
Organisational Change (1)	Operational	Reduction in capacity of libraries' management team leading to reputational risk around delivery deliver on national initiatives	A	↔	A
	Operational	Insurance claim for temporary closure of Deeside Ice Rink (Easter 2014, £64k)	A	↓	G Q3 2014/15
	Operational	Potential reduction or end of Families First grant funding to support delivery of the summer play scheme programme (currently £81k)	A	↔	G Q4 2014/15
	Operational	Closure of Mold Leisure Centre's ATP on health & safety grounds due to inability to meet cost of replacement floodlighting (£56k)	A	↔	G Q3/4 2014/15
Organisational Change (2)	Operational	Future workloads reducing with resultant need to review service team structure and resource levels for Architectural Design & Consultancy Services	R	↑	A 2015/16

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 16 DECEMBER 2014**

REPORT BY: **CORPORATE FINANCE MANAGER**

SUBJECT: **CAPITAL PROGRAMME 2014/15 (MONTH 6)**

1.00 PURPOSE OF REPORT

1.01 To provide Members with the Month 6 (End of September) capital programme information for 2014/15.

2.00 BACKGROUND

2.01 The Council approved a Housing Revenue Account (HRA) capital programme for 2014/15 of £12.106m and a Council Fund (CF) capital programme of £20.970m at its meeting of 18th February 2014.

2.02 For presentational purposes the capital programme is shown as a whole, with sub totals for Council Fund and HRA. In reality the HRA programme is ring-fenced and can only be used for HRA purposes.

3.00 CONSIDERATIONS

3.01 Programme - Changes since Budget approval

3.01.1 The table below sets out how the programme has changed during 2014/15 to date. Detailed cumulative information relating to each programme area is provided in Appendix A, and summarised below -

REVISED PROGRAMME	Original Budget 2014/15	Rollover from 2013/14	Changes (Previous)	Changes - This Period	Rollover to 2015/16	Savings	Revised Budget 2014/15
	£m	£m	£m	£m	£m	£m	£m
Chief Executives	0.015	0.007	0	0	0	0	0.022
People & Resources	0.075	0.086	(0.003)	0.005	0	(0.060)	0.103
Governance	0.795	0.935	0	0	0	0	1.730
Education & Youth	9.228	2.212	1.462	(0.005)	(0.026)	0	12.871
Social Care	0	0	0.642	0	0	0	0.642
Community & Enterprise	2.848	2.654	0.483	1.017	(0.115)	0	6.887
Planning & Environment	1.709	0.923	(0.930)	0	(0.135)	0	1.567
Transport & Streetscene	5.345	0.578	0.851	0	0	0	6.774
Organisational Change 1	0	0.038	0	0	0	0	0.038
Organisational Change 2	0.955	0.301	0.025	0	0	0	1.281
Council Fund Total	20.970	7.734	2.530	1.017	(0.276)	(0.060)	31.915
Housing Revenue Account	12.106	0	0.530	0	0	0	12.636
Programme Total	33.076	7.734	3.060	1.017	(0.276)	(0.060)	44.551

3.02 Rollover from 2013/14

- 3.02.1 Rollover occurs when schemes due to be completed in a given financial year are delayed, possibly due to procurement issues/weather or if funding from external sources is altered e.g. rephasing of Welsh Government (WG) grants and are therefore not completed until the following year.
- 3.02.2 Revised rollover sums of £5.830m were agreed in year as part of the quarterly reports to Cabinet and of £1.904m as part of the outturn report to Cabinet on 15th July, 2014, giving a total rollover amount of £7.734m.
- 3.02.3 For Early Identified Rollover (EIR) into 2015/16 see Section 3.05.

3.03 Changes during this period

- 3.03.1 Changes during this period have resulted in a net increase in the programme total of £1.017m (CF £1.017m, HRA £0.000m). A summary of the changes, showing major items, is shown in the table below -

CHANGES DURING THIS PERIOD	
	£m
<u>COUNCIL FUND</u>	
Increases	
Private Sector Renewal/Improvement - Arbed Programme Grant	0.580
Affordable Housing - Use of Developer Contributions	0.392
Private Sector Renewal/Improvement - Use of Group Repair contributions	0.045
	1.017
Total	1.017

- 3.03.2 Reasons for changes in the programme total this quarter are an increase in grant funding from WG or contributions from other external funding providers. This is the case for both Affordable Housing and Private Sector Renewal/Improvement.
- 3.03.3 Within People and Resources is a centrally held provision for urgent Health and Safety issues. These funds are reallocated to relevant programme areas as they are requested and approved. Minor reallocations have taken place this quarter.

3.04 Capital Expenditure compared to Budget

- 3.04.1 Actual expenditure at the end of September (Month 6) across the whole of the programme is £16.214m. The breakdown of expenditure is analysed in the following table, along with the percentage spend against budget. This shows that 36.39% of the budget has been spent across the programme (CF 34.95% and HRA 40.03%). Historically the majority of expenditure on the programme occurs in the final 2 quarters of the financial year.

EXPENDITURE	Revised Budget	Cumulative Expenditure Month 6	Percentage Spend v Budget	Projected Outturn	Variance Budget v Outturn (Under)/Over
	£m	£m	%	£m	£m
Chief Executives	0.022	0	0.64	0.022	0
People & Resources	0.103	0	0.00	0.103	0
Governance	1.730	0.460	26.57	1.665	(0.065)
Education & Youth	12.871	4.380	34.03	11.856	(1.015)
Social Care	0.642	0.069	10.78	0.642	0
Community & Enterprise	6.887	2.742	39.81	6.887	0
Planning & Environment	1.567	0.461	29.40	1.363	(0.204)
Transport & Streetscene	6.774	2.296	33.90	6.685	(0.089)
Organisational Change 1	0.038	0.052	137.73	0.038	0
Organisational Change 2	1.281	0.696	54.34	1.407	0.126
Council Fund Total	31.915	11.156	34.95	30.668	(1.247)
Housing Revenue Account	12.636	5.059	40.03	12.669	0.033
Programme Total	44.551	16.214	36.39	43.337	(1.214)

3.04.2 The table also shows the projected outturn (spend as at the end of the financial year) of £43.337m. It can be seen that on the Council Fund there is a projected underspend against budget of £1.247m and for the HRA a projected overspend of £0.033m.

3.04.3 Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and the required remedial action, where those variances exceed 10% of the budget. In addition, where EIR into 2015/16 has been identified, this is also included in the narrative.

3.05 Rollover into 2015/16

3.05.1 As at Month 6 EIR of £1.373m has been identified which reflects reviewed spending plans across all programme areas; these committed amounts have been identified as now required to meet the cost of programme works in 2015/16.

3.05.2 Information relating to each programme area is contained in Appendix B and summarised in the table below:-

ROLLOVER INTO 2015/16	Month 4	Month 6	Total
	£m	£m	£m
Governance		0.065	0.065
Education & Youth	0.026	1.015	1.041
Community & Enterprise	0.115		0.115
Planning & Environment	0.135	0.204	0.339
Transport & Streetscene		0.089	0.089
Council Fund	0.276	1.373	1.649
Housing Revenue Account	0	0	0

3.05.3 The breakdown for Month 4 shown in the table above is different to that reported at Month 4 as a result of further analysis of capital expenditure into the new service portfolios (the total amount has not changed).

3.06 Savings

3.06.1 Savings of £0.060m have been identified in the current period, as a result of removing the budget for feasibility studies. Feasibility studies can only be funded from capital when the decision is made to progress with the scheme. This needs to be done retrospectively as studies that;

- do not result in a capital scheme need to be funded from revenue, or
- do result in a capital scheme can be funded from capital resources available to that project at a later date.

The central capital funding is no longer needed and a corresponding revenue pressure has been put forward in 2015/16 to fund any future studies.

3.07 Financing

3.07.1 The capital programme is financed as summarised below:-

FINANCING RESOURCES	General Financing¹	Specific Financing²	Total Financing
	£m	£m	£m
Latest Monitoring			
Council Fund	13.016	18.899	31.915
Housing Revenue Account	5.525	7.111	12.636
	18.541	26.010	44.551
Total Financing Resources	18.541	26.010	44.551

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

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

3.07.3 The overall position for 2014/15 (including the capital receipts impact) is summarised below:-

FUNDING OF APPROVED SCHEMES		
	£m	£m
Shortfall from 2013/14		1.578
Increases		
In year receipts shortfall		
New Pressures	0.030	0.030
Decreases		
Projected In year receipts	(1.956)	
Identified Savings	(0.060)	
Unallocated Headroom	(0.003)	(2.019)
Projected shortfall / (surplus) to 2015/16		(0.411)

The latest position projects total receipts at year end of £2.444m, with £0.488m funding in year schemes, leaving a surplus of £1.956m. Receipts as at Month 6 total £0.140m, with the largest amount of the receipts anticipated to be received in March 2015.

The outturn shortfall in 2013/14 was £1.578m, which, together with some minor adjustments and the **projected** level of capital receipts, currently indicates a total surplus in 2014/15 of £0.411m.

3.07.4 The situation regarding disposals remains fluid in this economic climate and hence it is difficult to predict with certainty when disposals will be delivered. It is therefore suggested that the Council continues to monitor the disposals programme closely and will bring further updates to Cabinet in future capital monitoring reports.

4.00 RECOMMENDATIONS

4.01 Cabinet is requested to:-

- Note and approve the report.
- Approve the rollover adjustments in 3.05.2.

5.00 FINANCIAL IMPLICATIONS

5.01 As set out in Sections 2 and 3 of the report.

6.00 ANTI POVERTY IMPACT

6.01 None as a direct result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 Many of the schemes in the programme are designed to improve the environment, infrastructure and assets of the Authority.

8.00 EQUALITIES IMPACT

8.01 None as a direct result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a direct result of this report.

10.00 CONSULTATION REQUIRED

10.01 None as a direct result of this report.

11.00 CONSULTATION UNDERTAKEN

11.01 None as a direct result of this report.

12.00 APPENDICES

12.01 Appendix A : Capital Programme - Changes During 2014/15
Appendix B : Variances

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

Capital Programme Monitoring Papers 2014/15.

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CAPITAL PROGRAMME - CHANGES DURING 2014/15

	Original Budget 2014/15	Rollover from 2013/14	Changes (Previous)	Changes (Current)	Rollover to 2015/16	Savings	Revised Budget 2014/15
	£m	£m	£m	£m	£m	£m	£m
Council Fund :							
Chief Executives							
Clwyd Theatr Cymru	0.015	0.007	0	0	0	0	0.022
	0.015	0.007	0.000	0.000	0.000	0.000	0.022
People & Resources							
Corporate Finance	0.075	0.086	(0.003)	0.005	0	(0.060)	0.103
	0.075	0.086	(0.003)	0.005	0.000	(0.060)	0.103
Governance							
Information Technology	0.795	0.935	0	0	0	0	1.730
	0.795	0.935	0.000	0.000	0.000	0.000	1.730
Education & Youth							
Education - General	2.081	0	(1.801)	0	0	0	0.280
Primary Schools	0.040	0.278	1.572	(0.062)	(0.013)	0	1.815
Schools Modernisation	7.062	0.665	1.367	0.030	0	0	9.124
Secondary Schools	0	0.314	0.381	0.057	(0.013)	0	0.739
Special Education	0	0.955	(0.057)	(0.030)	0	0	0.868
Minor Works, Furn & Equip	0.045	0	0	0	0	0	0.045
	9.228	2.212	1.462	(0.005)	(0.026)	0.000	12.871
Social Care							
Partnerships & Performance	0	0	0.642	0	0	0	0.642
	0.000	0.000	0.642	0.000	0.000	0.000	0.642
Community & Enterprise							
Private Sector Renewal/Improvement	2.311	0.469	0.628	0.625	0	0	4.033
Travellers' Sites	0.150	0	(0.150)	0	0	0	0
Affordable Housing	0	0	0.000	0.392	0	0	0.392
Flintshire Connects	0.250	0.507	0.041	0	0	0	0.798
Town Centre Regeneration	0.137	1.676	(0.036)	0	(0.115)	0	1.662
Community Centres	0	0.002	0	0	0	0	0.002
	2.848	2.654	0.483	1.017	(0.115)	0.000	6.887
Planning & Environment							
Ranger Services	0.135	0.239	0.020	0	(0.135)	0	0.259
Energy Services	0.200	0	0	0	0	0	0.200
Engineering	1.065	0.591	(0.950)	0	0	0	0.706
Townscape Heritage Initiatives	0.309	0.093	0	0	0	0	0.402
	1.709	0.923	(0.930)	0.000	(0.135)	0.000	1.567

CAPITAL PROGRAMME - CHANGES DURING 2014/15

	Original Budget 2014/15	Rollover from 2013/14	Changes (Previous)	Changes (Current)	Rollover to 2015/16	Savings	Revised Budget 2014/15
	£m	£m	£m	£m	£m	£m	£m
Transport & Streetscene							
Sustainable Waste Management	0	0.569	0.090	0	0	0	0.659
Highways	3.645	0.009	0.303	0	0	0	3.957
Local Transport Grant	0	0	1.443	0	0	0	1.443
Transportation	1.700	0	(0.985)	0	0	0	0.715
	5.345	0.578	0.851	0.000	0.000	0.000	6.774
Organisational Change 1							
Leisure Centres	0	0.029	0	0	0	0	0.029
Recreation - Other	0	0.008	0	0	0	0	0.008
Play Areas	0	0.001	0	0	0	0	0.001
	0.000	0.038	0.000	0.000	0.000	0.000	0.038
Organisational Change 2							
Administrative Buildings	0.955	0.301	0.025	0	0	0	1.281
	0.955	0.301	0.025	0.000	0.000	0.000	1.281
Housing Revenue Account :							
Housing Revenue Account							
Major Works	6.328	0	(3.414)	0.175	0	0	3.089
Accelerated Programmes	0.300	0	0.928	0	0	0	1.228
WHQS Improvements	4.000	0	3.494	(0.175)	0	0	7.319
Disabled Adaptations	1.000	0	0	0	0	0	1.000
Other Services	0.478	0	(0.478)	0	0	0	0
	12.106	0.000	0.530	0.000	0.000	0.000	12.636
Totals :							
Council Fund	20.970	7.734	2.530	1.017	(0.276)	(0.060)	31.915
Housing Revenue Account	12.106	0	0.530	0	0	0	12.636
Grand Total	33.076	7.734	3.060	1.017	(0.276)	(0.060)	44.551

CHIEF EXECUTIVES

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Clwyd Theatr Cymru	0.022	0	0.022	0	0	0		
Total	0.022	0.000	0.022	0.000	0	0.000		

PEOPLE & RESOURCES

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Corporate Finance	0.103	0	0.103	0	0	0		
Total	0.103	0.000	0.103	0.000	0	0.000		

Variance = Budget v Projected Outturn

GOVERNANCE

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Information Technology	1.730	0.460	1.665	(0.065)	(4)	0	Early Identified Rollover - Conferencing Solutions project not complete until 2015/16	Request approval to move funding of £0.065m into 2015/16
Total	1.730	0.460	1.665	(0.065)	(4)	0.000		

Variance = Budget v Projected Outturn

EDUCATION & YOUTH

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Education - General	0.280	0.006	0.280	0	0	0		
Primary Schools	1.815	1.070	1.815	0	0	(0.013)		
Schools Modernisation	9.124	2.797	8.184	(0.940)	(10)	0	Early Identified Rollover - Scheme to amalgamate Cross Tree Lane / Rector Drew delayed, tender process underway	Request approval to move funding of £0.940m into 2015/16
Community Youth Clubs	0	(0.003)	0	0		0		
Secondary Schools	0.739	0.220	0.736	(0.003)	(0)	(0.013)	Early Identified Rollover - Castell Alun High School Replace Windows - retention	Request approval to move funding of £0.003m into 2015/16
Special Education	0.868	0.255	0.796	(0.072)	(8)	0	Early Identified Rollover - Saltney, St Davids - Lift / Access - £52k project delayed + various retentions	Request approval to move funding of £0.072m into 2015/16 **Potential further EIR circa £300k, being held for SEN adaptations not yet known, re-active to pupil movement into and around the County
Minor Works, Furn & Equip	0.045	0.035	0.045	0	0	0		
Total	12.871	4.380	11.856	(1.015)	(8)	(0.026)		

Variance = Budget v Projected Outturn

SOCIAL CARE

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Partnerships & Performance	0.642	0.069	0.642	0	0	0		
Total	0.642	0.069	0.642	0.000	0	0.000		

Variance = Budget v Projected Outturn

COMMUNITY & ENTERPRISE

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Private Sector Renewal/Improvement	4.033	1.398	4.033	0	0	0.164		
Travellers' Sites	0	(0.003)	0	0		0	Credit relates to retention accrual not yet due	Balance will clear when invoice is paid
Affordable Housing	0.392	0.011	0.392	0	0	0		
Flintshire Connects	0.798	0.304	0.798	0	0	0		
Town Centre Regeneration	1.662	1.032	1.662	0	0	0		
Community Centres	0.002	0	0.002	0	0	0		
Total	6.887	2.742	6.887	0.000	0	0.164		

Variance = Budget v Projected Outturn

PLANNING & ENVIRONMENT

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Ranger Services	0.259	0.004	0.157	(0.102)	(39)	(0.135)	Early Identified Rollover - Revised programme start date of January 2015	Request approval to move funding of £0.102m into 2015/16
Energy Services	0.200	0.189	0.200	0	0	0		
Engineering	0.706	0.220	0.604	(0.102)	(14)	(0.102)	Early Identified Rollover - Rephasing of Mold FAS	Request approval to move funding of £0.102m into 2015/16
Planning Grant Schemes	0	0.004	0	0		0	Actuals to date relate to the Tree Screening Scheme which is funded by Section 106 monies.	
Townscape Heritage Initiatives	0.402	0.043	0.402	0.000	0	(0.115)		
Total	1.567	0.461	1.363	(0.204)	(13)	(0.352)		

Variance = Budget v Projected Outturn

TRANSPORT & STREETSCENE

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Sustainable Waste Management	0.659	0.322	0.659	0	0	0		
Highways	3.957	1.377	3.868	(0.089)	(2)	0	Early Identified Rollover - Cable maintenance on Flintshire Bridge	Request approval to move funding of £0.089m into 2015/16
Local Transport Grant	1.443	0.329	1.443	0.000	0	0		
Transportation	0.715	0.268	0.715	0.000	0	0		
Total	6.774	2.296	6.685	(0.089)	(1)	0.000		

Variance = Budget v Projected Outturn

ORGANISATIONAL CHANGE 1

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Leisure Centres	0.029	(0.001)	0.029	0	0	0		
Recreation - Other	0.008	0	0.008	0	0	0		
Play Areas	0.001	0.054	0.001	0	0	0		All expenditure is funded from Section 106 contributions drawn down at year end
Total	0.038	0.052	0.038	0.000	0	0.000		

ORGANISATIONAL CHANGE 2

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Administrative Buildings	1.281	0.696	1.407	0.126	10	0.100	Alltami Depot projected overspend due to security gates and CCTV installation	Prudential borrowing on the scheme will be increased to fund the overspend
Total	1.281	0.696	1.407	0.126	10	0.100		

Variance = Budget v Projected Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Major Works	3.089	0.431	3.158	0.069	2	(0.098)		Close budget monitoring necessary to ensure spend within budget, alternatively additional expenditure will be financed from revenue contribution
Accelerated Programmes	1.228	0.067	1.225	(0.003)	(0)	(0.142)		
WHQS Improvements	7.319	4.340	7.152	(0.167)	(2)	0.246	Rebate of £140K received from London Housing Corporation	Budget to be fully expended by financial year end
Disabled Adaptations	1.000	0.138	1.134	0.134	13	(0.014)	Projected outturn based on current data available from Occupational Therapy service which is subject to change	Close budget monitoring necessary to ensure spend within budget, alternatively additional expenditure will be financed from revenue contribution
Other Services	0	0.082	0	0		0		
Total	12.636	5.059	12.669	0.033	0	(0.008)		

Variance = Budget v Projected Outturn

SUMMARY

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Chief Executive's	0.022	0	0.022	0	0	0		
People & Resources	0.103	0	0.103	0	0	0		
Governance	1.730	0.460	1.665	(0.065)	(4)	0		
Education & Youth	12.871	4.380	11.856	(1.015)	(8)	(0.026)		
Social Care	0.642	0.069	0.642	0	0	0		
Community & Enterprise	6.887	2.742	6.887	0.000	0	0.164		
Planning & Environment	1.567	0.461	1.363	(0.204)	(13)	(0.352)		
Transport & Streetscene	6.774	2.296	6.685	(0.089)	(1)	0.000		
Organisational Change 1	0.038	0.052	0.038	0.000	0	0.000		
Organisational Change 2	1.281	0.696	1.407	0.126	10	0.100		
Sub Total - Council Fund	31.915	11.155	30.668	(1.247)	(4)	(0.114)		
Housing Revenue Account	12.636	5.059	12.669	0.033	0	(0.008)		
Total	44.551	16.214	43.337	(1.214)	(3)	(0.122)		

Variance = Budget v Projected Outturn

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 16 DECEMBER 2014**

REPORT BY: **CORPORATE FINANCE MANAGER**

SUBJECT: **REVENUE BUDGET MONITORING 2014/15 (MONTH 6)**

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 6 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 5
	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 6 is as follows:

Council Fund

- Net in year non pay expenditure forecast to be £0.881m lower than budget. This does not include any potential effect of variances on pay (see paragraph 3.02)
- Projected contingency reserve balance at 31 March 2015 of £3.822m

Housing Revenue Account (HRA)

- Net in year expenditure forecast to be £0.027m less than budget.
- Projected closing balance as at 31 March 2015 of £1.193m

3.00 COUNCIL FUND LATEST IN YEAR 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. Revised workforce budgets have now been allocated to portfolio areas to meet the costs of their workforce establishment (base pay, allowances and vacancies) and are in the process of being compared to total projected staff costs to the end of March. The outcome of this work will be reflected in the month 7 report.

3.03 The table below shows projected in year non pay expenditure to be £0.881m less than budget.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over/ (Under) spend	
				Month 5	Month 6
				£m	£m
Social Services	59.889	58.970	59.415	0.562	0.445
Community & Enterprise	14.368	14.036	13.554	(0.454)	(0.482)
Streetscene & Transportation	28.381	28.339	28.648	0.288	0.309
Planning & Environment	6.394	5.559	5.459	(0.038)	(0.100)
Education & Youth	97.167	96.237	96.150	(0.196)	(0.087)
People & Resources	5.395	4.975	5.013	0.031	0.038
Governance	8.821	8.389	8.650	0.219	0.261
Organisational Change	9.738	9.421	9.497	0.045	0.076
Chief Executive	2.160	3.408	3.421	0.035	0.013
Central & Corporate Finance	22.863	25.842	24.488	(1.100)	(1.354)
Total	255.176	255.176	254.295	(0.608)	(0.881)

3.04 The reasons for all movements from Month 5 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 5 to month 6**

There has been an increase in the Central and Corporate Finance budget of £0.207m over month 5 which is mainly due to the accounting treatment of agreed voluntary redundancies and the cost control review.

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. The analysis shows that it is currently projected that £8.597m (97%) will be achieved resulting in a net underachievement of £0.243m. This has decreased when compared with month 5, showing a reduction of £0.030m in the value of projected efficiencies. Details for the in 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	6.449	6.099	0.000
Achievable in Part	0.698	0.855	(0.193)
Not Achievable	0.050	0.000	(0.050)
Total	8.840	8.597	(0.243)

3.09 It should be noted that a significant efficiency is included within the Functional VFM targets for administrative support across the organisation, which is currently assumed as achievable. An amount of £1.1m is to be identified and it is considered unlikely that these efficiencies will be met in full within the current financial year.

Workforce Efficiencies

3.10 The 2014/15 budget also contains £3.1m of Workforce Efficiencies. There is currently £1.7m of efficiencies still to be achieved against these targets. Further explanation will be given at the meeting.

Workforce Phase	Efficiency Achieved (%)
Management Phase 1 (Tier 1 & 2)	79
Management Phase 2	25
Workforce Scale Review	41
Cost of Employment	Allocated to Portfolios

3.11 As with the Corporate Administration Review above, work is nearing completion on assessing the financial impact of the first and second phases of the voluntary redundancy programme combined, and an organisational review of vacancies which will provide a clear position on the likely position to the end of the financial year.

3.12 The work referred to in 3.09 and 3.11 is being done in conjunction with a review of the investment costs included in the budget for workforce 'exit' costs and it is envisaged that any shortfall in the current financial year will be at least partly offset by a reduction in these related costs.

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 (Fuel, Energy and Food) will be held centrally and allocated out to portfolio areas only where a funding need is evidenced. It is currently assumed that all of the allocation will be required.

5.00 MONITORING BUDGET ASSUMPTIONS AND RISKS

5.01 Existing risks

- Out of County Placements – due to volatility and unpredictable nature of service costs.
- Deprivation of Liberty Assessments (DoLs) – potential risk due to additional responsibilities of Local Authorities.
- Professional Support (Leaving Care) – due to demand led nature of the service and ongoing impact of the Southwark case.
- Former Euticals Site – risk relates to the cost of full decommissioning, decontamination and clearance of the former chemical site in Sandycroft.
- Single Persons Discount (SPD) Review – relates to a review which will take place during October, it has been predicted the number of SPD claims will be reduced.
- Schools ICT Infrastructure – due to potential change to delivery of ICT in schools.
- Winter Maintenance – due to potential for adverse weather conditions.
- Council Tax – relates to the volatility of the Council Tax Reduction Scheme and collection rates.

- Workforce Efficiencies – due to the potential for non achievement of the amounts included for Corporate Administration and other Workforce.
- Single Status – relates to the complexity and scale of rebasing workforce budgets.

5.02 Changes to previously reported risks

- Outcome Agreement Grant – Welsh Government have advised that a recommendation has been made to the Minister that this grant should be awarded in full.

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 6, the projected balance on the contingency reserve at 31 March 2015 is £3.822m. 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 (subject to audit).
- 7.03 The position at Month 6 is reporting an overall projected underspend of £0.027m and a projected closing balance at Month 6 of £1.193m, which at 3.97% 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 RECOMMENDATIONS

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 None

11.00 ENVIRONMENTAL IMPACT

11.01 None

12.00 APPENDICES EQUALITIES IMPACT

12.01 None

13.00 PERSONNEL IMPLICATIONS

13.01 None

14.00 CONSULTATION REQUIRED

14.01 None

15.00 CONSULTATION UNDERTAKEN

15.01 None

16.00 APPENDICES

Council Fund – Movement in Variances from Month 4 – Appendix 1
Council Fund – Non pay 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 6)
Summary of Movement from Month 5**

	£m	£m
Month 5		
Portfolios	0.492	
Central and Corporate Finance	(1.100)	
Variance as per Cabinet Report		(0.608)
Month 6		
Portfolios	0.473	
Central and Corporate Finance	(1.354)	
Variance as per Directorate Returns		(0.881)
Change Requiring Explanation		(0.273)
<u>Social Services</u>		
Services For Adults		
• Localities (Locality Teams) - Residential Services (-£0.147m) the movement is due to an increased income projection for free nursing care from Health Board (-£0.183m), offset by an adverse movement of (+£0.080m) on property income, and a transfer of a client to Mental Health services (-£0.044m). Domiciliary Support (Services for Older People +£0.037m) - increase in projected spend for Direct Payments due to new clients, plus net impact of movements in other minor variances of +£0.007m.	(0.103)	
• Disability Services (Resources & Regulated Services) - Increased expenditure in respect of new college intake in Community Living Resource Panel & Transition, and increase in out of county care package costs. Small increases in costs across areas. Reduction in commitments following review of expenditure to date.	0.035	
• Mental Health Services (Residential & Domiciliary) - Additional £0.156m previous year pressure for transition costs, + £0.020m inflation alongside a £0.030m commitment to the Double Click Social Enterprise initiative.	0.071	
• Other minor changes of less than £0.025m for Services for Adults.	(0.083)	
Subtotal: Services For Adults		(0.080)
Development & Resources		
• Business Services - Income charging policy cap increased from £50 to £55 plus impact of changes in charging client base.	(0.016)	
• Good Health - Increased commitment for CHC Income (£0.054m).	(0.063)	
• Other minor changes of less than £0.025m	0.027	
Subtotal: Development & Resources		(0.052)
Services For Children		
• Prevention & Support - Underspend reduced due to increase in Southwark judgement related costs.	0.040	
• Other minor changes of less than £0.025m	(0.025)	
Subtotal: Services For Children		0.015
 Total: Social Services		(0.117)

Community & Enterprise

Customer & Housing Services	
• Estimated underspend on B&B placements and Homeless Prevention Fund income	(0.015)
• Reduced pressure on Support Services recharge due to budget realignment	(0.004)
• Other minor changes of less than £0.025m	(0.002)
Subtotal: Customer & Housing Services	(0.021)
Supporting Services	
• Other minor changes of less than £0.025m	(0.003)
Subtotal: Supporting Services	(0.003)
Regeneration	
• Other minor changes of less than £0.025m	0.006
Subtotal: Regeneration	0.006
Revenues & Benefits	
• Underspend on CTRS	(0.009)
• Surplus on CTCF	(0.011)
Subtotal: Revenues & Benefits	(0.020)
Customer Services	
• Other minor changes of less than £0.025m	0.010
Subtotal: Customer Services	0.010
Total: Community & Enterprise	(0.028)

Streetscene & Transportation Portfolio

Streetscene	
• Other minor changes of less than £0.010m	0.008
Subtotal: Streetscene	<u>0.008</u>
Highways Strategy & Traffic Services	
• Other minor changes of less than £0.010m	0.009
Subtotal: Highways Strategy & Traffic Services	<u>0.009</u>
School Transport	
• Other minor changes of less than £0.010m	0.004
Subtotal: School Transport	<u>0.004</u>
Total: Streetscene & Transportation	<u><u>0.021</u></u>

Planning & Environment Portfolio

Planning	
• Other minor changes of less than £0.010m	0.015
Subtotal: Planning	<u>0.015</u>
Public Protection	
• Health Protection - Neighbourhood Wardens have relocated to County Hall causing a reduction in premises costs	(0.015)
• Other minor changes of less than £0.010m	0.001
Subtotal: Public Protection	<u>(0.014)</u>
Highways/Energy	
• Energy Services - reduction of commitments on Repair & Maintenance/Equipment Rental	(0.037)
• Highways Development Control & PROW - reduction of commitments on Sub Contractors and Materials Purchase	(0.008)
• Other minor changes of less than £0.010m	(0.009)
Subtotal: Energy Services and Highways/Public Rights of Way	<u>(0.054)</u>
Management & Performance	
• Other minor changes of less than £0.010m	(0.009)
Subtotal: Management & Performance	<u>(0.009)</u>
Total: Planning & Environment	<u><u>(0.062)</u></u>

Education & Youth

Inclusion Services	
• Inclusion & Behaviour Support - minor variances	0.024
• Out of County - 3 new placements	0.078
Subtotal: Inclusion Services	0.102
Access (School Planning & Provision)	
• School Planning - minor variances	0.016
• School Provision - minor variances	0.000
Subtotal: Access (School Planning & Provision)	0.016
Youth Services (minor variances of less than £0.025m)	
• Adult & Community Education - minor variances	(0.011)
• Children & Young Peoples Partnership - minor variances	0.005
Subtotal: Youth Services	(0.006)
Commissioning & Performance	
• Business Support - Minor variances	(0.004)
Subtotal: Commissioning & Performance	(0.004)
School Management & Information	
• Other minor changes of less than £0.025m	0.001
Subtotal: School Management & Information	0.001
Total: Education & Youth	0.109

People & Resources

HR & OD	
• Other minor changes of less than £0.025m	0.016
Subtotal: HR & OD	0.016
Corporate Finance	
• Other minor changes of less than £0.025m	(0.009)
Subtotal: Corporate Finance	(0.009)
Total: People & Resources	0.007

Governance

Minor variances of less than £0.025m	
• Legal Services	(0.001)
• Records Management	(0.004)
Subtotal: Minor variances of less than £0.025m	(0.005)
Democratic Services	
• Democratic Services - Budget has been transferred as part of cost control exercise (£0.031m) the associated underspend was reported in month 5. Minor variances have increased (£0.012m).	0.043
Subtotal: Democratic Services	0.043
Information Communication Technology	
• ICT - The outturn has been reduced as committed expenditure on packaged software has been transferred to the Procurement section (£0.059m). Minor Variances have increased (£0.003m).	(0.056)
Subtotal: Information Communication Technology	(0.056)
Procurement	
• Procurement - The outturn has increased as committed expenditure on packaged software has been transferred from the ICT service (£0.059m). Minor Variances have increased (£0.001m).	0.060
Subtotal: Procurement	0.060
Total: Governance	0.042

Organisational Change

Minor variances of less than £0.025m	
• Public Libraries & Arts, Culture & Events	0.001
• Leisure Services	0.004
• Valuations & Estates	0.015
• Property Design & Consultancy	(0.007)
• Engineering Services	(0.001)
• Facilities	0.019
Subtotal: Minor variances of less than £0.025m	0.031
Total: Organisational Change	0.031

Chief Executive

• Other minor changes of less than £0.025m	(0.022)
Total: Chief Executive	(0.022)

Central & Corporate Finance

• Additional Corporate Windfall Income (British Gas / NDR Refunds)	(0.110)
• Identified one-off savings through cost control exercise due to a reduction on commitments within Governance (£0.060m)	(0.060)
• Non-standard inflation no longer required (street lighting)	(0.087)
• Other minor variances	0.003
Total: Central & Corporate Finance	(0.254)

Total Changes**(0.273)**

MONTH 6 - 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)	14.296	14.669	0.373	0.476	There is a major demand influenced pressure of £0.865m on the Domiciliary Care service within Localities teams. Key demand led influences include 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 underspend of £0.505m on residential care, which includes a £0.399m increase in the level of property related income offset by £0.042m increased expenditure on payments to providers. Various other minor variances amount to a net £0.013m.	Keep under review.
Social Services for Adults - Transition and Disability Services (Disability Services)	0.635	0.703	0.068	0.068	The projected overspend is mainly due to the unbudgeted cost of the support arrangements provided by Penderrels in respect of direct payments. This accounts for £0.065m of the total projected overspend of £0.068m.	Keep under review.
Social Services for Adults - Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.834	0.804	(0.030)	(0.101)	This underspend is based on current care packages. An additional £0.156m budget has been added to this area in 2014/15 to reflect additional transition clients.	Keep under review.
Social Services for Adults - Forensic Budget (Mental Health & Substance Misuse Service)	0.310	0.166	(0.144)	(0.128)	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. The possibility of re-aligning budget between the two services has been considered and dismissed for now as there are early indications of additional Mental Health clients although at this stage potential costs or start dates are unknown.

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Social Services for Adults - Other Services for Adults variances (aggregate)	29.232	29.308	0.076	0.107	Various minor variances.	Continue to review but not expected to be recurrent.
Business Services Income	(1.573)	(1.812)	(0.239)	(0.223)	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	0.902	0.833	(0.069)	(0.006)	Under spend influenced by increased commitment for CHC Income (£54k).	Continue to monitor and review.
Other Development & Resources variances (aggregate)	1.846	1.885	0.039	0.012	Various minor variances.	Continue to review but not expected to be recurrent.
Family Placement (Children's Services)	2.227	2.487	0.260	0.278	The overspend (£0.260m) is mainly as 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 (£0.017m) 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)	5.343	5.440	0.097	0.094	This projected overspend is due mainly to increased direct payments of £0.138m for Children's Integrated Disability Services (CIDS) and cost of placements within the leaving care service £0.145m. These pressures are offset by a saving of £0.144m against general contingencies. Various other minor variances amount to a net £0.042m.	Keep under review.
Other Services for Children variances (aggregate)	4.918	4.932	0.014	(0.015)	Various minor variances.	Continue to review but not expected to be recurrent.
Total Social Services	58.970	59.415	0.445	0.562		

MONTH 6 - 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	1.093	0.977	(0.116)	(0.096)	An overspend (£0.027m) is projected to occur due to a lower level of support recharge to the Council Fund from the HRA. Estimated underspend (£0.126m) based on reevaluation of B&B accommodation projections and Homeless Prevention Fund income. (£0.017m) underspend due to other minor variances.	Continue to monitor and review.
Supporting People	0.533	0.567	0.034	0.037	Projected overspend (£0.018m) against mileage costs. Projected overspend (£0.015m) on the Maintenance Contract due to insufficient budget to meet renewed contract. (£0.001m) overspend due to other minor variances.	Continue to monitor and review.
Regeneration	0.508	0.540	0.032	0.026	Pressure (£0.046m) projected in respect of Agency costs. (£0.014m) underspend due to other minor variances.	Continue to monitor and review.

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Revenues & Benefits	11.237	10.790	(0.447)	(0.426)	Underspend due to an anticipated surplus on the Council Tax Collection Fund (£0.257m). Projected underspend (£0.210m) 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. (£0.020m) pressure due to minor variances.	Continue to monitor and review.
Customer Services	0.665	0.680	0.015	0.005	Minor Variance.	Continue to review but not expected to be recurrent.
Total Community & Enterprise	14.036	13.554	(0.482)	(0.454)		

MONTH 6 - 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	6.610	6.805	0.195	0.196	Additional costs of overtime and use of Agency personnel due to high number of vacancies to maintain the necessary service provision £149k. Loss of Trade Waste Income from Housing of £25k due to them renewing with a private contractor. Increased cost of Food Waste disposal of £21k due to the cost per tonne increasing.	Monitor Agency levels and staff vacancies in order to maintain optimum levels for continued service provision.
Business & Strategy	1.965	1.995	0.030	0.034	Knight Owl Security cost of Alarm / Security Provision at Alltami Depot.	Keep under review.
Fleet Operations & Logistics	4.192	4.231	0.039	0.030	Estimated shortfall in achieving fleet efficiencies of £30k from slightly delayed implementation of hire model proposals and purchase of Civica Licence Support & Maintenance at Period 6.	Continue to monitor and review.
Transportation	1.405	1.359	(0.046)	(0.045)	Bus Subsidy payments to Bus Operators. Expenditure commitment reduced based on decreasing contract levels.	Continue to monitor and review.
Streetworks	0.000	0.037	0.037	0.036	Lower than anticipated levels of income for FPN's (based on improving standards of repair by utility companies) & road closures.	Continue to monitor and review.
Aggregate of other Variances	14.167	14.221	0.054	0.037	Minor Variances.	Continue to review but not expected to be recurrent.
Total Streetscene & Transportation	28.339	28.648	0.309	0.288		

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Planning & Environment Planning	1.302	1.227	(0.075)	(0.090)	Higher levels of Planning Fee income than expected i.e. Solar Farm Planning Application. This has been offset slightly at Period 6 by additional Legal Fees in relation to Planning Appeals.	Planning Fee Income Levels will be closely monitored.
Public Protection	2.593	2.558	(0.035)	(0.020)	Additional Community Safety Grant Income of £20k compared to original projections. Premises commitments of £15k relating to the Neighbourhood Wardens relocation to County Hall have been removed at Period 6.	Continue to review but not expected to be recurrent.
Management Support & Performance	0.652	0.646	(0.006)	0.003	Minor Variance.	Continue to review but not expected to be recurrent.
Energy Services (including closed Landfill Sites and Electricity Generation)	0.040	0.052	0.012	0.049	At Period 6 the commitment challenge has been successful in reducing Repairs & Maintenance and Equipment Rental costs.	Monitor Income Generation Levels for Gas Engines.

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Public Rights of Way	0.380	0.382	0.002	0.026	At Period 6 the commitment challenge has been successful in reducing Sub Contractors and Materials Purchase costs.	Continue to review but not expected to be recurrent.
Aggregate of other Variances	0.307	0.309	0.002	(0.006)	Minor Variance.	Continue to review but not expected to be recurrent.
Greenfield Valley & Heritage Park	0.285	0.285	0.000	0.000	No Variance.	
Total Planning & Environment	5.559	5.459	(0.100)	(0.038)		

MONTH 6 - 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	43.889	43.889	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.	
Secondary, 14-19 & Continuing Education	36.757	36.767	0.010	0.010	Minor Variance.	Continue to review but not expected to be recurrent.
Inclusion Services	12.856	12.817	(0.039)	(0.141)	Minor Variance.	Education placements may change throughout the year. Detailed monitoring will continue.
Access (School Planning & Provision)	0.715	0.699	(0.016)	(0.032)	Minor Variance.	Continue to review but not expected to be recurrent.
21st Century Schools	0.082	0.083	0.001	0.001	Minor Variance.	Continue to review but not expected to be recurrent.
Youth Services	1.572	1.558	(0.014)	(0.008)	Increased expenditure controls. Minor variances.	Continue to review but not expected to be recurrent.
Commissioning & Performance	0.162	0.131	(0.031)	(0.027)	Minor Variance.	Continue to review but not expected to be recurrent.

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
School Management & Information	0.204	0.206	0.002	0.001	Minor Variance.	Continue to review but not expected to be recurrent.
North East Wales School Library Service	0.000	0.000	0.000	0.000	No Variance.	
Total Education & Youth	96.237	96.150	(0.087)	(0.196)		
People & Resources						
HR&OD	2.307	2.349	0.042	0.026	Minor Variances.	Continue to review but not expected to be recurrent.
Corporate Finance	2.668	2.664	(0.004)	0.005	Minor Variances.	Continue to review but not expected to be recurrent.
Total People & Resources	4.975	5.013	0.038	0.031		

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Governance						
Legal Services	0.792	0.944	0.152	0.153	£0.131m pressure due to Litigation around local land charges. Overspend due to other minor variances (£0.021m).	Litigation around land charges is a one off non recurring cost for this financial year.
Democratic Services	2.061	2.036	(0.025)	(0.068)	Minor Variances.	Continue to review but not expected to be recurrent.
Internal Audit	0.504	0.502	(0.002)	(0.002)	Minor Variances.	Continue to review but not expected to be recurrent.
Procurement	0.192	0.252	0.060	0.000	Overspend on Packaged Software due to increased demand on the service (£0.059m). Overspend due to minor variances (0.001m).	The recurring cost on packaged software has been included as a pressure within the next year's budget build up.
Support Services	0.458	0.483	0.025	0.025	Minor Variances.	Continue to review but not expected to be recurrent.
Records Management	0.156	0.161	0.005	0.009	Minor Variances.	Continue to review but not expected to be recurrent.
ICT	4.226	4.272	0.046	0.102	Overspend due to Oracle Licence Management review (£0.040m). Overspend due to other minor variances (£0.006m).	The cost due to the Oracle Licence Management review is a non recurring cost for this year only.
Total Governance	8.389	8.650	0.261	0.219		

MONTH 6 - 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	1.891	1.881	(0.010)	(0.011)	Minor Variance.	Continue to review but not expected to be recurrent.
Museums Service	0.062	0.061	(0.001)	(0.001)	Minor Variance.	Continue to review but not expected to be recurrent.
County Archives	0.261	0.261	0.000	0.000	No Variance.	
Leisure Services	3.537	3.574	0.037	0.034	The projected outturn for Leisure Services at this time is 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 in the structure 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. The remaining £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	0.057	0.054	(0.003)	(0.003)	Minor Variance.	Continue to review but not expected to be recurrent.
Agricultural Estates	(0.795)	(0.791)	0.004	(0.011)	Minor Variance.	Continue to review but not expected to be recurrent.

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Property Holdings	3.054	3.072	0.018	0.025	Minor Variance.	Continue to review but not expected to be recurrent.
Industrial Units	(0.140)	(0.136)	0.004	0.004	Minor Variance.	Continue to review but not expected to be recurrent.
Facilities Services	1.494	1.521	0.027	0.008	Minor Variance.	Continue to review but not expected to be recurrent.
Total Organisational Change	9.421	9.497	0.076	0.045		
Chief Executives						
Chief Executives	3.408	3.421	0.013	0.035	Minor Variances.	Continue to review but not expected to be recurrent.
Total Chief Executives	3.408	3.421	0.013	0.035		

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Central & Corporate Finance	25.842	24.488	(1.354)	(1.100)	Central Loans and investment £0.300m projected year end underspend, however this can be affected by many factors such as uncertainties regarding HRA subsidy reform, accounting practice regarding interest apportionment, impact of future investment programme and the level of future reserves and borrowing requirements. Strike deductions (£0.160m) is one off income. Corporate Windfall Income (£0.234m), this is in relation to additional Non Domestic Rate revaluations, which are one-off. (£0.301m) within the budget for Pension Fund Contribution, requires realignment to pay as part of Single Status Accounting to be undertaken later in the year. Overspend (£0.006m) due to minor variances. One off rebate of historical audit fees, (£0.072m). £0.400m - One off time limited costs in relation to former Euticals Ltd - Sandycroft site. An underspend of £0.693m reflects the one off, in-year savings found through the cost control exercise.	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	25.842	24.488	(1.354)	(1.100)		
TOTAL	255.176	254.295	(0.881)	(0.608)		

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.
Total		0.050	

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	Further Report on Phase 1 and 2 implementation being presented to Cabinet in May 2014. On Track.
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.
Total		0.193	

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 6		0.881
Total projected Contingency Reserve as at 31st March 2015		3.822

HRA Major Variance Report - Period 6

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Rents	(27.713)	(27.602)	0.111	0.111	Garage income is lower than anticipated due to high void rates.	
General Income	(0.734)	(0.650)	0.084	0.084	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.	
Landlord Services	0.830	0.914	0.084	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.	
Vacancy Savings	0.249	0.000	(0.249)	(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.	
Other variances (aggregate)	27.865	27.808	(0.057)	(0.075)		
Total :	0.497	0.470	(0.027)	(0.044)		

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 16 DECEMBER 2014**

REPORT BY: **CHIEF OFFICER (SOCIAL SERVICES)**

SUBJECT: **SINGLE POINT OF ACCESS (SPOA)**

1.00 PURPOSE OF REPORT

1.01 To provide Cabinet with an update in relation to the Regional Single Point of Access Programme and the local developments to date in Flintshire.

2.00 BACKGROUND

2.01 The Regional Single Point of Access programme has been awarded funding from the Regional Collaboration Fund for 3 years (2013 - 2016) to support delivery of Welsh Government's Social Services and Well being Act 2014.

2.02 The Single Point of Access aims to create an integrated and streamlined access route to community health and social care services for all individuals over 18 years of age. It also provides professionals with a means of sharing information and providing better coordinated health and social care services.

2.03 The 'postcard from the future' in appendix 1, provides an example of how a Single Point of Access would support people in Flintshire. In essence it will mean a 'First contact, Right Response' where the focus is on 'what matters' to the person, The introduction of the 'what matters' conversation will ensure the focus of the contact is person centred and not a service led response. This change in access and change in focus is part of a wider cultural shift to promote independence and enable individuals to build upon their own resources. Similar to the approach adopted through the Reablement service.

2.04 The partners are the 6 Local Authorities, Betsi Cadwalader University Health Board (BCUHB) and third / independent Sector.

2.05 The goal is to have one Single Point of Access per county, with all six up and running by March 2016.

2.06 Single Point of Access is being regionally developed to ensure that we can share learning and make best use of resources; it will be locally developed to ensure it is responsive to local need.

3.00 CONSIDERATIONS

3.01 Flintshire County Council (FCC) (to be followed shortly by BCUHB) signed a Memo of Understanding which agrees the working relationship and responsibilities that each partner has in taking forward the Single Point of Access programme, please see attached in appendix 2.

3.02 The local delivery structure for Flintshire has been established and a Flintshire Board and Project Team have been created for the purpose of the Single Point of Access.

3.03 Since late January 2014, following the recruitment of the Flintshire Single Point of Access Project Manager, engagement with key stakeholders has commenced to scope and explore how the new Single Point of Access will work in Flintshire. The scope for the new service has been drafted and has been supported by the Board and Project Team but is subject to wider consultation, please see attached in appendix 3.

3.04 One of the core principles of the regional programme is to share experiences and lessons learnt, therefore Flintshire is currently reviewing the Denbighshire model, which went live in June 2014, with a view to adopting a similar model in Flintshire. It is recognised that each model may vary due to local priorities, existing structures and service developments.

3.05 The key principles that have been collectively agreed as the foundations for the new Flintshire Single Point of Access are:

- to have a multi-disciplinary team
- to have a team of health and social care staff co-located
- to have one manager for the new service/ a single reporting structure
- to strengthen the knowledge of the team about 3rd sector provision and community activities that exist within the local area
- to be a delivery mechanism for the 'what matters' conversations, which forms part of the Welsh Governments statutory Integrated Assessment Framework
- to explore how we could offer 'face to face' contact with the general public through the Flintshire Connects model
- to increase the sharing of necessary information between agencies and professionals securely and appropriately

3.06 The first stage of the Implementation Plan is to co-locate health and social care staff to form the new team. The key tasks to achieve this

include:

- Undertaking an options appraisal to identify suitable accommodation for the new team, and
- Identifying health staff that will become part of the Single Point of Access.

3.07 The proposal is to have a co-located team by spring 2015. The focus will then shift to streamlining processes and pathways and enhancing the integration in a collaborative way with the new team and key stakeholders.

4.00 RECOMMENDATIONS

4.01 That Cabinet support the local development and implementation of the Single Point of Access which is aligned to the Regional vision.

5.00 FINANCIAL IMPLICATIONS

5.01 There are no immediate financial implications for FCC or BCUHB, as the Programme Manager and Project Manager is 100% funded by the Welsh Government's Regional Collaboration Fund.

5.02 The Flintshire Single Point of Access aims to be developed with a cost neutral model. This will be achieved by utilising existing resources, infrastructure and equipment, where possible. It is an over-arching aim of the programme that the new service is developed in a sustainable way to ensure long term viability in a climate of continuous financial pressures for both organisations.

5.03 There may be small scale capital and revenue costs associated with the set up of the new Single Point of Access, such as additional IT cabling, network points, equipment and refurbishment costs. The full set up costs will not be known until the location has been agreed. However, these costs will be off-set by the programme's Pilot Fund, which is a fund to support set up costs or to trial new ways of working.

6.00 ANTI POVERTY IMPACT

6.01 No impact resulting directly from this report.

7.00 ENVIRONMENTAL IMPACT

7.01 No impact resulting directly from this report.

8.00 EQUALITIES IMPACT

8.01 The Single Point of Access programme aims to introduce an equitable service across North Wales. It will be a universal service targeted at adults, 18+, residing in Flintshire.

- 8.02 The model which is adopted will ensure that the Single Point of Access will be accessible via multiple methods in line with feedback from stakeholders, so for example via the telephone, website, face to face and apps.
- 8.03 In line with corporate policies, the Single Point of Access will offer a bilingual service and accommodate other language requests, where possible.
- 8.04 A full Equalities Impact Assessment will be undertaken on Flintshire's Single Point of Access model.

9.00 PERSONNEL IMPLICATIONS

- 9.01 The existing Flintshire Social Services First Contact Team will become part of the new Flintshire Single Point of Access. The team is being kept informed and consulted on the developments and welcomes closer working relationships with health colleagues.
- 9.02 BCUHB are in the process of identifying suitable resources that will become part of the new service and consultation with those staff on the proposed change will then commence.

10.00 CONSULTATION REQUIRED

- 10.01 A Communication Plan has been developed to ensure that we communicate and engage with local stakeholders and citizens throughout the life of the project.
- 10.02 The citizen's perspective is the foundation of the new model and therefore continuous consultation will take place with the general public through existing groups and networks at appropriate times throughout the project.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Consultation and engagement is taking place with key stakeholders, such as health and social care colleagues, GPs/ GP practices, 3rd sector organisations and citizen representatives, and will continue to take place throughout the development process.
- 11.02 A stakeholder event was held on the 2nd April 2014 whereby key messages from stakeholders regarding the new Single Point of Access were gathered and have informed the discussions going forward.
- 11.03 A Flintshire & Wrexham 3rd Sector Event was held on the 3rd July 2014, arranged by Flintshire Local Voluntary Council. It was an opportunity to discuss with 3rd sector organisations the benefits of the Single Point of Access and the role that they can play. The outcome from this event has been the creation of a 3rd sector working group to

discuss operational matters furthers.

- 11.04 An introductory information sheet has been circulated to professionals and existing groups and networks to raise awareness of the Single Point of Access and explain the reasons for the proposed change, please see attached appendix 4

12.00 APPENDICES

- 12.01 Postcard from the future
12.02 Flintshire's Memo of Understanding
12.03 Flintshire Single Point of Access – Service Scope
12.04 Introductory Information Sheet – for Professionals

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

1. Regional Collaboration Fund Application – Single Point of Access
2. North Wales Statement of Intent

Contact Officer: Jane Moore – Programme Manager/ Carol Dove – Project Manager
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Email: jane.moore@flintshire.gov.uk/
carol.a.dove@flintshire.gov.uk

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POSTCARD FROM THE FUTURE



Dear Beryl

Thank you for your lovely card and kind words of encouragement.

I was at the end of my tether last week with Jim. He has been so down and wouldn't even leave the house to walk Pip and get his paper! Not since he got confused and couldn't remember his way home! And me struggling with my hip, I am unable to give Pip a good walk.

So I did what you said and I contacted my local Single Point of Access. You were right, it just took one phone call. The nice lady spoke to Jim and me; Jim told her that the only thing that matters to him is to be able to walk Pip, so they put me in touch with a lovely young man called Alan who now takes Jim and Pip out once a week – it's what they call a Buddy Scheme.

She has also arranged for us to have a visit from Social Services who will look at some kind of GPS equipment, which means that Jim can go out on his own and find his way home. Jim is much happier and me. I get to read my book with a nice cup of tea in peace. I was amazed that she already knew about Jim's Dementia, and that he had Physiotherapy last year when he fell as he was already registered on their system!

She was also interested in me, as Jim's carer. It was so good to talk with someone who was listening to my concerns, and wanted to help. At the end of our conversation, we agreed that she would refer me to the Carers Outreach Service. They offer all sorts of help. She is also sending me a list of local private agencies who can help with shopping and cleaning which will be useful for me after my hip operation, which I forgot to say is now set for June.

Hope your family is well

Best wishes

Maureen

Mrs Beryl Smith

Any road

Any town

County

Post Code

Disclaimer:

This 'postcard from the future' exists by way of example for training purposes and no guarantee is made that the services identified will be available

In the future.

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Transforming Access to Community Based Health and Social Care Services across North Wales (Single Point of Access) Programme

Memorandum of Understanding

This Memorandum of Understanding (MOU) is an agreement between Anglesey Local Authority (Party A) and Flintshire Local Authority (Party B) to identify and agree the working relationship and to confirm the purpose, goals and common understandings for the Transforming Access to Community Based Health and Social Care Services across North Wales (Community Single Point of Access) Programme. It clarifies the kind of support that will be provided and defines the rights and responsibilities of each party involved.

BACKGROUND

Funding has been secured from the Welsh Government (WG) through the Regional Collaboration Fund to develop six Single Points of Access across North Wales between 2013 and April 2016. The bid, whose vision is to *'create a new, streamlined, way for adults across North Wales to gain access to advice, assessment and coordinated community Health and Social Care services, by contacting just one telephone number'*, was signed by the six North Wales local authorities and Betsi Cadwalladr University Health Board. The lead agencies are Anglesey County Council (host for Senior Responsible officer) and Flintshire County Council (host for programme manager and programme accountant)

The programme funding allows for a regional programme management structure (which will be hosted by Flintshire) and local project management arrangements (to be hosted by each of the six Local Authorities). In addition, the programme is budgeted to fund pilot projects to support the establishment of sustainable services (Appendix 1).

DURATION OF MEMORANDUM

This memorandum shall continue until 30 March 2016.

RESPONSIBILITIES UNDER THIS MOU

Anglesey Local Authority shall undertake the following activities:

1. Host the Senior Responsible Officer (SRO) for the programme.
2. The SRO will oversee the Programme Manager's work in line with the requirements of the funding and in line with programme and project structure and stakeholder feedback.

Flintshire Local Authority shall undertake the following activities:

1. Host the Programme Manager
2. Meet the financial governance requirements for the programme, and submit financial reports to WG.

3. Provide funding from the grant to each Local Authority to create capacity for local delivery of Programme Objectives. This will be provided quarterly in arrears.
4. Commission and fund pilot projects through the fund as identified and recommended by local project teams or regional work stream groups and agreed by the Regional Transforming Access (SPOA) Programme Team.

RESPONSIBILITIES UNDER THIS MOU

Flintshire Local Authority shall also undertake the following activities:

1. Identify and appoint a Project Lead for Flintshire County who will attend all relevant programme and project meetings.
2. Identify and appoint a Project Lead for the Workforce Regional Workstream.
3. Identify and implement project management arrangements to support the local delivery of the programme objectives.
4. Proactively participate in all appropriate work streams and positively support the work packages that arise from the programme.

Note: points 1-3 may not necessarily be one person: each local authority to make arrangements that make best use of available resource to maximise the success of the programme.

IT IS MUTUALLY UNDERSTOOD AND AGREED BY AND BETWEEN THE PARTIES THAT:

The programme has identified a number of objectives (Appendix 2) which need to be achieved through innovative and collaborative working locally as well as regionally, and all partners to the agreement are expected to share responsibility for the overall success of the programme.

DATE AND SIGNATURE

This MOU shall be effective upon the signature of Parties A and B authorized officials.

Party A

Name: Alwyn Jones
 Job Title: Head of Adult & Business Services
 Organisation: Anglesey County Council
 Signature: Alwyn Jones
 Date: 2/6/2014

Party B

Name: Neil Ayling
 Job Title: Chief Officer, Social Services
 Organisation: Flintshire County Council
 Signature: [Handwritten Signature]
 Date: 5th June, 14

APPENDIX 1: Programme Budget for 2014/ 2015

	Value (£)
Programme Manager & Programme Support	72,000
Project Management	290,000
Evaluation, benefits tracking, learning programme	20,000
Pilot Projects	93,000
Voluntary / Independent Sector	55,000
Total	530,000

Appendix 2

Individual Financial Breakdown for Local Authority to be renewed yearly.

Appendix 3: Programme Objectives

- a. The Single Point of Access will be developed regionally, but delivered locally.
- b. The Single Point of Access will provide a consistent, equitable and seamless service across North Wales, regardless of where someone might live.
- c. The principle of sustainable partnership working, cooperation, and supported and shared learning across disciplines and sectors is central to the programme's overall success.
- d. The citizen's perspective will be the foundation of the new model. Key to this will be the engagement of citizens throughout the programme.
- e. The model will encourage and support citizen empowerment, self-care and maximise independence – aiming to have a positive impact on wellbeing and enabling people to remain outside statutory services for as long as possible.
- f. Assessment and referral management processes will be integrated into a single Health and Social Care system which provides an easily understood, streamlined approach for public and professionals. This will also respond to and reflect justifiable local variation in service provision or mode of provision.
- g. The population of North Wales will be provided with easily accessible, up to date Health and Social Care information and advice, including, where appropriate, self-care. A key element in the delivery of this is the development of a directory of services encouraging citizens to make independent and informed decisions.
- h. County project delivery teams and regional programme workstreams will develop and deliver the programme.
- i. The first phase of the programme will be concerned with exploring options and fully scoping the programme and projects. SMART objectives will be agreed.
- j. The programme will keep a watching brief over local 'value added' developments (such as the inclusion of children's services in a single point of access, or a partnership approach to enabling access to specialist services), supporting the sharing of learning to spread good practice.
- k. The programme will create the framework to provide Bilingual (Welsh/English, other languages as required) advice, information, assessment, referral and care coordination for adults (including their family/carers and professional representative) in relation to physical and mental health, social care, third sector and other relevant services.
- l. Health and Social Care staff operating the Single Point of Access are to be fully trained and knowledgeable (to an agreed quality standard) in order to ensure 'first contact, right response'.

- m. There will be consistent communication with key stakeholders to develop understanding about the changes and what to expect.
- n. A marketing strategy will be developed and implemented to ensure that the Single Point of Access will be widely recognised by the public and professionals as the way to access information, advice and community based health and social care services.
- o. Integrated care co-ordination will be developed so as to make the most efficient use of professional time by reducing the multiple professional client assessments, interfaces and visits that can take place through the present models of service delivery.
- p. Bureaucracy within the Health and Social Care system across North Wales will be minimised by reducing duplication in processes, optimising use of enabling technology, and reducing communication delays created by paper-based systems
- q. The Single Point of Access will be developed within a governance framework which provides clarity in terms of consistency in standards, policy development, workforce integration and re-design and defines accountability and responsibilities between partners and their agents. The governance framework will extend to defining roles and responsibilities to ensure clarity in clinical/professional accountability and responsibility.
- r. There will be clarity and expressed confidence in legal and appropriate sharing of confidential information and data across partner organisations.
- s. A robust telephony and technology support system will be established.

Appendix 3

Flintshire's Single Point of Access

Regional Vision

The Single Point of Access will be a new way for adults across North Wales to gain access to advice, assessment and co-ordinated community health and social care services by contacting just one telephone number.

Phase 1 - Scope of the Service

The Single Point of Access (SPoA) in Flintshire will:

- Complement other initiatives/ services existing or in development but will not replace 101/NHS Direct, Doctors out of Hours and Emergency Duty Team.
- Will provide a bilingual service and wherever possible offer contact with the individual in their most preferred language
- Develop in line with national, regional and local priorities, policies and legislation.
- Be a co-located multi-disciplinary team of health and social care staff
- Offer information, advice and assistance to the citizens around an individual's health and well-being (non-emergency matters only)
- Facilitate the secure sharing of appropriate information between colleagues and professionals regarding an individual's health and well-being.
- Take ownership of all appropriate enquiries to ensure 'first contact, right response'. This may include signposting to other services/ organisations.
- Utilise the 'what matters' conversation to make a proportionate assessment of an individual's need.
- Signpost* and promote other community services in Flintshire, including voluntary sector provision and well-being services etc.
- Gather the 'core data set' to facilitate a referral into a statutory services, or 3rd sector commissioned services where agreed.

- Communicate using the following methods only: website, electronic systems, secure email, face to face or telephone (referrals will no longer be received by fax).
- Assist in maintaining and developing the Directory of Services for Flintshire, which will include well-being and other community service information, with support from Flintshire Local Voluntary Council, FCC and BCUHB Corporate Communications and other Information Managers in both organisations.
- Not replace existing referral requirements or service eligibility criteria, for example where a qualified professional assessment is required before an individual can access a service.
- Take all referrals** for the following services (**services in scope**)

Community Therapy services (but not 'self-referrals') including:

- Non MSK/ Musculoskeletal problems
- Occupational Therapy
- Physiotherapy

(Facilitate) **Discharge from acute and community hospitals**

District Nursing Teams

Enhanced Care

Crisis Intervention Team

Intermediate Care

Adult Social Care Services, including

- Adult Safeguarding
- Reablement
- OT Intake
- Locality Teams
- Telecare
- Learning Disabilities
- Financial Assessment
- Physical Disabilities
- Hospital Social Work Team

Falls Prevention (Falls Risk Assessment Tool)

Voluntary Organisations – to be determined

- Triage of complex referrals, or those referrals that require greater discussion, to determine the best care plan for that individual; this will be undertaken by a multi-disciplinary group of professionals
- Where multiple referrals are made for an individual the SPoA will inform the referrer and services being referral to, along with details of the care co-ordinator.
- The delivery mechanism for the Falls Prevention screening, assessment and mitigation.
- Record and analyse SPoA activity and outcomes.
- The following services are **out of scope** during phase 1:

However the SPoA will work closely with these services to ensure ease of access for the individual and will signpost or pass on details accordingly:

Community Therapy Services

MSK/ Musculoskeletal

Podiatry & Orthotics

Paediatrics

Speech & Language

Arts Therapies (no services available in Flintshire)

Self Referrals

Family Information Service

Mental Health Single Point of Access

Transport

Children's Duty & Assessment Team

Doctor appointments

Housing Services

Dental appointments

Welfare & Money Advice Team

Advice/ Pharmacy prescriptions

Leisure Services

Optician appointments

CAB

Medical screening

Admissions to acute or community hospitals

Outpatient referrals

Mobility services

The SPoA will be part of a 'whole council' approach to address the well-being agenda, working with other departments.

** The definition of signposting for the purpose of this scope is, from undertaking the 'what matters' conversation, to pass the individual the details of one or a number of services available to them that would meet their need.*

*** The definition of a referral for the purpose of this scope is, from undertaking the 'what matters' conversation, gather the necessary information to pass the 'What Matters and Referral Form' along with the 'Core Dataset' to a team to action. It does not include signposting.*



Transforming Access to Community Health and Social Care Services across North Wales

Single Point of Access (SPOA)

What is a SPOA?

SPOA is a new, streamlined way for adults and professionals across North Wales to gain direct access to information, advice, and assistance, and co-ordinated community Health, Social Care Services, by contacting one central, integrated team and number.

It aims to:

- Ensure first contact, right response
- Enable citizens to easily access information and advice tailored to their needs / situation about Health, Social Care and wellbeing services based within their own community / area.
- Assist in maintaining and promoting people's safety, independence and wellbeing.
- Provide access to appropriate, quality information and advice to enable the citizen to make informed choices.
- Provide a clear point of contact for professional NHS and Adult Social Services staff for referral into services, specialist advice and information and, in future, to help with care co-ordination.

Why make this change?

- Demand for services is rising as the population ages but resources are more and more limited.
- A change is needed to help support and enable citizens to remain as independent as possible and to help them help themselves (without being 'sucked into' services).
- Integrating services will reduce unnecessary duplication and make public services as efficient and effective as possible.
- There is a real need to respond positively to people's changing expectations and modern preferences, such as wanting to stay living at home as independently as possible, for as long as possible.
- There are also Legislative drivers such as the new Social Care and Well-being (Wales) Act (2014) . This requires each Local Authority with the assistance of partners (including the NHS) to provide an Information, Advice and Assistance Service for citizens.

- The SPOA will also be a key vehicle for delivering the new Wales wide Integrated Assessment Framework (incorporating the 'core data set' and 'what matters conversation').

What are the principles of the SPOA's development?

Developed regionally, but locally shaped and delivered

Partnership working and integration of community based health and social care services.

The citizen's perspective will be the foundation of this new model. Key to this will be the engagement of citizens in the design and evaluation of the SPOA.

Empowering and enabling, in its approach.

Benefits of the SPOA for citizens

Benefits foreseen include:

- Clarity of who to phone when help, information or advice is needed about health in the community or social care
- Help, information and advice provided without delay
- Improved 'flow' between services resulting in faster decisions being made about needs and support (as workers in health and social care working together more closely) leading to more consistent, coordinated care and support and ultimately a more positive experience for the individual
- Information about local support available to enhance wellbeing
- Consistent and familiar service available no matter where living/based in North Wales.
- Greater equality and equity in service availability and delivery across the region.

Benefits of the SPOA for professionals

Benefits foreseen include:

- Clarity and improved process - one point to contact / send all referrals to
- Quicker more co-ordinated response and decision making
- Electronic messaging portal or secure haven fax to direct referrals
- One new joint assessment process (Integrated Assessment Framework)
- Better informed, more independent, self-caring citizens through contact with the SPOA or accessing the Regional SPOA information resource (on or off line app facility linked as far as possible to the developing National website - Dewis Cymru).
- Less duplication so more resource released to focus on professional delivery role
- More sustainable service, better able to meet growing demand by providing better information and advice on self-care and more effective signposting to the Third Sector
- Consistent regional policies, procedures and service standards applied across North Wales.

- Legislative, statutory and policy requirements met through modernising and integrating Health and Social Care services and promoting and maintaining the wellbeing and independence of citizens

Who can use the SPOA?

Every adult (over the age of 18) can use this new service to access non-emergency information, advice and assistance or referral concerning community based health services, social care or about their wellbeing. Health and social care professionals can also refer or gain advice and information via the SPOA either by email, fax, letter or by phone. *(N.B. Police, Ambulance and GP services remain the same and will not be available through the SPOA.)*

How is the SPOA being planned / developed?

Six SPOAs (one for each county) are being planned and developed across North Wales between 2014 and April 2016. These are being developed through partnership working involving Adult Social Services, community Health Services (Betsi Cadwalader University Health Board (BCUHB)) and the Third and Independent Sectors. Funding has been secured from the Welsh Government (WG) to enable this change to happen. As the six SPOAs will have many things in common, the intention is to develop them in a regionally supported and co-ordinated way but, with each being delivered locally. This will allow each SPOA to respond to its own local population need and situation.

How will the Regional work fit with the SPOA within each county?

The SPOA Programme is being developed across North Wales to help ensure consistency for citizens (e.g. avoid post code lottery), reduce duplication, maximise learning, sharing and efficiency. So, as much work as possible is being developed together at a regional level e.g. governance arrangements, information sharing protocols, directory of services, IT support systems, evaluation. However, local SPOA Teams within each county are tasked with its delivery to ensure the SPOA is tailored to meet the specific local needs and situation.

As partnership working, cooperation, supported and shared learning across counties, organisations, disciplines and sectors is central to the programme's overall success, regionally lead work streams are being run, one by each county.

What is the timescale for delivery?

All counties across North Wales will be developing their SPOA between 2014 and April 2016.

Who is responsible for the delivery of the SPOA?

The Regional Transforming Access (SPOA) Programme Team is responsible for the overall delivery of the programme across North Wales as well as its completion within the terms of the Welsh Government funding, which supports the SPOA development.

Partnerships also have their own lines of accountability within their organisations and ultimately to the North Wales Social Services and Health Programme Board.

What about the NHS Direct service and the new 111 phone number?

SPOA may offer an infrastructure for a future 111 number but no final decision has yet been made by Welsh Government. NHS Direct will remain in Wales.

For more information contact either the Project Managers in the counties as shown below or Jane Moore, Regional SPOA Programme Manager on Tel: 07909 620083 or email Jane.Moore@flintshire.gov.uk

SPOA county contacts:

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Wrexham: Steve Baker Tel: 01978 298 618 Email: Steven.Baker@wrexham.gov.uk

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **16TH DECEMBER 2014**

REPORT BY: **CHIEF OFFICER (SOCIAL SERVICES) AND
CHIEF OFFICER (GOVERNANCE)**

SUBJECT: **DEPRIVATION OF LIBERTY SAFEGUARDS
IMPLICATIONS FOR FLINTSHIRE COUNTY COUNCIL**

1.00 PURPOSE OF REPORT

- 1.01 To update Cabinet on the Supreme Court ruling made in March 2014 that changed the way Deprivations of Liberty are assessed.
- 1.02 To inform Cabinet of the impact on services and actions taken to date.
- 1.03 To request that Cabinet consider the financial implications for social services and legal services,

2.00 BACKGROUND

- 2.01 The Mental Capacity Act Deprivation of Liberty Safeguards (DOLS) were implemented on 1 April, 2009. They provide a legal framework that protects people living in care homes and hospitals who are vulnerable because of mental disorder and problems with their mental capacity.
- 2.02 Under these safeguards people can be deprived of their liberty when there is no other way safely to care for them, and an assessment has been made of their best interests. The body responsible for co-ordinating and authorising these assessments is known in the Safeguards as the Supervisory Body. For care homes the relevant Supervisory Body is the Local Authority, for hospitals it is the Local Health Board. The care home or hospital is known as the Managing Authority. The DoLS assessments are carried out by a Best Interests Assessor (in Flintshire the best interest assessors are social workers with special training), and any assessment must include an assessment form a doctor with specialist skills in psychiatry (registered under Section 12 of the Mental Health Act 1983).
- 2.03 From 2009 until March 2014 the number of requests for DoLS authorisations received in Flintshire remained relatively low (an average of 17 referrals a year between 2010 and 2014). There had been general agreement, based on several significant pieces of case law, that for a deprivation to take place, a person would need to be

showing some sign of wanting to leave the care setting. There was also guidance that other factors such as the frequency and duration of the person's efforts to leave, and the number of restrictions which were placed on them should all be taken into account when assessing whether a person was deprived of their liberty. All these factors kept down the number of referrals received and authorised.

- 2.04 In March 2014 the Supreme Court (*P v Cheshire West and Chester Council and, P & Q v Surrey County Council*) issued a judgement that greatly increased the number of people who could be seen as being deprived of their liberty. The Court ruled that people are deprived of their liberty if they meet three key features (referred to as the "acid test"). These are that they
- Lack the mental capacity to make decisions about their care and residence and;
 - Are subject to continuous supervision and control under the responsibility of the state and;
 - Lack the option to leave their care setting
- 2.05 One of the Judges, Baroness Hale, said that whether or not the person was happy and settled in the home and whether or not they were receiving a high quality of care did not matter. As she said, "A gilded cage is still a cage".
- 2.06 Even though the Deprivation of Liberty Safeguards only apply to care homes and hospitals, the judgement clarifies that if a person over the age of 16 yrs is deprived of their liberty in a domiciliary setting (for example in supported living), their deprivation should be authorised by the Court of Protection, a process which is currently very expensive and protracted.
- 2.07 The implications of the judgement are significant and mean that
- Every person in a care home in Flintshire who lacks capacity to make a positive decision about living in the home and who is receiving continuous supervision and control from staff is being deprived of their liberty, and the home should apply to the Social Services Department for a Deprivation of Liberty Safeguards assessment.
 - Every person living in their own homes and who lack capacity can also be seen as being deprived of their liberty where "the state" is involved in providing a package of care. This group of people will have to be referred to the Court of Protection for an authorisation of their deprivation.
 - Children aged between sixteen and eighteen years can be deprived of their liberty in a domiciliary setting.
- 2.08 There are legal time scales attached to requests for assessments. If a care home believes they are already depriving a resident of their liberty they should issue an Urgent Authorisation, which authorises the

deprivation for up to seven days whilst a request for a standard authorisation is submitted. This must be dealt with by the Supervisory Body (the Local Authority) within five days of receiving the application. If the Managing Authority (the care provider) consider that they will be depriving someone of their liberty in the near future, then they would submit a Standard Authorisation request which the Supervisory Body should process within twenty-one days

2.09 As Deprivations of Liberty have to be reassessed and re authorised as a minimum annually, the demand for work is not a one off event but will be rolling year on year programme of work.

2.10 **New Demand on Services**

On a broad basis the expectation is that Flintshire County Council face the task of assessing and authorising up to 300 DoLS authorisations and considering applications to the Court of Protection for up to 670 service users in the community. These figures are covered in more detail as follows.

2.11 Possible Deprivation of Liberty Safeguards applications (people in a care setting) :

26 EMI Nursing
30 Nursing
110 Residential Care
122 EMI Residential Care

Estimate 288 (This number should be considered alongside the previous year's 13 applications)

2.12 Potential deprivations of liberty that require authorisation by the Court of Protection (people in their own homes)

100 Learning Disability - Supported Living
200 Learning Disability - care package in own home
20 Physical Disability Sensory Impairment
50 Mental Health
300 Older People - care package in own home

Estimate 670

2.13 The Court of Protection is to issue further guidance in February 2015 about deprivations of liberty in settings outside care homes or hospitals but has made it clear that priority should given to people in Supported Living, and until further guidance is received, recommendations in this report are based on the 100 people identified as living in this category of care in Flintshire.

2.14 The Courts issued new guidance in June 2014 around Court of Protection applications for people in the community, stating that some uncomplicated applications for Court of protection may be a paper

exercise requiring the local Authority to submit a detailed technical paper to the court of approximately 50 pages. Complicated or contested Court of Protection applications will require written submissions in the first instance but then will also require oral hearings with representation by the local authority at the court.

- 2.15 Responsibility for making applications to Court of Protection in supported living or individuals own homes (where individuals have a large package of care funded through the state) is likely to lie with the Councils social work service, supported by the service provider.
- 2.16 The cost of a standard application to the Court of Protection is £400 application fee, with an additional £500 hearings fee for complex cases. For the 100 supported living cases alone, if we estimate that 20% of cases might be complex, this would amount to £50,000.

Actual impact to date and actions taken

- 2.17 Significant efforts have been made to make the best use of existing resources using the Safeguarding Manager and Administrator and existing qualified social work staff to undertake referrals as they have arrived. Despite these efforts the service has not been able to keep pace with demand. The use of existing staff has had a detrimental and unsustainable adverse effect on existing workload and waiting lists.
- 2.18 Since April 2014, 149 requests for authorisation have been received by the Supervisory Body, (LA) of these :
- 67 requests have been assessed and completed
 - 83 applications are outstanding and more are expected
 - 30 mental health assessments have been completed by Section 12 doctors (at a cost of up to £200 per assessment, including fee and travel)
- 2.19 Each application requires an average of 10/12 hours of Best Interest Assessor (social work) time to assess the individuals, speak to appropriate people and record the assessment. This work is time consuming and requires administrative support to collate the 10 page document and deal with the necessary correspondence. Since April DOLS requests have taken up approximately 80% of the Adult Safeguarding Manager's time, negatively affecting our capacity to respond to Adult safeguarding issues.
- 2.20 The change in legislation is backdated 12 months to when these above mentioned cases begun their passage through the court. The failure to deal with the backlog of cases could result in a breach of human rights, specifically Article 5, the right to liberty. If the problem is not resolved quickly, the council could potentially face adverse legal action for the failure to respond.

- 2.21 The safeguarding budget allocated by Welsh Government which previously covered appointment of S12 Drs for Deprivations of liberty has already been exceeded. Steps have been taken with health colleagues to seek their engagement of Section 12 Doctors across the region but progress is currently at an early stage.

3.00 CONSIDERATIONS

- 3.01 Given the known pressures on the adult safeguarding services and on the broader social work service, neither the social services or the legal service are able to cope with the dramatic increase in demand for DOLS within the specified timescales, without additional resources.
- 3.02 A change in case law unlike change in legislation hasn't allowed time to plan resource allocation ahead of demand. Consequently the service is facing a significantly increased area of responsibility without corresponding increase in resource / capacity to respond.
- 3.03 Discussions have begun on a regional basis and with health colleagues to discuss how best to commission section 12 Drs given the sudden increased level of cost and potential capacity available. No agreement has yet been reached, although we will continue to press for progress to be made.
- 3.04 An experienced social worker has been moved within the Department to work exclusively on DoLS assessments. This has been managed in the short term within existing financial resources.
- 3.05 Welsh Government have allocated some one off funding to train DoLS assessors and Flintshire allocation of £5k, which will support the essential raining requirement for new assessor role.

4.00 RECOMMENDATIONS

- 4.01 To undertake these assessments on an ongoing basis the Council needs to consider increased funding to manage this unexpected and unfunded significant new responsibility. It is recommended that the following resource is required as a minimum to deal with the first year's work:
- 3 Social workers with approved Mental Health qualification or substantial knowledge and experience of mental health / mental capacity and safeguarding legislation.
 - 1 Solicitor
 - Section 12 Doctor costs
 - Court of protection cost.
- Total cost 270 k
- 4.02 It is recommended that the following be identified as an ongoing resource requirement for future years whilst the judgement remains in force.

- 4.03 2 Social Workers
0.5 Solicitor.
Section 12 Doctor Costs
Court of Protection costs.
- 4.04 Total Cost 210k
- 4.05 Recognise the increased workload for Social and Legal Services in arranging and authorising significant numbers of legal deprivations of liberty.
- 4.06 Acknowledge that as for every authority, there has inevitably been a short term "waiting list" for DoLS referrals and associated work until resources can be found to meet new demand.

5.00 FINANCIAL IMPLICATIONS

- 5.01 In order to clear the current backlog of assessments as outlined in paragraph 4.01, the additional costs of 3 x Social Workers and 1 x Solicitor are £0.180m. A further £0.060m is required to fund the services of Doctors qualified under Section 12. A further budget of £0.050m is required for Court of Protection applications, inclusive of additional costs of £0.010m to cover the more complex cases where an additional fee of £500 per hearing will apply.
- 5.02 The total additional budget requirement in Year 1 is therefore estimated at £0.290m for dealing with all assessments, including those which must be carried out by S12 qualified Doctors, and the costs of Court of Protection applications and hearings.
- 5.03 After the first year when the current backlog of assessments has been cleared, the additional staffing capacity can be reduced to 2 x Social Workers, plus 0.5 FTE for a Solicitor. The ongoing annual budget requirement would therefore be £0.216m.

6.00 ANTI POVERTY IMPACT

- 6.01 None.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None.

8.00 EQUALITIES IMPACT

- 8.01 Human Rights Legislation.

9.00 PERSONNEL IMPLICATIONS

9.01 As detailed above

10.00 CONSULTATION REQUIRED

10.01 Negotiate with S12 Doctors direct regarding block cases eg one Dr has agreed to undertake a number of assessments in one home for a smaller % of cost.

10.02 Work with other LA's and Health on a regional basis to seek regional solution eg health employment of 2 x FTE S12 Drs cost to be shared across region. Paper proposal being prepared. Regional procurement and contract for Drs will deflect from the need to engage with FCC contract procedure rules that would arise from engaging S12 Drs for so many assessments.

11.00 CONSULTATION UNDERTAKEN

11.01 As above.

12.00 APPENDICES

12.01 None.

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

None.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **16 DECEMBER 2014**

REPORT BY: **CHIEF OFFICER COMMUNITY & ENTERPRISE AND
CHIEF OFFICER STREETSCENE AND
TRANSPORTATION**

SUBJECT: **REVISED BLUE BADGE AND ENFORCEMENT OF
THE SCHEME**

1.00 PURPOSE OF REPORT

1.01 To advise members of the new working arrangements for issuing Blue Badges and to seek agreement for the enforcement of the scheme within Flintshire through the Civil Parking Enforcement Officers.

2.00 BACKGROUND

2.01 On 1st September 2014 the process for issuing Blue Badges was transferred from the Social Services Department to Flintshire Connects.

2.02 At the same time a toolkit was issued by Welsh Government to help local authorities manage the application and verification process to achieve a consistent approach across Wales.

2.03 Civil Parking Enforcement across Flintshire has seen a significant improvement in reducing illegal parking. The introduction of this has identified the lack of enforcement around the use of blue badges by Civil Parking Enforcement Officers. The officers regularly witness the miss-use of badges and are keen to include enforcement of blue badge use alongside civil parking enforcement.

3.00 CONSIDERATIONS

3.01 Blue Badge process

Flintshire County Council issue Blue Badges to applicants that have a permanent and substantial impairment which means they are unable to walk or have considerable difficulty in walking. Badges cannot be issued for temporary conditions.

There are two sets of criteria that are applied:

- Automatic qualification – the applicant requires no further assessment and qualifies automatically generally owing to the

level of disability benefits they are in receipt of from the Department of Works and Pensions. In these cases the process is straight forward and a blue badge is issued upon receipt of the qualifying evidence. A copy of the criteria for automatic qualification is attached in appendix 1.

- **Assessment** – an application is submitted and measured against the recently issued Welsh Government Toolkit. There is no longer a need for the Council to contact GP's for supporting medical evidence. It has been recognised that the applicant's GP is not best placed to supply objective evidence due to their role as an advocate on behalf of their patient. There was also a cost of between £20 and £30 charged by the GP for this service and an application could be delayed for up to 6 weeks. The customer is now able to use evidence that they will already have in support of their application, for example;
 - Prescriptions for medication relating to their illness
 - Hospital letters/appointment cards
 - Clinic appointments (i.e. Pain or respiratory clinics)
 - Occupational Therapist Assessments
 - Walking Aids
 - Adaptations to their home
 - District nurses
 - Physiotherapists

This list is not exhaustive and any evidence in support of the application from a professional will be considered.

In order for the toolkit to be most effective all new applications that require assessment will be dealt with face to face from all Flintshire Connects centres. This allows the assessor to talk through the process, complete the assessment decision making toolkit and also clarify anything that the applicant has not covered in their application form. Administrative processes are reduced and applicants can be advised in most cases whether or not they will be issued with a blue badge at the same time. Face to face assessments will be arranged through a pre-arranged appointment which improves the process for a number of reasons:

- **Accuracy** – Advisors are able to work through the toolkit with the applicant and also make a visual assessment of the applicant's mobility reducing the risk of fraudulent applications.
- **Turnaround** – In most cases a decision can be given at point of application.
- **Work load Planning** – Appointments can at non peak times/days to maximise use of resources and enable advisors to deal with customers quicker in peak times.
- **Reduction in avoidable contact** – Less telephone/face to face and postal enquiries requesting updates on application and

next steps etc.

- **Enhanced service** – Ability to discuss other options for help and support available to customer that they may not be aware of, for example; Disabled Bus Pass, Radar Keys, I can't Wait cards (for those who have bladder and bowel conditions that mean they need immediate access to toilet facilities), Home adaptations, support in the home.

Applicants that automatically qualify for a blue badge are not required to attend an assessment appointment. They have a number of options for applying for a Blue Badge. They can complete a paper application form or use the 'on-line' application process. When it is appropriate to do so applicants are encouraged to complete the application 'on line' and for face to face callers Flintshire Connects staff will provide assistance if required using the IT facilities available at the centres.

3.02 **Blue Badge Fee**

Welsh Government does not allow local authorities to charge for issuing Blue Badges however there is provision to charge a fee of up to £10 for a replacement where badges have been lost, stolen or damaged. It is proposed that Flintshire County Council introduce a fee of £10 for the issue of a replacement blue badge.

3.03 **Blue Badge Enforcement**

The new act (Disabled Persons Parking Badges Act 2013) will enable the Civil Parking Enforcement Officers to identify abuse and misuse of the badges, which includes the powers to inspect and retain a badge (without Police presence), if they have reasonable grounds for believing that the badge is a fake, has already been cancelled, should have been returned to the issuing authority or is being misused (including by someone other than the holder when the genuine holder is not involved in the journey). The Officers will be required to caution the driver, and where necessary, collect sufficient evidence to establish reasonable grounds for retaining the badge. The proposal is to introduce Blue Badge Enforcement within Flintshire to be undertaken by Civil Parking Enforcement Officers

4.00 **RECOMMENDATIONS**

4.01 Cabinet Members are asked to:

1. Note the content of this report and the new arrangements for assessing/issuing Blue Badges.
2. Agree to the introduction of a fee of £10 for issuing replacement badges.
3. Agree to fully adopt enforcement of Blue Badge parking within the remit of the Civil Parking Enforcement service.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The budget held by Social services for the administration of the Blue Badge Scheme has transferred to Flintshire Connects. The transfer of the service has realised an efficiency of circa £15,000 in administrative costs. Potential income generation through introduction of a £10 fee for the issue of replacement badges.

6.00 ANTI POVERTY IMPACT

- 6.01 None.

7.00 ENVIRONMENTAL IMPACT

- 7.01 Increased availability of disabled car parking spaces in close proximity to facilities/town centres for those in genuine need through the enforcement of Blue Badge usage.

8.00 EQUALITIES IMPACT

- 8.01 More robust and consistent approach across Wales which will ensure that only those who are genuinely eligible for a Blue Badge will qualify.

9.00 PERSONNEL IMPLICATIONS

- 9.01 Service transferred to Connects with no staffing implications.

One full time post was released as an efficiency within Social Services as a result of the transfer of the Blue Badge service to Connects.

10.00 CONSULTATION REQUIRED

- 10.01 None.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Changes to the Blue Badge Scheme have been implemented across England and Wales.

Consultation on the toolkit for Wales has been undertaken by Welsh Government with all Welsh Councils and dedicated working groups and sessions have taken place and forums for feedback are still in place.

12.00 APPENDICES

- 12.01 Appendix 1 – Automatic qualification criteria for a Blue Badge

Contact Officers:

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12.01 - Appendix 1 – Automatic qualification criteria for a Blue Badge

People who meet the following criteria requirements to the correct level automatically qualify for a Blue Badge and will not require an assessment.

- are blind (sight impaired, must be registered as);
- receive the Higher Rate of the Mobility Component of Disability Living Allowance;
- receive Personal Independence Payment (Mobility Activity 1, descriptor f; or Mobility Activity 2, descriptors c, d, e or f only)
- receive the War Pensioner's Mobility Supplement; or
- receive a qualifying award under the Armed Forces and Reserve Forces (Compensation) Scheme.

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **16TH DECEMBER 2014**

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

SUBJECT: **WORKFORCE INFORMATION QUARTER 1 AND 2
2014/15**

1.00 PURPOSE OF REPORT

1.01 To provide Members with an update for the first and second quarters for 2014/15. This report provides details of the following:

Headcount and Full Time Equivalent
Organisational Age Profile
Employee Turnover and Stability (Including Redundancies and Early Retirements)
Attendance (Including 100% Attendance)
Performance Appraisals and Development
Resource Management (Including Recruitment and Agency Workers)
Equality and Diversity

2.00 BACKGROUND

2.01 The format of this report and the accompanying Workforce Information has been redeveloped to focus on the organisational performance and trends, with the information being presented in a dashboard format. The dashboards are designed to be a visual presentation of data, showing the current status and historical trends of the Council's performance against key performance indicators.

2.02 The report provides brief narrative on the overall performance. A more detailed explanation is provided on an exceptional basis where performance is falling below organisational performance indicators or where there has been a significant movement, either upwards or downwards, in the reported trends. The narrative will include an explanation for the movement in trend and details of the actions that are planned to improve or maintain performance.

The performance information for the whole organisation is split to show Schools and Non-Schools data separately.

2.03 The dashboards created are an interim measure before the implementation of new Business Intelligence software. The software will further enhance the visualisation of data and also provide an opportunity to use interactive dashboards which will enable Members to focus in on

more detailed information.

3.00 CONSIDERATIONS

3.01 Headcount and Full Time Equivalent

Voluntary Redundancy and service review schemes across the Council has meant the total headcount and full time equivalent has seen an overall decrease.

Against the quarter 1 comparative figures for last year, the full time equivalent in quarter 1 this year shows a decrease of 60 FTE within non-schools and an increase of 76 FTE within. The increase of FTE within Schools is due to the Pupil Deprivation Grant which is provided to aid learners with disadvantaged backgrounds.

For quarter 2, the full time equivalent shows a decrease in 126 FTE within non-schools and an increase of 65 FTE within Schools. These figures are also against the comparative figure for last year.

That said, cumulative figures for 2014/15 has shown an overall decrease of 169 FTE, where the non-schools show an overall decrease of 114 FTE, and Schools shows an overall decrease of 54 FTE.

As Vacancy Management remains a key priority within the Council, robust information around vacancies will be provided in future reports.

3.02 Organisational Age Profile

The purpose of providing the Organisational Age Profile is to enable the Council to provide a guide to the future number of potential retirements and succession plan by identifying any skill gaps that may arise. Without an analysis of age profile, no workable long term planning can be made.

3.03 Employee Turnover and Stability (Including Redundancies and Early Retirements)

Early Retirements and redundancy schemes across the Council has resulted in an increase in turnover within the past year.

The Flintshire County Council cumulative turnover percentage for 2014/15 is 7.36%. This is broken down by a non-schools cumulative turnover percentage of 9.06% and a Schools percentage of 5.55%.

For the comparative figures for last year, the cumulative turnover percentage after quarter 2 was 5.58%, which shows an increase of 1.78%.

3.04 Attendance (Including 100% Attendance)

Reducing absence and improving performance is continually measured and tracked. The Flintshire County Council cumulative absence FTE days lost for 2014/15 is 9.73, which is just short of achieving our annual target of 9.60. This is broken down by non-schools cumulative FTE days

lost of 12.98 and Schools FTE days lost of 7.58.

There have been good performers for low absence/high attendance across the Council. Social Services and Streetscene and Transportation continue to show higher volumes of absence. That said, there has been a significant improvement within those areas from the comparison figures for last year.

Ongoing measures are carried out to ensure that sickness levels continue to decrease.

Identifying the most common reasons will enable the appropriate measures to be taken.

3.05 Performance Appraisals and Development

The ongoing collection of Appraisals and Performance Monitoring information continues to be a high priority. This will enable more effective monitoring of potential training needs for future planning.

The Council is introducing competency based appraisals with effect from 1 January 2015, and have set specified time slots for completion of appraisals. The target for the completion of senior manager appraisals is the end of February 2015. This will enable performance in relation the undertaking of appraisals to be tracked against target completion dates in future reports.

3.06 Resource Management (Including Recruitment and Agency Workers)

The agency show figures that there has been a significant increase in hours worked for quarter 1 and 2 against the comparative figures for last year. Business Partners will continue to liaise with Service Managers to ensure that there is a reduction in the use of agency workers. The introduction of service review changes, particularly in Streetscene and Transportation, will result in a decrease in the number of agency placements we have. Otherwise, annual leave and sickness absence cover continue to be the predominant reasons for agency cover.

Recruitment and Redeployment information will be provided in future reports.

3.07 Equality and Diversity

The importance of collecting equality and diversity information remains a high priority. Data collection on protected characteristics shown on the dashboard is as follows:

Gender – 100%

Ethnicity – 67%

Sexual Orientation – 32%

Regular measures and an ongoing monitoring audit is being carried out to ensure that the data we hold is accurate. Understanding the “make up” of the Council in terms of gender, ethnicity etc. allows us to identify any inequalities and to take action to remedy these.

4.00 RECOMMENDATIONS

4.01 Member note Workforce Information Report for quarters 1 and 2.

5.00 FINANCIAL IMPLICATIONS

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

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 None.

8.00 EQUALITIES IMPACT

8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 None.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 Appendix 1 – Glossary of Terms
Appendix 2 – Dashboard Report FCC Total (Schools and Non-Schools)
Appendix 3 - Dashboard Report Quarter 1 (Non-Schools)
Appendix 4 – Dashboard Report Quarter 1 (Schools)
Appendix 5 – Dashboard Report Quarter 2 (Non-Schools)
Appendix 6 – Dashboard Report Quarter 2 (Schools)

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

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WORKFORCE INFORMATION REPORT QUARTER 1 AND 2 (2014/15)

GLOSSARY OF TERMS

Headcount and FTE

This will provide information on the current levels of the Council's workforce.

Organisational Age Profile

The purpose of providing the Organisational Age Profile is to enable the Council to provide a guide to the future number of potential retirements and succession plan by identifying any skill gaps that may arise. Without an analysis of age profile, no workable long term planning can be made.

Employee Turnover and Stability (Including Redundancies and Early Retirements)

This information will provide the awareness of trends in turnover rates within the Council for potential measure to be put in place for high turnover rates, if applicable.

Attendance

Attendance remains a high priority in the Council and will provide detailed information on the areas for improvement for absence/attendance.

Performance Appraisals and Development

Reporting on performance appraisals and development will enable more effective monitoring of potential training needs for future planning.

Resource Management

This information will include the level of recruitment activity within the Council and monitor the usage of agency workers.

Equality and Diversity

Information will be provided to implementation measure to prevent inequalities within the Council.

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2014/15 DASHBOARD

FLINTSHIRE COUNTY COUNCIL TOTALS

**TOTAL
HEADCOUNT**

7,227

TOTAL FTE

5,451

LEAVERS / TURNOVER

537 / 7.36%

DAYS LOST PER FTE

9.73

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CORPORATE DASHBOARD REPORTS

(NON SCHOOLS)

2014/15 - QUARTER 1

(APRIL - JUNE)

QUARTER 1 2014/15 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - NON SCHOOLS

TOTAL HEADCOUNT

3,650

2013/14 - Q1 **3,726** **Decrease of 76 people (-2.0%)** 2014/15 - Q1 **3,650**

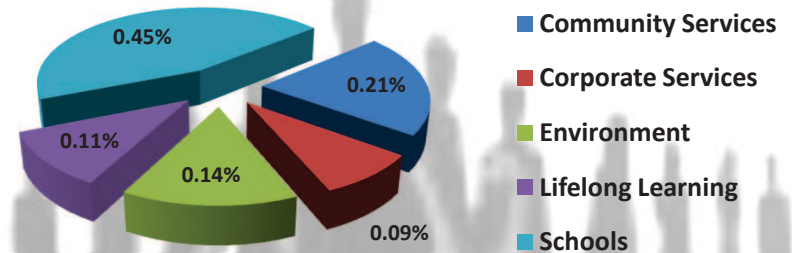
TOTAL FTE

3,026

2013/14 - Q1 **3,086** **Decrease of 60 FTE (-1.9%)** 2014/15 - Q1 **3,026**

FTE % BY DIRECTORATE

2014/15 - Q1



Q1 TREND

Directorate	2013/14	2014/15	Trend
Community Services	1,167	1,160	↓ 0.60%
CORPORATE SERVICES	467	474	↑ 1.50%
ENVIRONMENT	826	782	↓ 5.30%
Lifelong Learning	627	610	↓ 2.70%

QUARTER 1 2014/15 DASHBOARD

EQUALITY AND DIVERSITY - NON-SCHOOLS

GENDER BREAKDOWN

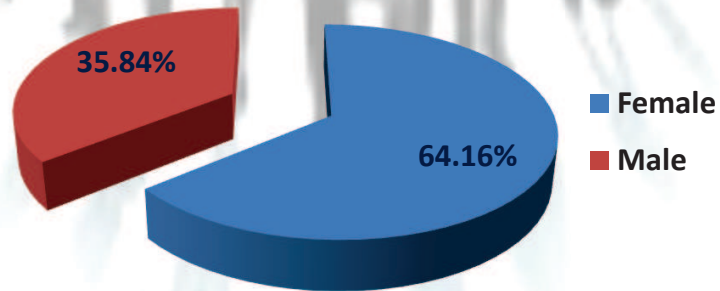
MALE

1,308
(35.84%)

FEMALE

2,342
(64.16%)

GENDER BREAKDOWN (%)



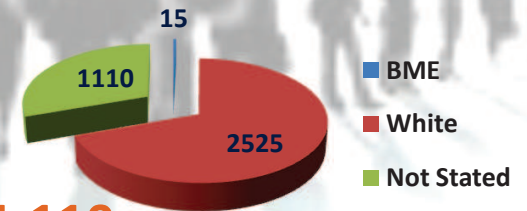
ETHNICITY

BME - 15

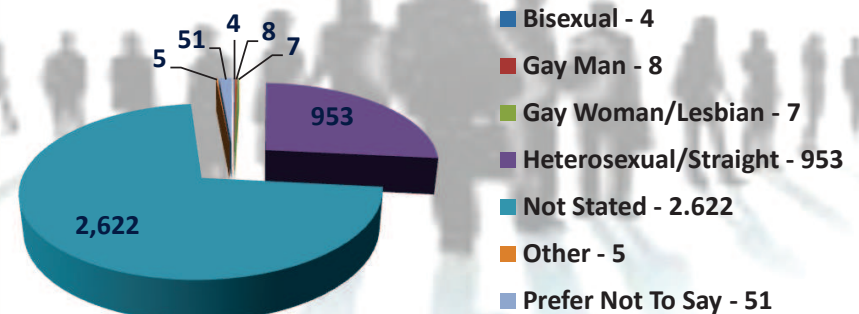
WHITE - 2,525

NOT STATED - 1,110

ETHNICITY BREAKDOWN (%)



SEXUAL ORIENTATION

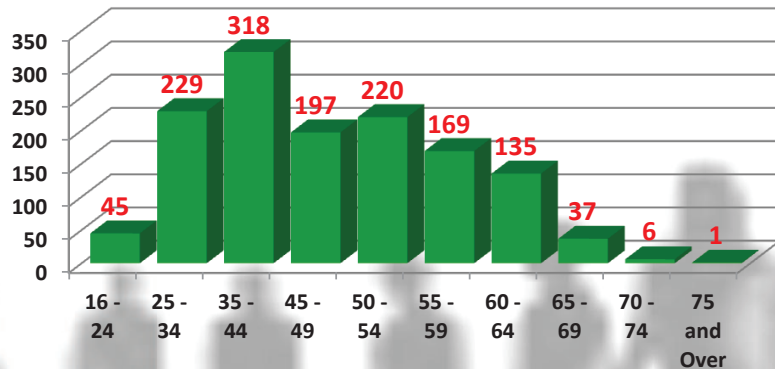


QUARTER 1 2014/15 DASHBOARD

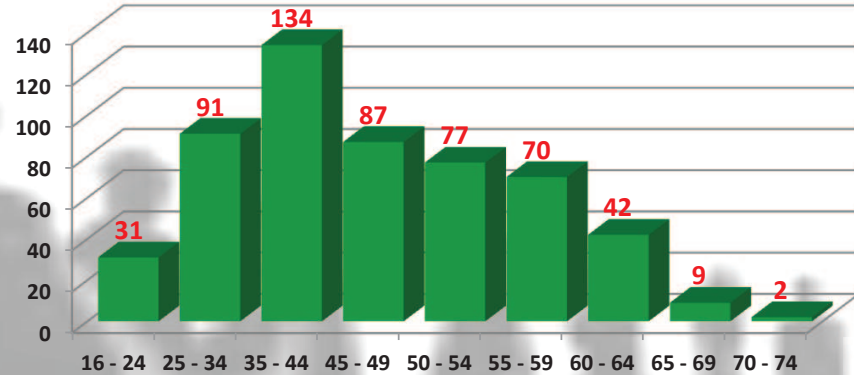
AGE PROFILE - NON-SCHOOLS

Page 254

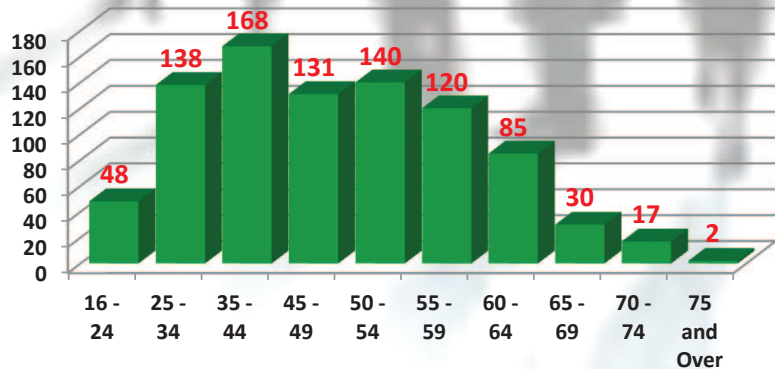
Community Services



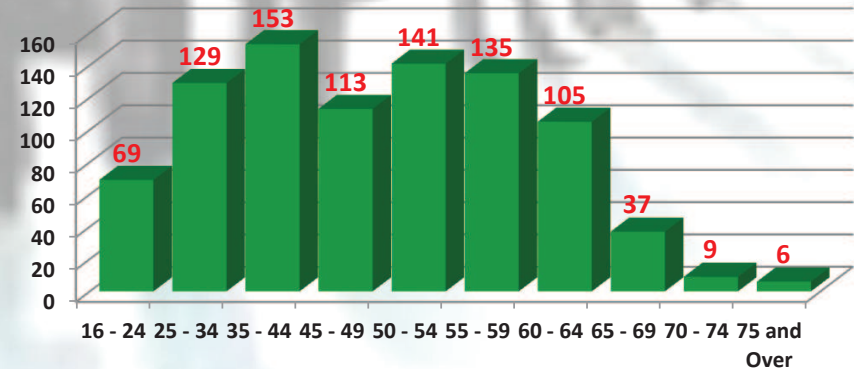
Corporate Services



Environment



Lifelong Learning



QUARTER 1 2014/15 DASHBOARD

TURNOVER AND STABILITY - NON-SCHOOLS

LEAVERS

131

TURNOVER %

3.56%

2013/14 - Q1 1.45% Increase of +2.11% 2014/15 - Q1 3.56%

TOP 3 REASONS

1. REDUNDANCY
2. PERSONAL REASONS/CAREER DEVELOPMENT
3. RETIREMENT

REDUNDANCY BREAKDOWN

VOLUNTARY

62

COMPULSORY

4

QUARTER 1 2014/15 DASHBOARD

ATTENDANCE - NON-SCHOOLS

DAYS LOST PER FTE

2.50

2013/14 - Q1

2.52

Decrease of 0.02

2014/15 - Q1

2.50

ANNUAL
TARGET

9.60

ANNUAL
FORECAST

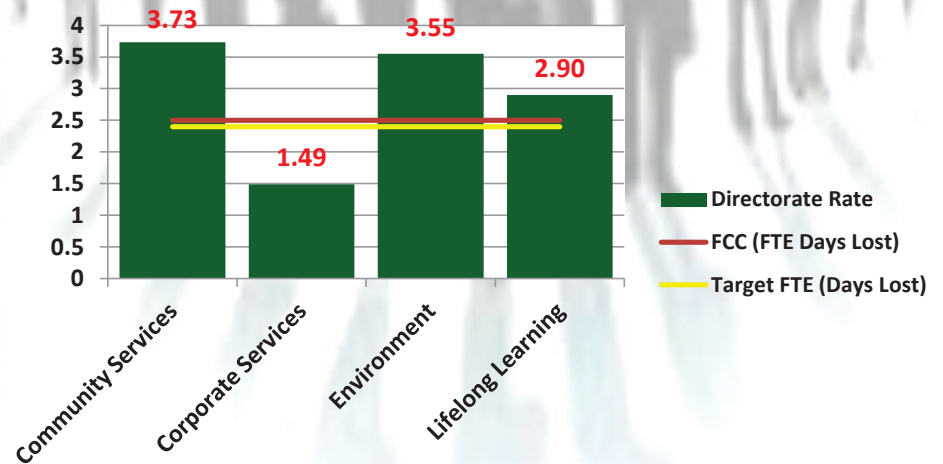
10.04

TOP 4 REASONS

1. STRESS, DEPRESSION: MENTAL HEALTH
2. MUSCULOSKELETAL
3. STOMACH, LIVER: VOMITING
4. INFECTIONS

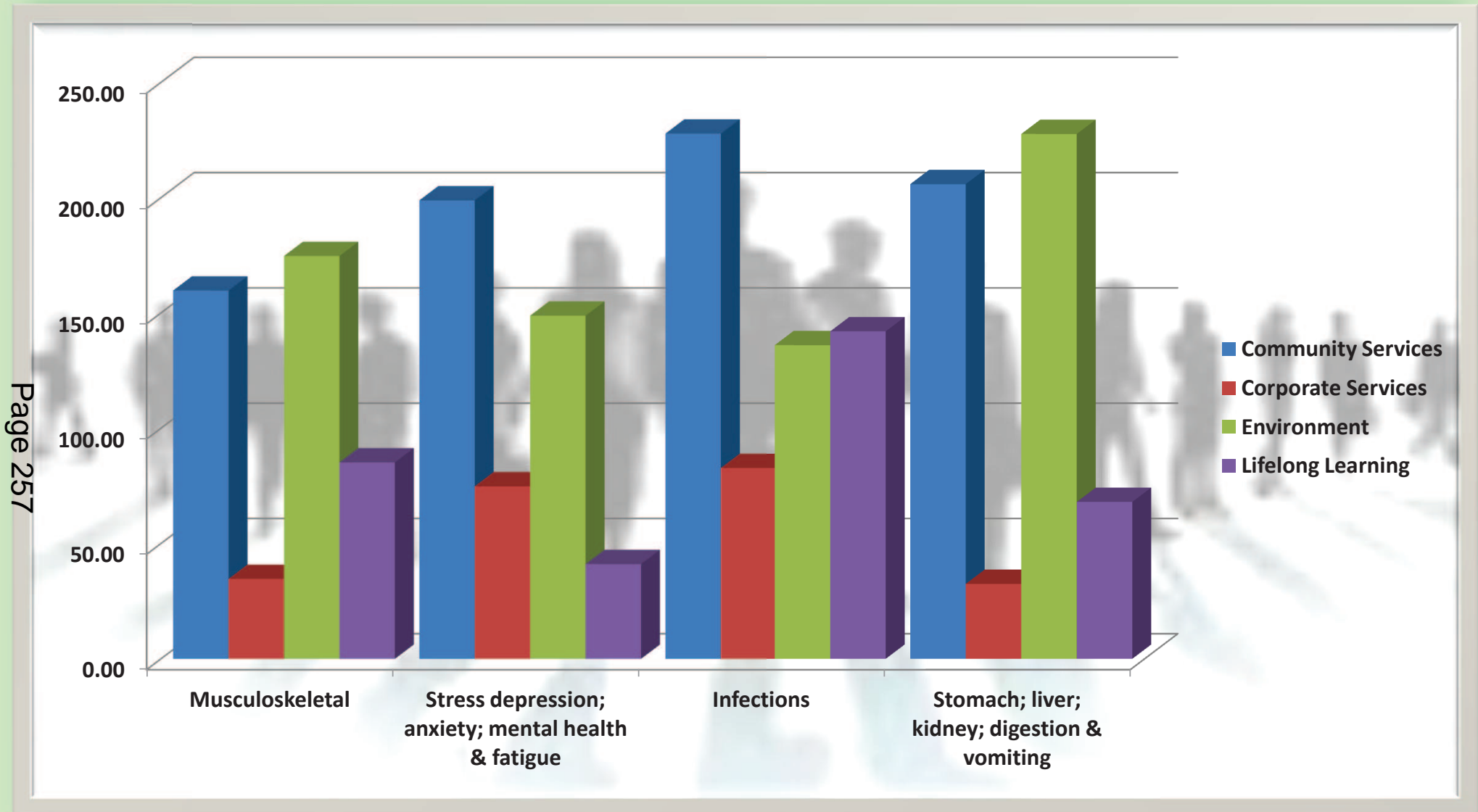
FTE DAYS LOST BY DIRECTORATE

2014/15 - Q1



QUARTER 1 2014/15 DASHBOARD

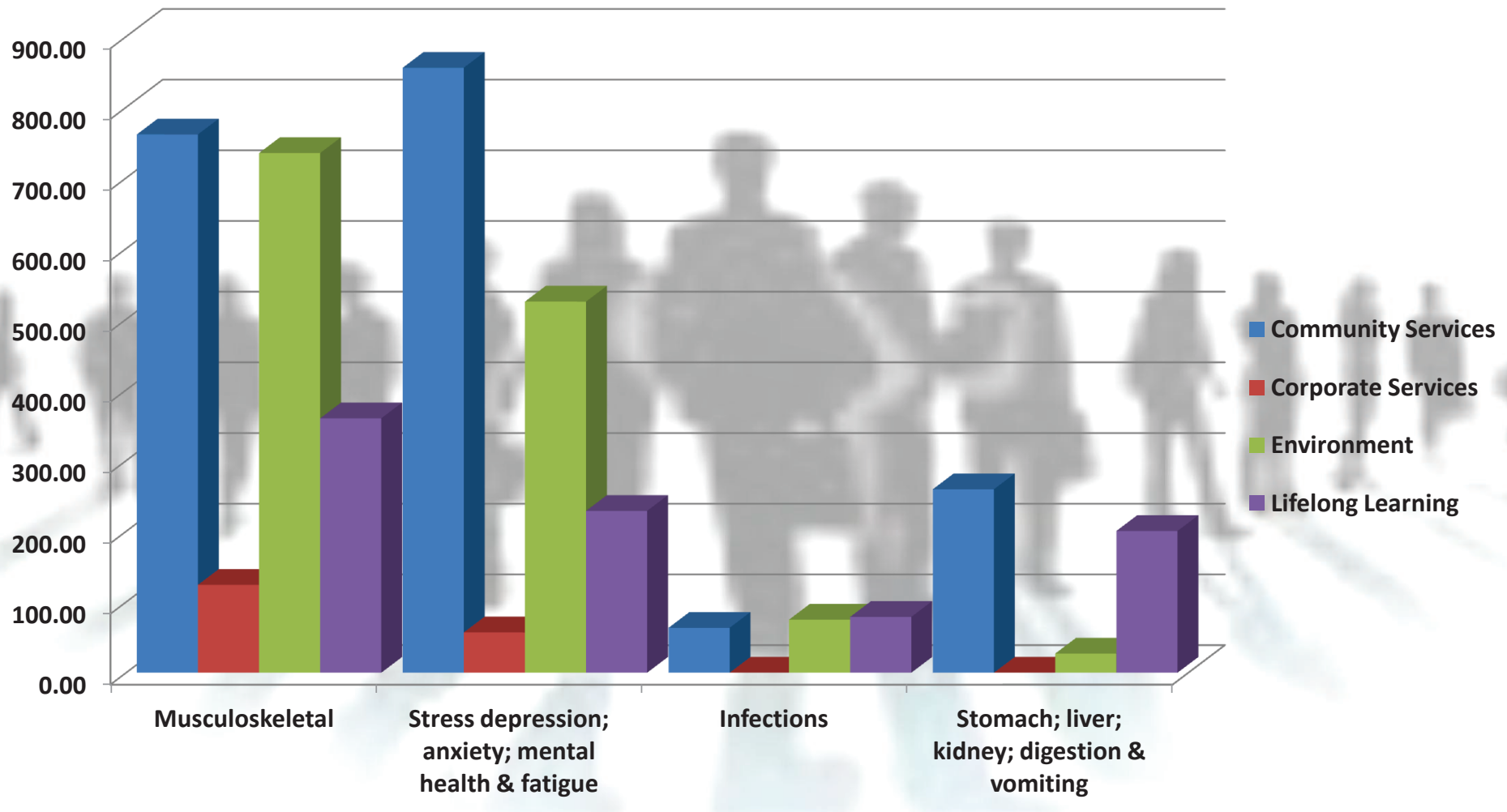
SHORT TERM ABSENCE DAYS LOST (TOP 4 REASONS) - NON-SCHOOLS



QUARTER 1 2014/15 DASHBOARD

LONG TERM ABSENCE DAYS LOST (TOP 4 REASONS) - NON-SCHOOLS

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QUARTER 1 2014/15 DASHBOARD

MANAGING RESOURCES

RECRUITMENT / REDEPLOYMENT

**DATA TO BE
PROVIDED IN
FUTURE REPORTS**

Page 259

AGENCY

Q1 - 2013/14
HOURS WORKED 32,475

**Hours worked
increases by
6,245 (+19%)**

Q1 - 2014/15
HOURS WORKED 38,720

FREQUENT SERVICE USERS

ENVIRONMENT - **26,205**

COMMUNITY SERVICES - **8,910**

QUARTER 1 2014/15 DASHBOARD

WORKFORCE DEVELOPMENT AND PERFORMANCE

DEVELOPMENT PROGRAMMES

Employees on Development Programmes



**DATA TO BE PROVIDED IN
FUTURE REPORTS**

PERFORMANCE APPRAISALS

Flintshire County Council



**DATA TO BE PROVIDED IN
FUTURE REPORTS**

**CORPORATE DASHBOARD
REPORTS
(SCHOOLS)
2014/15 - QUARTER 1
(APRIL-JUNE)**

QUARTER 1 2014/15 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS

TOTAL HEADCOUNT

3,635

2013/14 - Q1 **3,486** Increase of 149 people (-4.3%) 2014/15 - Q1 **3,635**

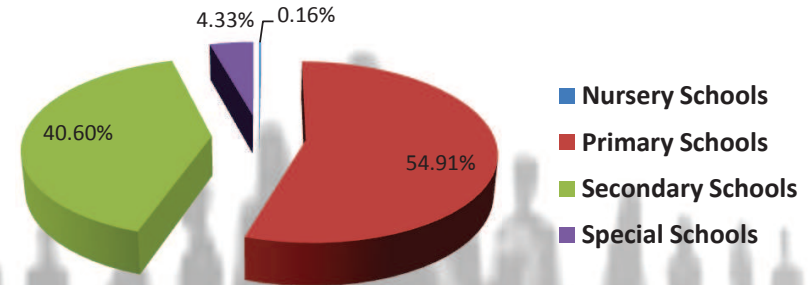
TOTAL FTE

2,473

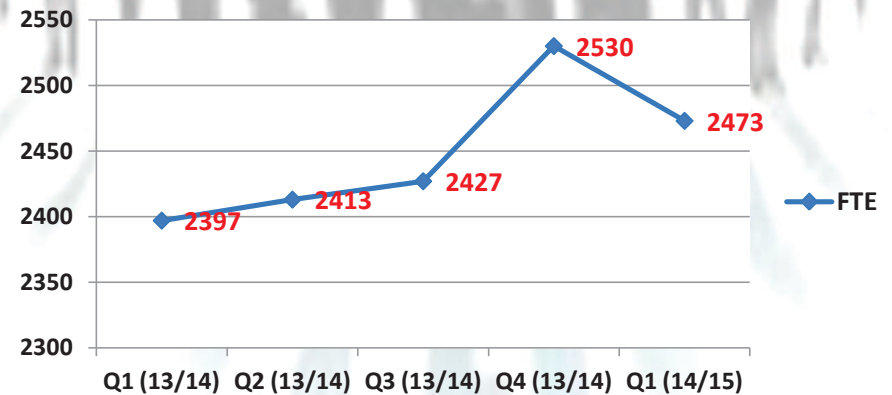
2013/14 - Q1 **2,397** Increase of 76 FTE (+3.2%) 2014/15 - Q1 **2,473**

FTE % BY DIRECTORATE

2014/15 - Q1



TOTAL FTE Q1 TREND



QUARTER 1 2014/15 DASHBOARD

EQUALITY AND DIVERSITY - SCHOOLS

GENDER BREAKDOWN

MALE

527

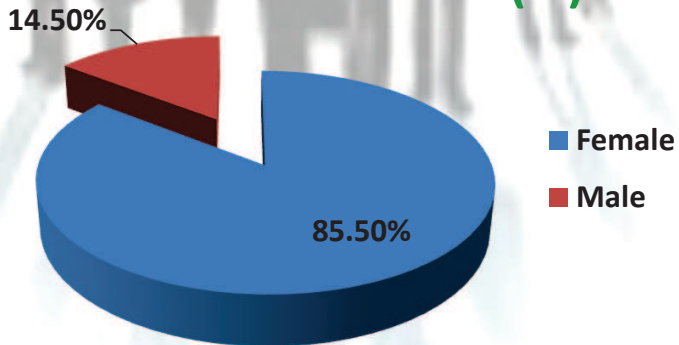
(15.50%)

FEMALE

3,108

(85.50%)

GENDER BREAKDOWN (%)



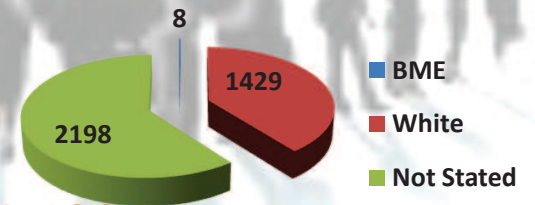
ETHNICITY

BME - 8

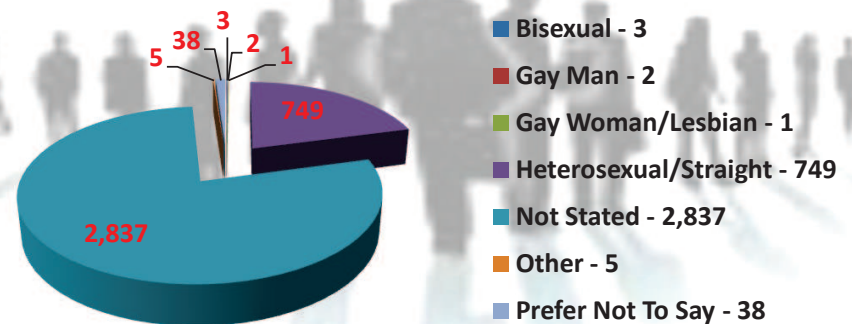
WHITE - 2,198

NOT STATED - 1,429

ETHNICITY BREAKDOWN (%)



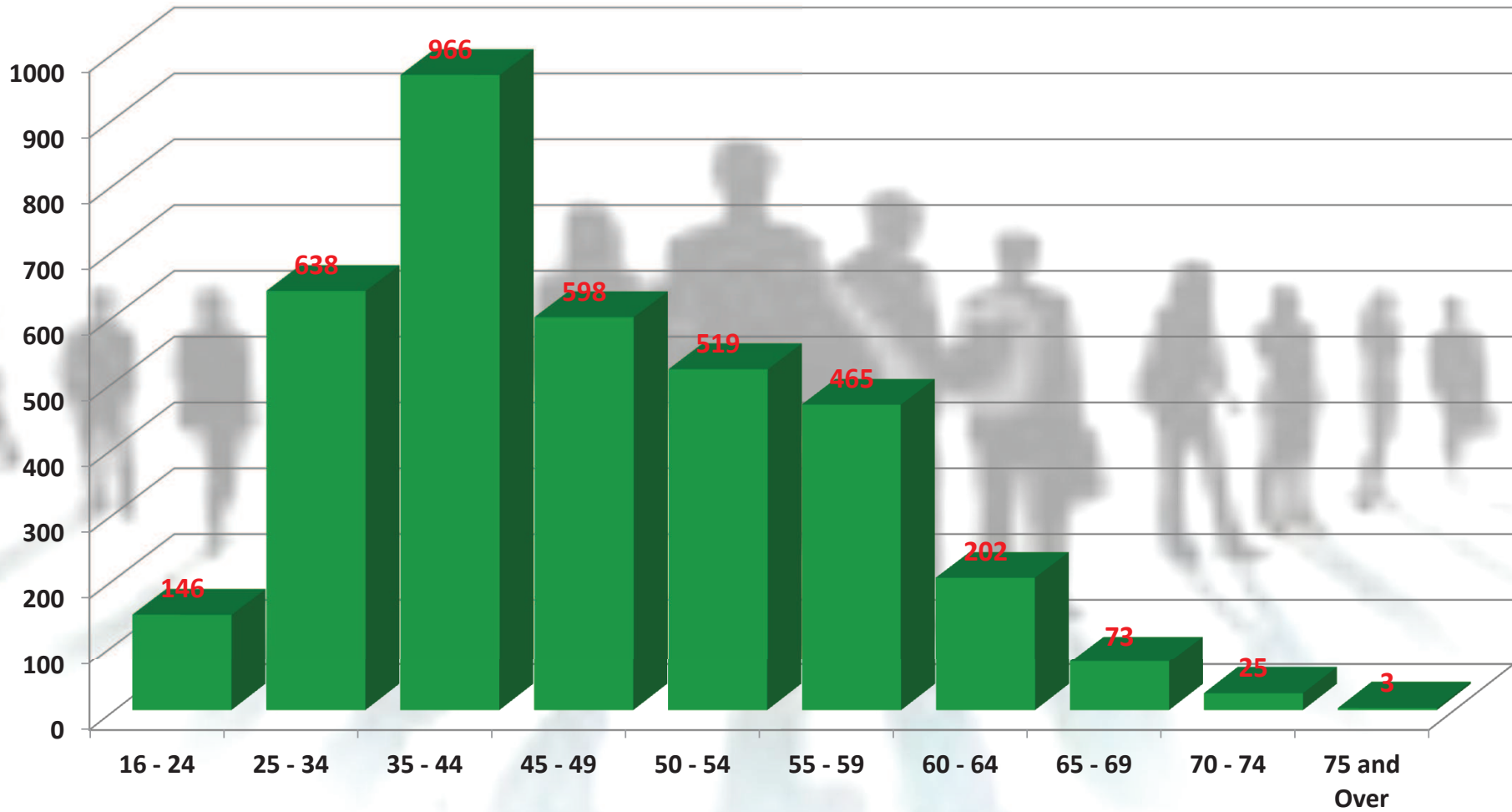
SEXUAL ORIENTATION



QUARTER 1 2014/15 DASHBOARD

AGE PROFILE - SCHOOLS

Page 264



QUARTER 1 2014/15 DASHBOARD

TURNOVER AND STABILITY - SCHOOLS

LEAVERS

52

TURNOVER %

1.43%

2013/14 - Q1 1.32% Increase of +.011% 2014/15 - Q1 1.43%

TOP 3 REASONS

1. REDUNDANCY
2. PERSONAL REASONS/CAREER DEVELOPMENT
3. RETIREMENT

REDUNDANCY BREAKDOWN

VOLUNTARY

1

COMPULSORY

2

QUARTER 1 2014/15 DASHBOARD

ATTENDANCE - SCHOOLS

DAYS LOST PER FTE

1.70

2013/14 - Q1

2.18

Decrease of 0.48

2014/15 - Q1

1.70

ANNUAL
TARGET

9.60

ANNUAL
FORECAST

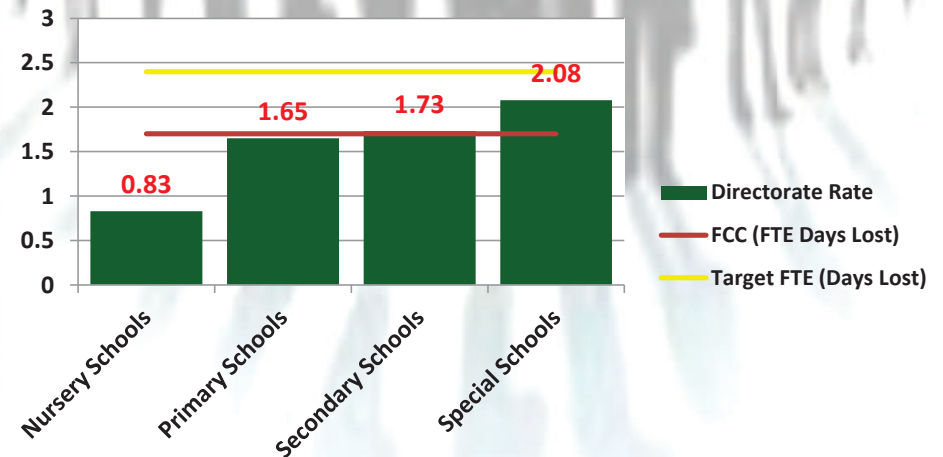
6.79

TOP 4 REASONS

1. STRESS, DEPRESSION: MENTAL HEALTH
2. MUSCULOSKELETAL
3. INFECTIONS
4. STOMACH, LIVER: VOMITING

FTE DAYS LOST BY SCHOOLS

2014/15 - Q1



QUARTER 1 2014/15 DASHBOARD

WORKFORCE DEVELOPMENT AND PERFORMANCE - SCHOOLS

DEVELOPMENT PROGRAMMES

Employees on Development Programmes



**DATA TO BE PROVIDED IN
FUTURE REPORTS**

PERFORMANCE APPRAISALS

Flintshire County Council



**DATA TO BE PROVIDED IN
FUTURE REPORTS**

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CORPORATE DASHBOARD REPORTS

(NON SCHOOLS)

2014/15 - QUARTER 2

(JULY - SEPTEMBER)

QUARTER 2 2014/15 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - NON SCHOOLS

TOTAL HEADCOUNT

3,668

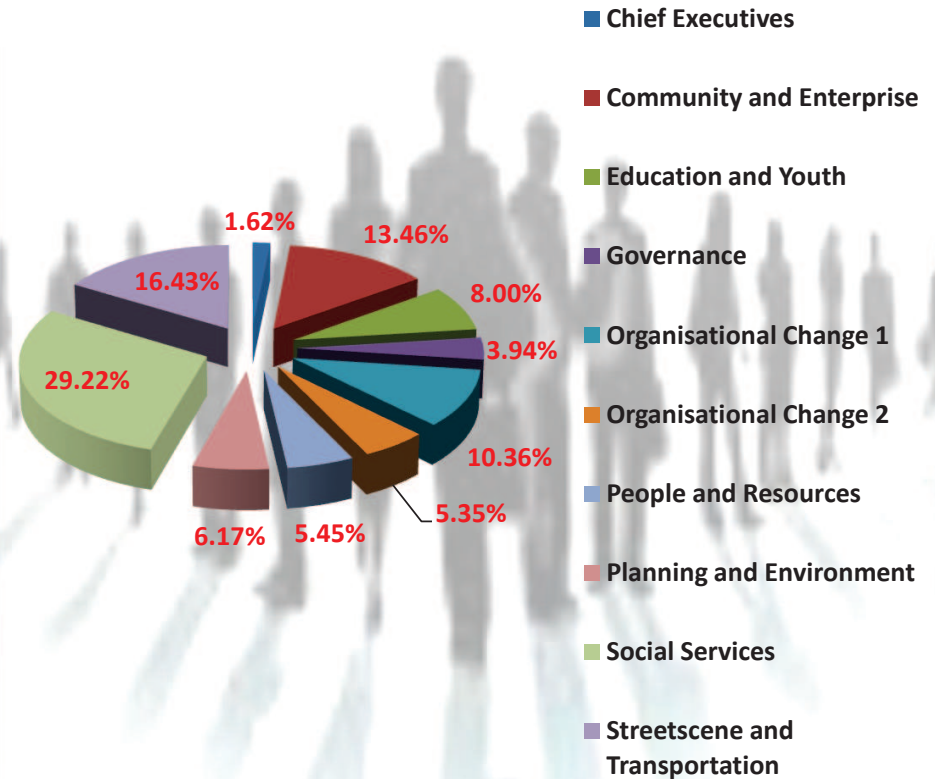
2013/14 - Q2 3,749
2014/15 - Q2 3,668
Decrease of 81 people (-2.2%)

TOTAL FTE

2,972

2013/14 - Q2 3,098
2014/15 - Q2 2,972
Decrease of 126 FTE (-4.0%)

FTE % BY DIRECTORATE



QUARTER 2 2014/15 DASHBOARD

EQUALITY AND DIVERSITY - NON-SCHOOLS

GENDER BREAKDOWN

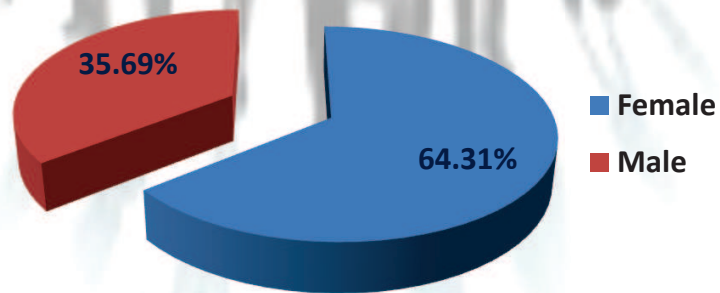
MALE

1,309
(35.69%)

FEMALE

2,359
(64.31%)

GENDER BREAKDOWN (%)



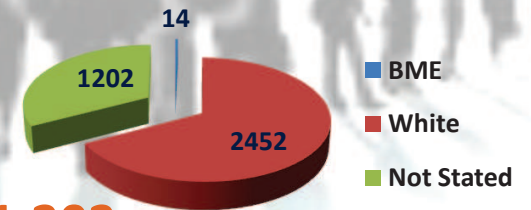
ETHNICITY

BME - 14

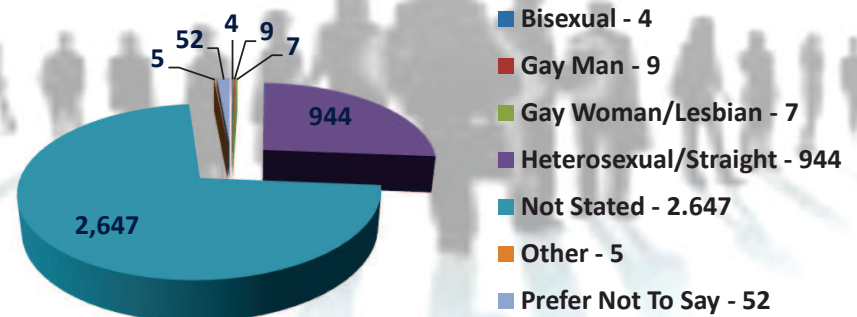
WHITE - 2,452

NOT STATED - 1,202

ETHNICITY BREAKDOWN (%)



SEXUAL ORIENTATION



QUARTER 2 2014/15 DASHBOARD

TURNOVER AND STABILITY - NON-SCHOOLS

LEAVERS

206

TURNOVER %

5.65%

2013/14 - Q2 4.02% Increase of +1.63% 2014/15 - Q2 5.65%

TOP 3 REASONS

1. REDUNDANCY
2. PERSONAL REASONS/CAREER DEVELOPMENT
3. RETIREMENT

REDUNDANCY BREAKDOWN

VOLUNTARY

19

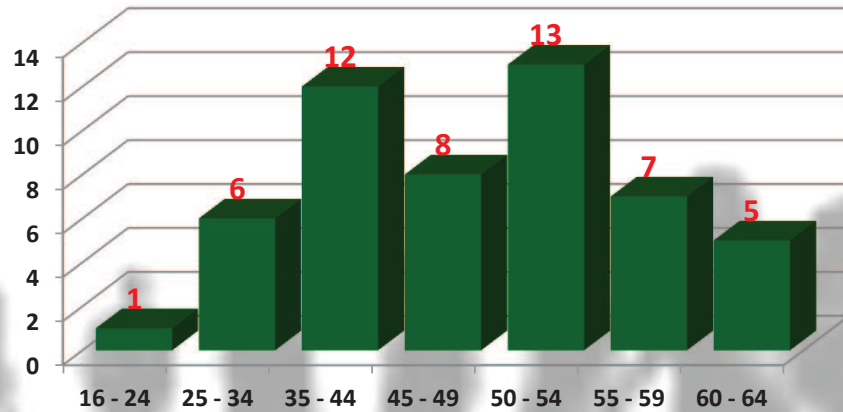
COMPULSORY

18

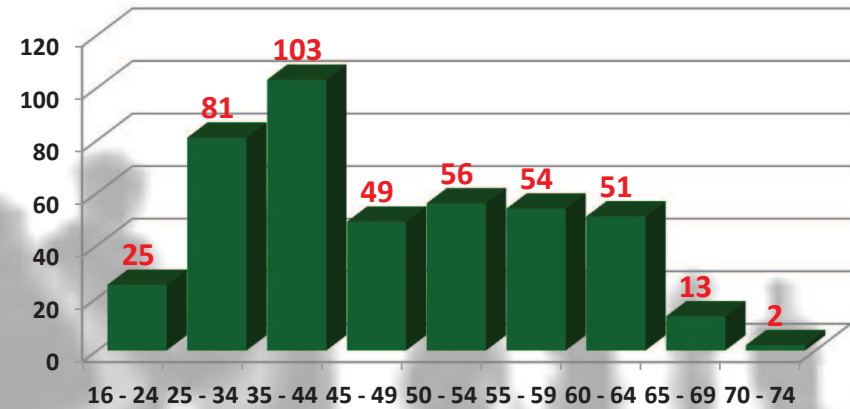
QUARTER 2 2014/15 DASHBOARD

AGE PROFILE - NON-SCHOOLS

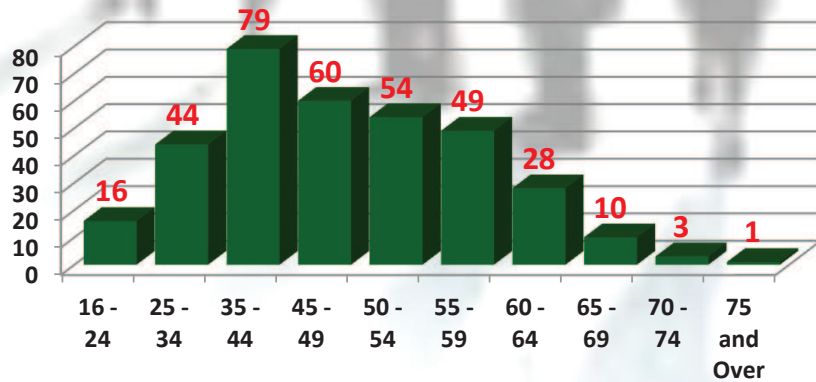
Chief Executives



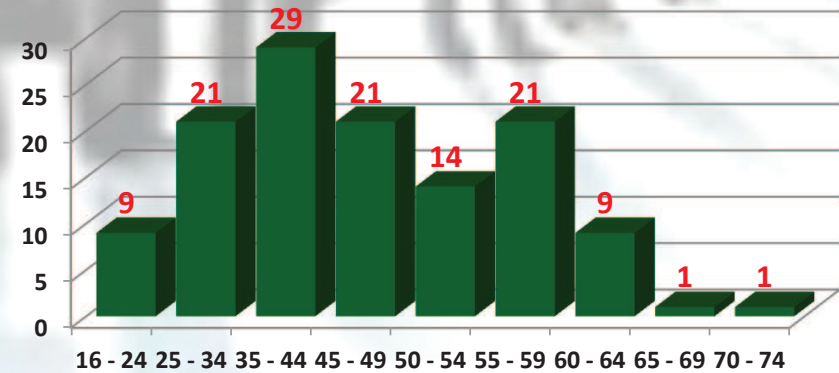
Community and Enterprise



Education and Youth



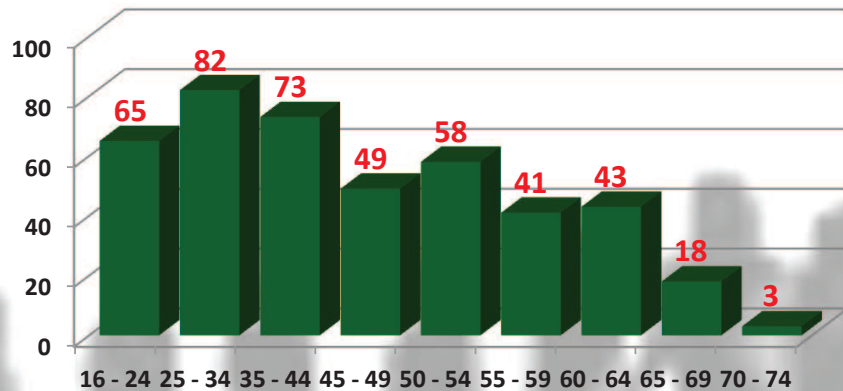
Governance



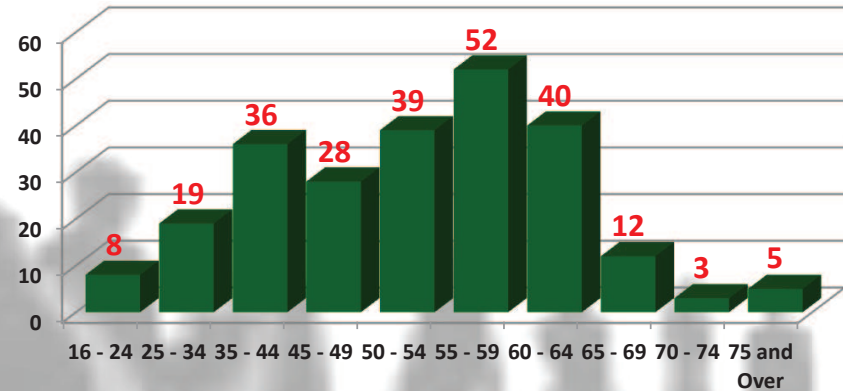
QUARTER 2 2014/15 DASHBOARD

AGE PROFILE - NON-SCHOOLS

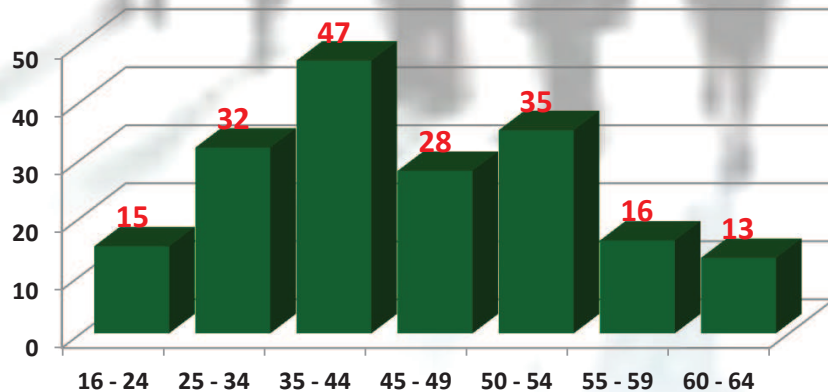
Organisational Change 1



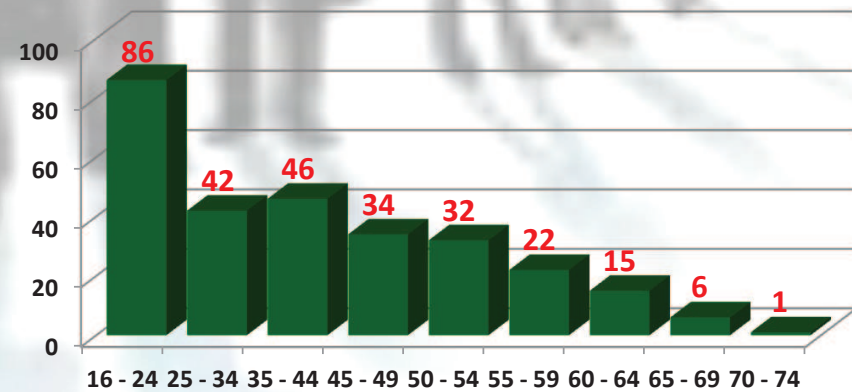
Organisational Change 2



People and Resources



Planning and Environment

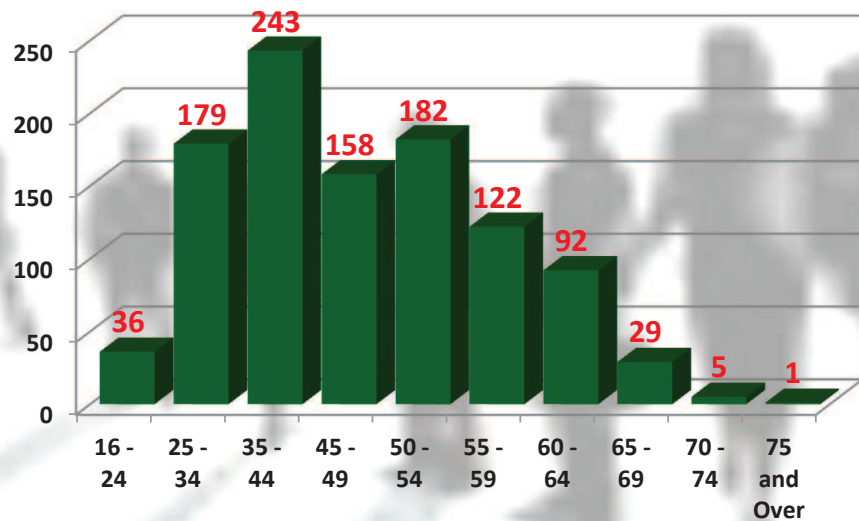


QUARTER 2 2014/15 DASHBOARD

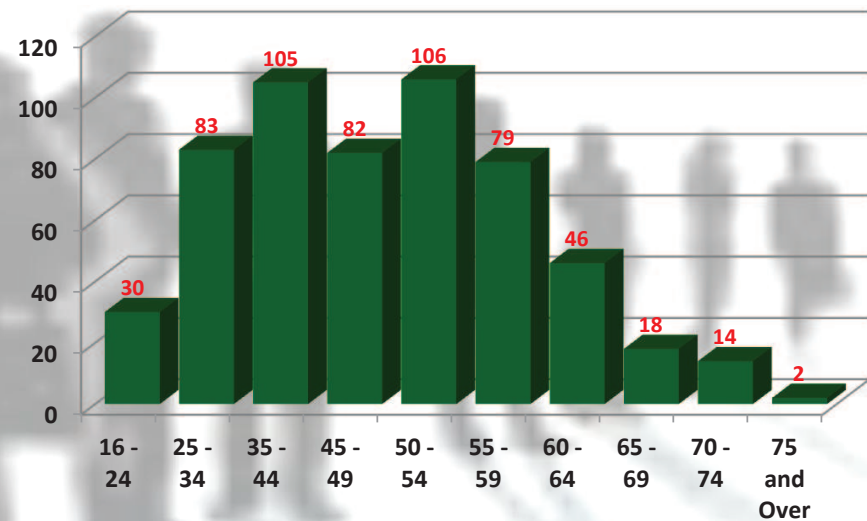
AGE PROFILE - NON-SCHOOLS

Page 275

Social Services



Streetscene and Transportation



QUARTER 2 2014/15 DASHBOARD

ATTENDANCE - NON-SCHOOLS

DAYS LOST PER FTE

2.36

2013/14 - Q2

2.05

Increase of 0.31

2014/15 - Q2

2.36

ANNUAL
TARGET

9.60

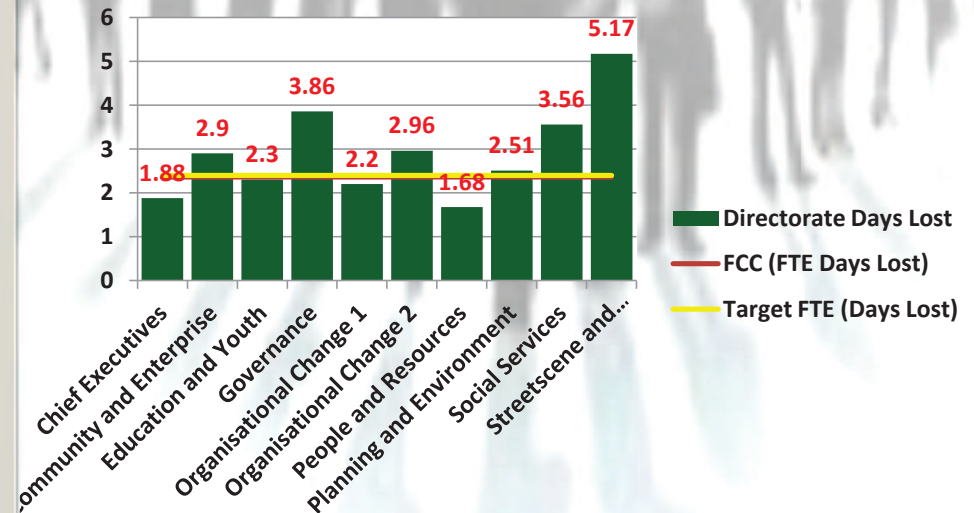
ANNUAL
FORECAST

9.73

TOP 4 REASONS

1. STRESS, DEPRESSION: MENTAL HEALTH
2. MUSCULOSKELETAL
3. STOMACH, LIVER: VOMITING
4. INFECTIONS

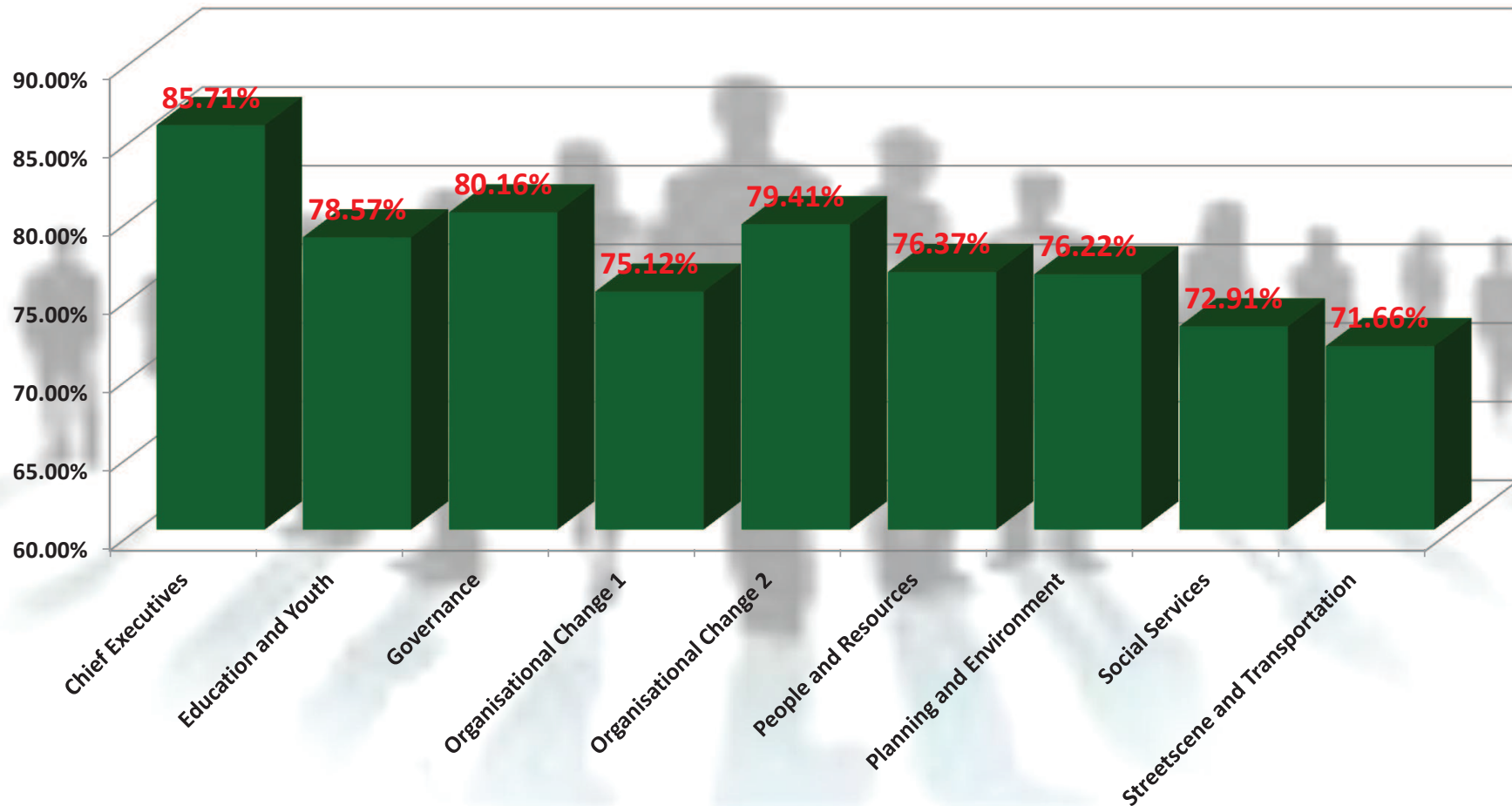
FTE DAYS LOST BY DIRECTORATE 2014/15 - Q2



QUARTER 2 2014/15 DASHBOARD

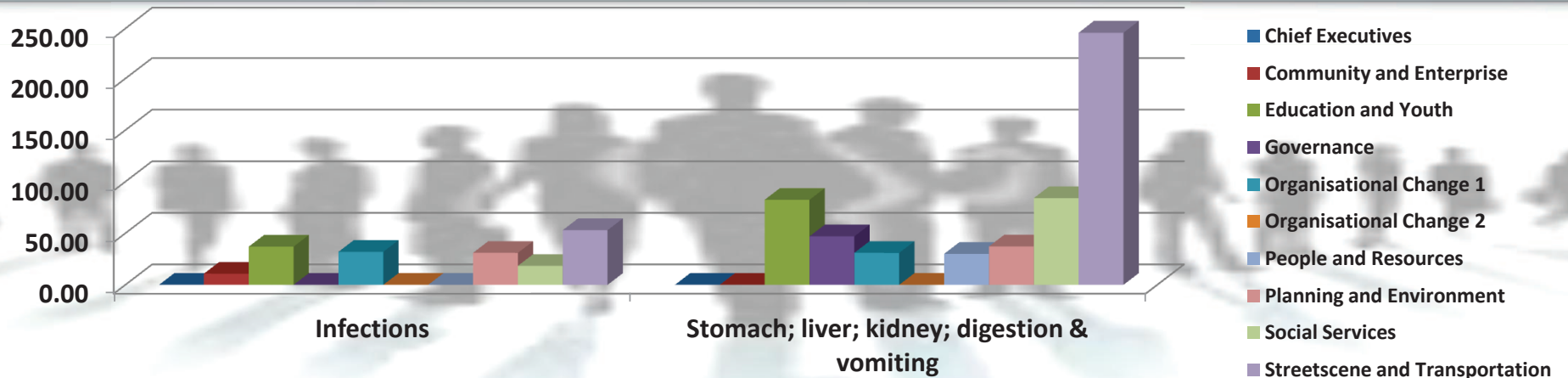
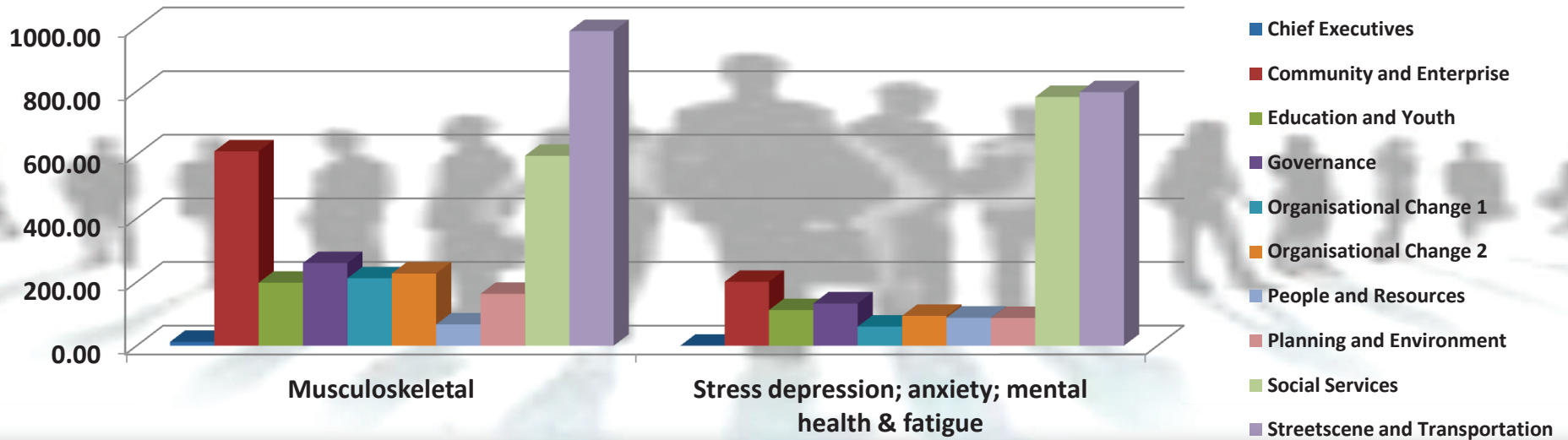
ATTENDANCE CONTINUED - NON-SCHOOLS

100% ATTENDANCE BY DIRECTORATE



QUARTER 2 2014/15 DASHBOARD

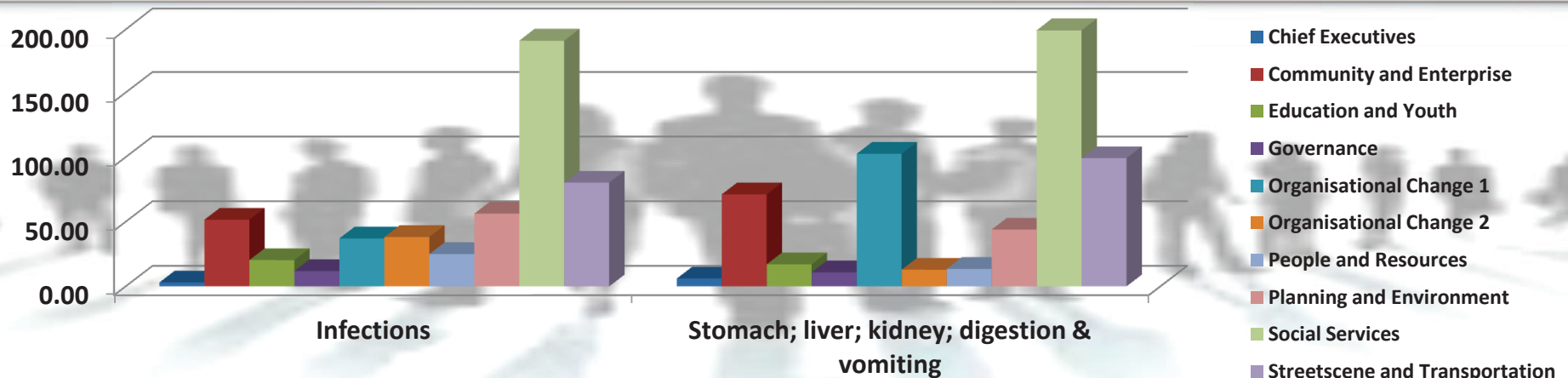
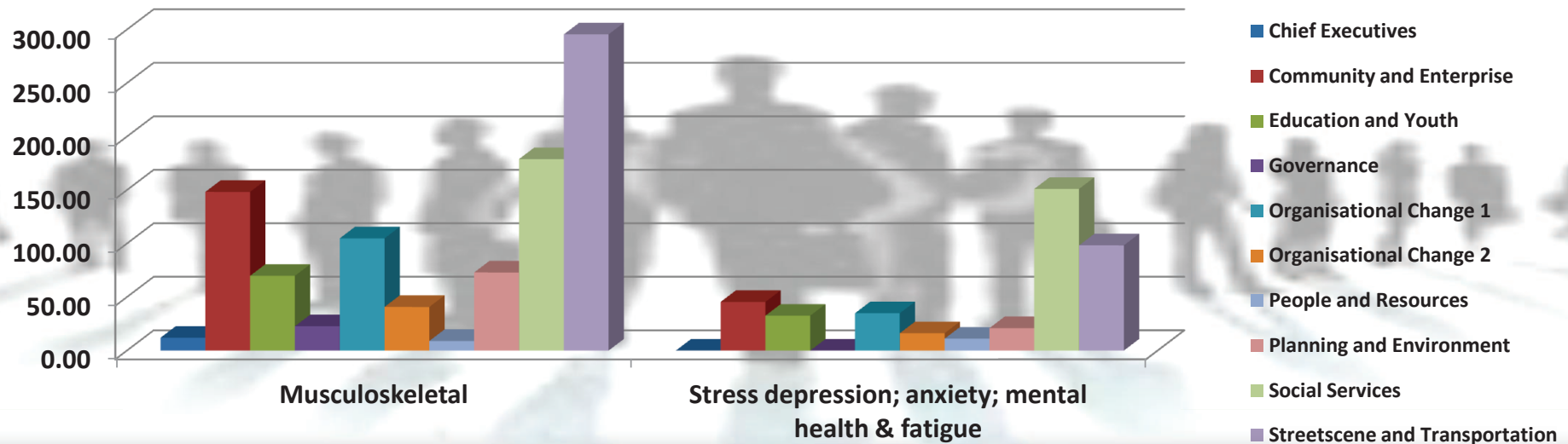
LONG TERM ABSENCE DAYS LOST (TOP 4 REASONS) - NON-SCHOOLS



QUARTER 2 2014/15 DASHBOARD

SHORT TERM ABSENCE DAYS LOST (TOP 4 REASONS) - NON-SCHOOLS

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QUARTER 2 2014/15 DASHBOARD

MANAGING RESOURCES

RECRUITMENT / REDEPLOYMENT

**DATA TO BE
PROVIDED IN
FUTURE REPORTS**

Page 280

AGENCY

Q2 - 2013/14

HOURS WORKED 50,946

Hours worked
increases by
1,019 (+2.0%)

Q2 - 2014/15

HOURS WORKED 51,965

FREQUENT SERVICE USERS

ENVIRONMENT - 35,747

COMMUNITY SERVICES - 8,599

QUARTER 2 2014/15 DASHBOARD

WORKFORCE DEVELOPMENT AND PERFORMANCE - NON-SCHOOLS

DEVELOPMENT PROGRAMMES

Employees on Development Programmes



DATA TO BE PROVIDED IN FUTURE REPORTS

PERFORMANCE APPRAISALS

Flintshire County Council



DATA TO BE PROVIDED IN FUTURE REPORTS

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**CORPORATE DASHBOARD
REPORTS
(SCHOOLS)
2014/15 - QUARTER 2
(JULY - SEPTEMBER)**

QUARTER 2 2014/15 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS

TOTAL HEADCOUNT

3,645

2013/14 - Q2 **3,486** Increase of **159 people (+4.56%)** 2014/15 - Q2 **3,645**

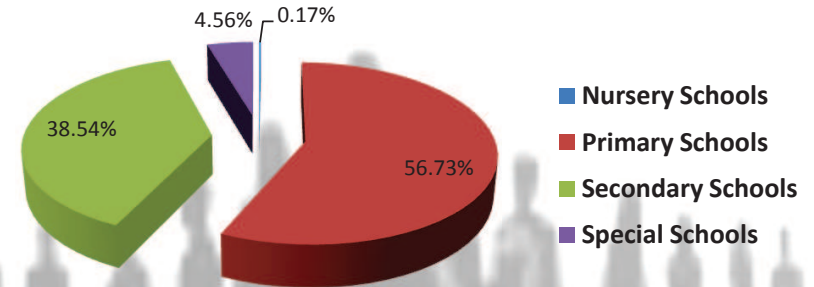
TOTAL FTE

2,478

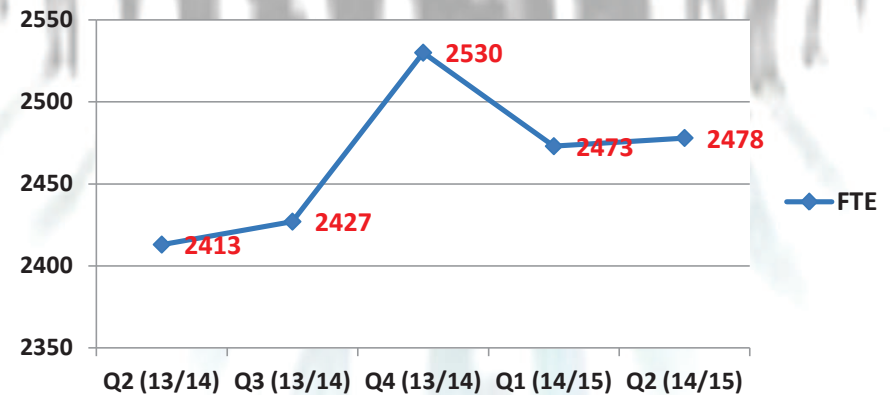
2013/14 - Q2 **2,413** Increase of **65 FTE (+2.7%)** 2014/15 - Q2 **2,478**

FTE % BY DIRECTORATE

2014/15 - Q2



TOTAL FTE Q2 TREND



QUARTER 2 2014/15 DASHBOARD

EQUALITY AND DIVERSITY - SCHOOLS

GENDER BREAKDOWN

MALE

531

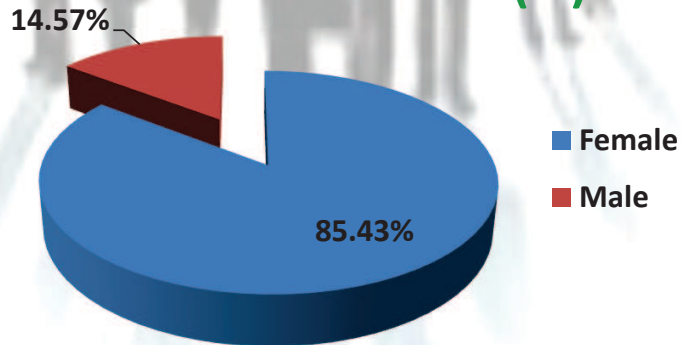
(14.57%)

FEMALE

3,114

(85.43%)

GENDER BREAKDOWN (%)



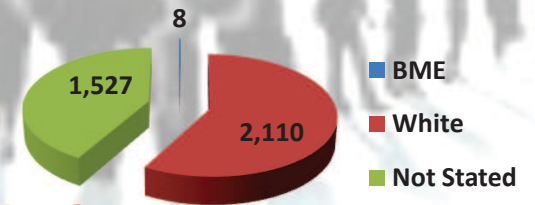
ETHNICITY

BME - 8

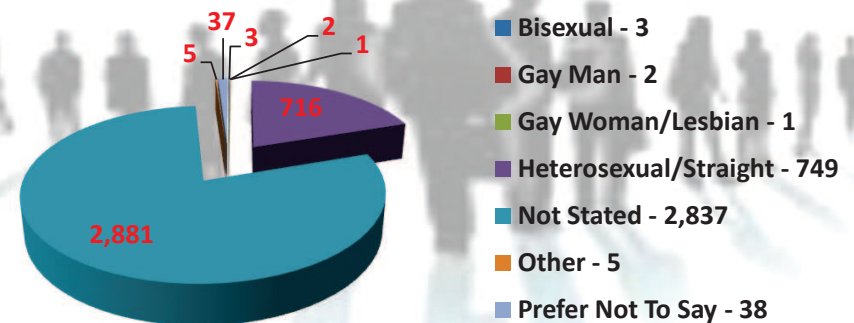
WHITE - 2,110

NOT STATED - 1,527

ETHNICITY BREAKDOWN (%)

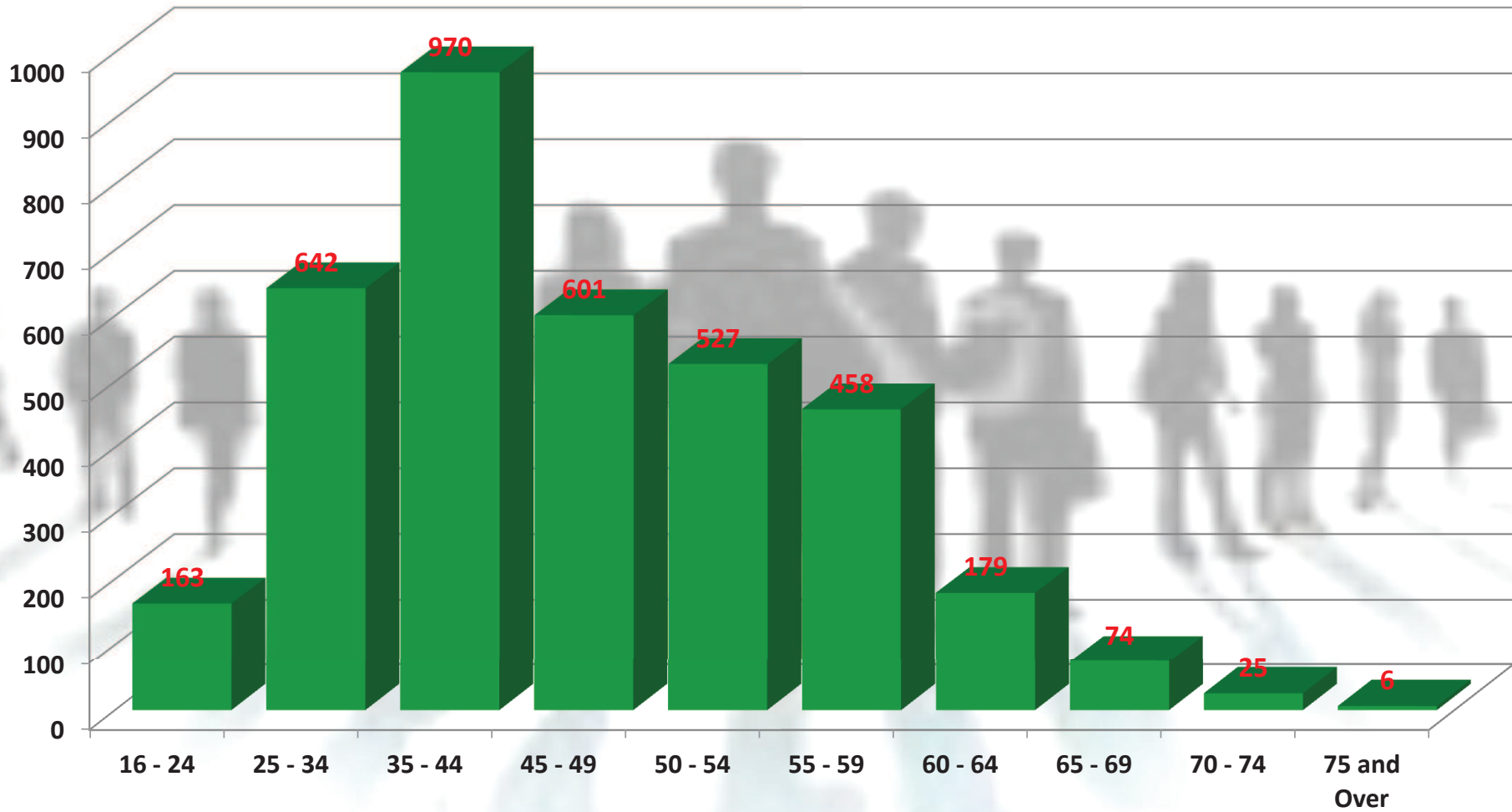


SEXUAL ORIENTATION



QUARTER 2 2014/15 DASHBOARD

AGE PROFILE - SCHOOLS



QUARTER 2 2014/15 DASHBOARD

TURNOVER AND STABILITY - SCHOOLS

LEAVERS

151

TURNOVER %

8.29%

2013/14 - Q2 8.32% **Decrease of -0.03%** 2014/15 - Q2 8.29%

TOP 3 REASONS

1. REDUNDANCY
2. PERSONAL REASONS/CAREER DEVELOPMENT
3. RETIREMENT

REDUNDANCY BREAKDOWN

VOLUNTARY

2

COMPULSORY

21

QUARTER 2 2014/15 DASHBOARD

ATTENDANCE - SCHOOLS

DAYS LOST PER FTE

1.25

2013/14 - Q2

1.32

Decrease of 0.07

2014/15 - Q2

1.25

ANNUAL
TARGET

9.60

ANNUAL
FORECAST

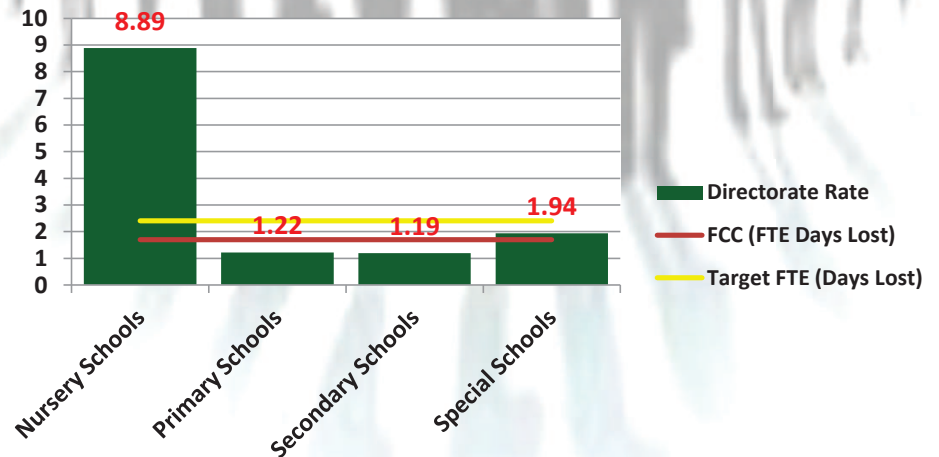
5.89

TOP 4 REASONS

1. STRESS, DEPRESSION: MENTAL HEALTH
2. MUSCULOSKELETAL
3. INFECTIONS
4. STOMACH, LIVER: VOMITING

FTE DAYS LOST BY SCHOOLS

2014/15 - Q2



QUARTER 2 2014/15 DASHBOARD

WORKFORCE DEVELOPMENT AND PERFORMANCE - NON-SCHOOLS

DEVELOPMENT PROGRAMMES

Employees on Development Programmes



**DATA TO BE PROVIDED IN
FUTURE REPORTS**

PERFORMANCE APPRAISALS

Flintshire County Council



**DATA TO BE PROVIDED IN
FUTURE REPORTS**

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FOR INFORMATION

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **THURSDAY, 16 DECEMBER 2014**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **EXERCISE OF DELEGATED POWERS**

1.00 PURPOSE OF REPORT

1.01 To inform Members of action taken under delegated powers.

2.00 BACKGROUND

2.01 At the Executive Meeting held on 31st October, 2000 it was agreed that one of the standard agenda items at each Executive should be a report on the "Exercise of Delegated Powers".

3.00 RECOMMENDATION

3.01 Members note the details of actions taken under the "Exercise of Delegated Powers".

4.00 FINANCIAL IMPLICATIONS

4.01 As detailed in each report.

5.00 ANTI-POVERTY IMPACT

5.01 As detailed in each report.

6.00 ENVIRONMENTAL IMPACT

6.01 As detailed in each report.

7.00 EQUALITIES IMPACT

7.01 As detailed in each report.

8.00 PERSONNEL IMPLICATIONS

8.01 As detailed in each report

9.00 CONSULTATION REQUIRED

9.01 Not applicable

10.00 CONSULTATION UNDERTAKEN

10.01 Not applicable

11.00 APPENDICES

11.01 Summary of Decisions taken under Delegated Powers.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background documents: See individual report.

Contact Officer: Detailed on the individual reports.

EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Organisational Change

- **Essential Building Work to Roof and Areas of Brickwork at Clwyd Theatr Cymru**

The Theatr has a number of immediate issues of repair and maintenance which need to be addressed as a matter of urgency on the basis of Health and Safety or from a business continuity perspective. They are the replacement of the existing roof and areas of brickwork with failed cavity trays

- **Leisure Services Tariff 2015**

The average price increase for 2015 across all Leisure Services activities is 3.5%. The new charges will be subject to a mid year review. Spa charges are not included as they are revised in line with industry norms.

Copies of the Delegated Powers reports are on deposit in the Team Manager's Room, Committee Services

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**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND OVERVIEW & SCRUTINY
DECEMBER 2014 TO MAY 2015**

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
December					
Environment Overview & Scrutiny Committee	3 December 2014	Overview and Scrutiny	Mid Year Chief Officer Performance Reports To enable Members to fulfil their scrutiny role in relation to performance monitoring.		
Environment Overview & Scrutiny Committee	3 December 2014	Overview and Scrutiny	Quarter 2 Improvement Plan Monitoring Reports To note and consider the 2014/15 Quarter 2 Improvement Plan Monitoring Reports for the period July to September 2014.		
Environment Overview & Scrutiny Committee	3 December 2014	Planning and Environment	Heritage Buildings To receive a report on the role of the Council with regard to listed buildings and restoration and conservation in Flintshire – to include signage and buildings at risk.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	3 December 2014	Community and Enterprise	Mersey Dee Alliance Members of the Committee to receive an update report on the Mersey Dee Alliance		
Environment Overview & Scrutiny Committee	3 December 2014	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.		
Lifelong Learning Overview & Scrutiny Committee	4 December 2014	Overview and Scrutiny	Lifelong Learning Mid Year Chief Officer Performance Reports To enable Members to fulfil their scrutiny role in relation to performance monitoring		
Lifelong Learning Overview & Scrutiny Committee	4 December 2014	Overview and Scrutiny	Quarter 2 Improvement Plan Monitoring Reports (Lifelong Learning) To note and consider the 2014/15 Quarter 2 Improvement Plan Monitoring Reports for the period July to September 2014.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Lifelong Learning Overview & Scrutiny Committee	4 December 2014	Education and Youth	School Transport Update To provide the Committee with an update on School Transport		
Lifelong Learning Overview & Scrutiny Committee	4 December 2014	Education and Youth	Play Development: Summer Playschemes To consider the way forward for 2015/16		
Lifelong Learning Overview & Scrutiny Committee	4 December 2014	Education and Youth	Self-Evaluation of Education Services To receive Member contributions to the draft 2014 self-evaluation of Local Authority Education Services for Children and Young People		
Lifelong Learning Overview & Scrutiny Committee	4 December 2014	Education and Youth	School Balances To set out Flintshire school balances for the year ending March 2014		
Lifelong Learning Overview & Scrutiny Committee	4 December 2014	Overview and Scrutiny	Lifelong Learning Forward Work Programme To consider the Forward Work Programme of the Lifelong Learning Overview & Scrutiny Committee.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	10 December 2014	People and Resources	<p>Treasury Management - Mid Year Report 2014/15 To provide an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices 2014/15 to the end of September 2014.</p>		
Audit Committee	10 December 2014	Governance	<p>Corporate Governance 1. To agree the annual update of the Code of Corporate Governance. 2. To agree the process for preparing the Annual Governance Statement (AGS) for 2014/15</p>		
Audit Committee	10 December 2014	Chief Executive's	Action Tracking		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	10 December 2014	Chief Executive's	<p>Annual Performance Report 2013-14 Audit - Certificate of Compliance</p> <p>To advise Members of the positive Certificate of Compliance from the Auditor General for Wales in respect of the audit of the 2013-14 Annual Performance Report</p>		
Audit Committee	10 December 2014	Chief Executive's	<p>Risk Management update</p> <p>1.01 To provide members with an update on the Council's risk management approach.</p> <p>1.02 To provide an overview of the key risks of the Improvement priorities of the Council.</p>		
Audit Committee	10 December 2014	Chief Executive's	Forward Work Programme		
Audit Committee	10 December 2014	Chief Executive's	Internal Audit Progress Report		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	11 December 2014	People and Resources	Budget Consultation Process A verbal update will be provided		
Corporate Resources Overview & Scrutiny Committee	11 December 2014	People and Resources	Revenue Budget Monitoring 2014/15 (Month 6) To provide Members with the Revenue Budget Monitoring 2014/15 report as at month 6.		
Corporate Resources Overview & Scrutiny Committee	11 December 2014	Overview and Scrutiny	Corporate Resources Mid Year Chief Officer Performance Reports To enable Members to fulfil their scrutiny role in relation to performance monitoring		
Corporate Resources Overview & Scrutiny Committee	11 December 2014	Overview and Scrutiny	Quarter 2 Improvement Plan Monitoring Reports (Corporate Resources) To note and consider the 2014/15 Quarter 2 Improvement Plan Monitoring Reports for the period July to September 2014.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	11 December 2014	Chief Executive's	<p>Auditor General for Wales: Certificate of Compliance for the audit of the Annual Performance Report 2013/14</p> <p>To advise Members of the positive Certificate of Compliance from the Auditor General for Wales in respect of the audit of the 2013-14 Annual Performance Report</p>		
Corporate Resources Overview & Scrutiny Committee	11 December 2014	Community and Enterprise	<p>Customer Service Policy</p> <p>A revised Customer Service Policy has been produced and as part of the consultation process scrutiny Members are asked to consider the report and provide feedback prior to wider consultation.</p>		
Corporate Resources Overview & Scrutiny Committee	11 December 2014	People and Resources	<p>Workforce Information Reporting and Business Intelligence 4</p> <p>To explain the capabilities and benefits of providing real time information via dashboard boarding reporting.</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	11 December 2014	Overview and Scrutiny	Corporate Resources Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		
Cabinet	16 December 2014	Chief Executive's	Strategic Partnership Performance Mid Year Review To note and endorse the progress of the Local Service Board Priorities and its key strategic partnerships.	Strategic	Cabinet Member for Corporate Management
Cabinet	16 December 2014	Chief Executive's	Quarter 2 Improvement Plan Monitoring Report Provide an update of progress against the Improvement Plan as at the end of quarter 1.	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	16 December 2014	Chief Executive's	Auditor General for Wales: Certificate of Compliance for the audit of the Annual Performance Report 2013/14 To advise Members of the positive Certificate of Compliance from the Auditor General for Wales in respect of the audit of the 2013-14 Annual Performance Report	Operational	Cabinet Member for Corporate Management
Cabinet	16 December 2014	Chief Executive's	2014/15 Mid Year Chief Officer Reports To receive the 2014/15 Mid Year Chief Officer performance reports	Operational	Cabinet Member for Corporate Management
Cabinet	16 December 2014	People and Resources	Draft Council Fund Revenue Budget 2015/16 To present the draft revenue budget proposals for the Council Fund	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	16 December 2014	People and Resources	Council Fund Capital Programme 2015/16 To propose the allocation of funding to the core capital programme for 2015/16.	Strategic	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	16 December 2014	People and Resources	Capital Programme 2014/15 (Month 6) To provide Members with the Month 6 (end of September) capital programme information for 2014/15.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	16 December 2014	People and Resources	Revenue Budget Monitoring 2014/15 (Month 6) To provide Members with the most up to date revenue budget monitoring information (Month 6) for the Council Fund and the Housing Revenue Account in 2014/15.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	16 December 2014	People and Resources	Workforce Information Quarter 1 and 2 To provide members with an update for Quarter one and two 2014/15	Operational	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	16 December 2014	Community and Enterprise	<p>Revised Blue Badge & Enforcement of the Scheme To advise Cabinet of the new working arrangements for issuing Blue Badges and to seek agreement for the enforcement of the scheme within Flintshire through the Civil Parking Enforcement Officers.</p>	Operational	Cabinet Member for Corporate Management
Cabinet	16 December 2014	Social Services	<p>Single Point of Access (SPoA) To up-date Cabinet on the progress made of the SPoA in Flintshire and in North Wales.</p>	Operational	Cabinet Member for Social Services
Cabinet	16 December 2014	Social Services	<p>Deprivation of Liberty Safeguards Implications for Flintshire County Council To update Cabinet on the Supreme Court ruling made in March 2014 that changed the way Deprivations of Liberty are addressed.</p>	Operational	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	18 December 2014	Social Services	North Wales Adults Safeguarding Board To inform Members of the proposals for a Regional Adults Safeguarding Board.		
Social & Health Care Overview & Scrutiny Committee	18 December 2014	Social Services	CSSIW Annual Report The Care and Social Services Inspectorate for Wales (CSSIW) have produced their annual report for Flintshire Social Services. The report relates to performance for 2013/2014.		
Social & Health Care Overview & Scrutiny Committee	18 December 2014	Overview and Scrutiny	Mid Year Chief Officer Performance Report (Social & Health Care) To enable Members to fulfil their scrutiny role in relation to performance monitoring		
Social & Health Care Overview & Scrutiny Committee	18 December 2014	Overview and Scrutiny	Social & Health Care Forward Work Programme To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	18 December 2014	Overview and Scrutiny	Quarter 2 Improvement Plan Monitoring Reports (Social & Health Care) To note and consider the 2014/15 Quarter 2 Improvement Plan Monitoring Reports for the period July to September 2014.		
Community Profile & Partnerships Overview & Scrutiny Committee	18 December 2014	Overview and Scrutiny	Samaritans Presentation Members of the Committee to receive a presentation from The Samaritans		
Community Profile & Partnerships Overview & Scrutiny Committee	18 December 2014	Chief Executive's	Implications of the Anti-Social Behaviour Crime & Policing Act 2014 To inform Members of new legislative provision for powers for dealing with anti-social behaviour.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community Profile & Partnerships Overview & Scrutiny Committee	18 December 2014	Overview and Scrutiny	<p>Quarter 2 Improvement Plan Monitoring Reports (Community Profile & Partnerships)</p> <p>To note and consider the 2014/15 Quarter 2 Improvement Plan Monitoring Reports for the period July to September 2014.</p>		
Community Profile & Partnerships Overview & Scrutiny Committee	18 December 2014	Chief Executive's	<p>Strategic Partnership Performance Mid Year Review</p> <p>To note and endorse the progress of the Local Service Board Priorities and its key strategic partnerships.</p>		
Community Profile & Partnerships Overview & Scrutiny Committee	18 December 2014	Overview and Scrutiny	<p>Community Profile & Partnerships Forward Work Programme</p> <p>To consider the Forward Work Programme of the Community Profile & Partnerships Overview & Scrutiny Committee.</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
January					
Environment Overview & Scrutiny Committee	14 January 2015	Streetscene and Transportation	Streetscene Next Steps To review the Streetscene standards (including drain cleaning policy & weeding policy, cycle path maintenance, flytipping, recycling e.g. tetrapak, etc.)		
Environment Overview & Scrutiny Committee	14 January 2015	Overview and Scrutiny	Environment Forward Work Programme To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.		
Housing Overview & Scrutiny Committee	14 January 2015	Overview and Scrutiny	Housing Mid Year Chief Officer Performance Reports To enable Members to fulfil their scrutiny role in relation to performance monitoring		
Housing Overview & Scrutiny Committee	14 January 2015	Community and Enterprise	Review of Strategic Housing Partnership To review the Strategic Housing Partnership		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Housing Overview & Scrutiny Committee	14 January 2015	Overview and Scrutiny	Quarter 2 Improvement Plan Monitoring Reports (Housing) To note and consider the 2014/15 Quarter 2 Improvement Plan Monitoring Reports for the period July to September 2014.		
Housing Overview & Scrutiny Committee	14 January 2015	Community and Enterprise	Update on the implementation of SARTH To update Members on the implementation of the regional housing register and allocations policy		
Housing Overview & Scrutiny Committee	14 January 2015	Community and Enterprise	Anti-Social Behaviour Policy To enable the Committee to consider the revised Anti-Social Behaviour Policy		
Housing Overview & Scrutiny Committee	14 January 2015	Overview and Scrutiny	Housing Forward Work Programme To consider the Forward Work Programme of the Housing Overview & Scrutiny Committee.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	15 January 2015	People and Resources	Budget Consultation Process A verbal update will be provided		
Corporate Resources Overview & Scrutiny Committee	15 January 2015	People and Resources	Revenue Budget Monitoring 2014/15 (Month 7) To provide Members with the Revenue Budget Monitoring 2014/15 report as at month 7.		
Corporate Resources Overview & Scrutiny Committee	15 January 2015	Overview and Scrutiny	Corporate Resources Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		
Lifelong Learning Overview & Scrutiny Committee	15 January 2015	Organisational Change	Public Library Standards To consider the Council's performance against the Public Library Standards		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Lifelong Learning Overview & Scrutiny Committee	15 January 2015	Education and Youth	Statement of Special Needs – Progress Report on Performance To provide Members with a progress report on performance in relation to the statement of special needs		
Lifelong Learning Overview & Scrutiny Committee	15 January 2015	Education and Youth	School Modernisation Strategy To consider the School Modernisation Strategy		
Lifelong Learning Overview & Scrutiny Committee	15 January 2015	Education and Youth	National Model for School Improvement To consider the National Model for School Improvement		
Lifelong Learning Overview & Scrutiny Committee	15 January 2015	Education and Youth	Lifelong Learning Forward Work Programme To consider the Forward Work Programme of the Lifelong Learning Overview & Scrutiny Committee.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20 January 2015	Chief Executive's	<p>Community Chest Overview of Proposed New Arrangements for Grant Administration</p> <p>To provide an overview of the revised arrangements for the administration of the Community Chest Grant</p>	Operational	Cabinet Member for Corporate Management
Cabinet	20 January 2015	People and Resources	<p>Revenue Budget Monitoring 2014/15 (Month 7)</p> <p>To provide Members with the most up to date revenue budget monitoring information (Month 7) for the Council Fund and the Housing Revenue Account in 2014/15.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	20 January 2015	Community and Enterprise	<p>Council Tax Reduction Scheme</p> <p>The report explains the requirement to adopt the Council Tax Reduction Scheme for 2015/2016 by 31st January 2015</p>	Operational	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20 January 2015	People and Resources	Treasury Management Mid-Year Report 2014/15 To present to Members the draft Treasury Management Mid-Year Report for 2014/15 for recommendation to Council.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	20 January 2015	Social Services	Intermediate Care Fund (ICF) To up-date Cabinet on the progress made of the Intermediate Care Fund in Flintshire and in North Wales.	Strategic	Cabinet Member for Social Services
Cabinet	20 January 2015	Planning and Environment	Coastal Park Proposals To make Members aware of the production of the Coastal Park Prospectus	Strategic	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	20 January 2015	Education and Youth	Updated School Modernisation Strategy To present to informal Cabinet the updated 'Strategy for the Modernisation of Flintshire Schools'.	Strategic	Cabinet Member for Education

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20 January 2015	Education and Youth	Request to Amend the Children's Services Forum To seek approval for the Forum to include a Primary Head Teacher representative and a representative from the commissioned independent professional advocacy service.	Operational	Cabinet Member for Education
Flintshire Council	27 January 2015	People and Resources	Council Fund Capital Programme 2015/16 To present the Annual Council Fund Capital Programme for 2015/16 and indicative funding levels to 2018/19.		
Flintshire Council	27 January 2015	People and Resources	Treasury Management Mid-Year Report 2014/15 To present to Council the Treasury Management Mid-Year Report for 2014/15 for approval.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	27 January 2015	Community and Enterprise	<p>Council Tax Reduction Scheme The report explains the requirement to adopt the Council Tax Reduction Scheme for 2015/2016 by 31st January 2015.</p>		
Audit Committee	28 January 2015	People and Resources	<p>Treasury Management Strategy 2015/16 and 2014/15 Update To present the draft Treasury Management Strategy 2015/16 for review prior to the Committee recommending its approval to Cabinet. To provide Members with a quarterly update.</p>		
Audit Committee	28 January 2015	Governance	<p>Anti-Fraud and Corruption Strategy and Fraud Response Plan To present updated strategy and plan for approval by the committee.</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	28 January 2015	Governance	Banking Services Contract To update Members on the contractual arrangements for the provision of Banking Services to the Council		
Audit Committee	28 January 2015	Governance	AUDIT OF FINANCIAL STATEMENT 2013/14 – ISSUES RAISED To outline the Council's response to the Wales Audit Office (WAO) report 'Audit of Financial Statements 2013/14' and to present to Members an 'action plan' of how issues raised in the report will be addressed.		Cabinet Member for Corporate Management
Audit Committee	28 January 2015	Governance	ANNUAL AUDIT LETTER To report to the Committee the Annual Audit Letter from the Council's Appointed Auditor, Wales Audit Office (WAO).		Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
February					
Joint Community Profile & Partnerships and Lifelong Learning Overview & Scrutiny Committee	2 February 2015	Overview and Scrutiny	Coleg Cambria Presentation Members of the Committee to receive a presentation from Coleg Cambria		
Joint Community Profile & Partnerships and Lifelong Learning Overview & Scrutiny Committee	2 February 2015	Overview and Scrutiny	Community Profile & Partnerships Forward Work Programme To consider the Forward Work Programme of the Community Profile & Partnerships Overview & Scrutiny Committee.		
Corporate Resources Overview & Scrutiny Committee	12 February 2015	People and Resources	Revenue Budget Monitoring 2014/15 (Month 8) To provide Members with the Revenue Budget Monitoring 2014/15 report as at month 8.		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17 February 2015	People and Resources	Treasury Management Strategy 2015/16 To present to Members the draft Treasury Management Strategy for 2015/16 for recommendation to Council.	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	17 February 2015	People and Resources	Prudential Indicators 2014/15 to 2016/17 To present proposals for setting a range of Prudential Indicators in accordance with the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	17 February 2015	People and Resources	Minimum Revenue Provision 2014/15 To present proposals for the setting of a prudent Minimum Revenue Provision (MRP) for the repayment of debt in 2014/15, as required under the Local Authorities (Capital Finance and Accounting)(Wales)(Amendment) Regulations 2008 ('the 2008 Regulations').	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17 February 2015	People and Resources	<p>Revenue Budget Monitoring 2014/15 (Month 8) To provide Members with the most up to date revenue budget monitoring information (Month 8) for the Council Fund and the Housing Revenue Account in 2014/15.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Flintshire County Council	17 February 2015	People and Resources	<p>Minimum Revenue Provision 2014 To present to Council the recommendations of the Cabinet in relation to the setting of a prudent Minimum Revenue Provision (MRP) for the repayment of debt.</p>		
Flintshire County Council	17 February 2015	People and Resources	<p>Prudential Indicators 2014/15 to 2016/17 To present to Council the recommendations of the Cabinet in relation to the setting of a range of Prudential Indicators.</p>		

COMMITTEE		MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire Council	County	17 February 2015	People and Resources	Pay Policy Statement To seek approval on the Council's Pay Policy Statement		
March						
Flintshire Council	County	3 March 2015	People and Resources	Treasury Management Strategy for 2015/16 To present to Council the recommendations of Cabinet in relation to the Treasury Management Strategy for 2015/16.		
Flintshire Council	County	3 March 2015	Governance	Annual Report of the Independent Remuneration Panel for Wales (IRPW) To inform Members of the contents of the annual report issued by the IRPW concerning the payment of Members' allowances for the Council year 2015/16		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	12 March 2015	People and Resources	Revenue Budget Monitoring 2014/15 (Month 9) To provide Members with the Revenue Budget Monitoring 2014/15 report as at month 9.		
Cabinet	17 March 2015	Chief Executive's	Quarter 3 Improvement Plan Monitoring Report Provide an update of progress against the Improvement Plan as at the end of quarter 1.	Strategic	Cabinet Member for Corporate Management
Cabinet	17 March 2015	People and Resources	Revenue Budget Monitoring 2014/15 (Month 9) To provide Members with the most up to date revenue budget monitoring information (Month 9) for the Council Fund and the Housing Revenue Account in 2014/15.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	17 March 2015	People and Resources	Capital Programme 2014/15 (Month 9) To provide Members with the Month 9 (end of December) capital programme information for 2014/15.	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17 March 2015	Education and Youth	<p>School Admission Arrangements 2016/17 To advise members of the outcome of the statutory consultation exercise on the admission arrangements for September 2016 and to recommend approval</p>	Operational	Cabinet Member for Education
Audit Committee	18 March 2015	People and Resources	<p>Treasury Management 2014/15 Update To provide Members with a quarterly update on matters relating to the Council's 2014/15 Treasury Management Strategy up to the end of February 2015.</p>		
Audit Committee	18 March 2015	Governance	<p>Wales Audit Office - Annual Financial Audit Outline 2014/15 To provide the Audit Committee with the Wales Audit Office - Annual Financial Audit outline for the audit of the Council's accounts for 2014/15 and those of the Clwyd Pension Fund.</p>		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
April					
Housing Overview & Scrutiny Committee	24 April 2015	Community and Enterprise	Update on Tenant Involvement To consider tenants satisfaction results and the involvement of tenants in service improvements.		
Corporate Resources Overview & Scrutiny Committee	16 April 2015	People and Resources	Revenue Budget Monitoring 2014/15 (Month 10) To provide Members with the Revenue Budget Monitoring 2014/15 report as at month 10.		
Social & Health Care Overview & Scrutiny Committee	16 April 2015	Overview and Scrutiny	Social & Health Q3 Performance Reporting To enable members to fulfil their scrutiny role in relation to performance monitoring		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	21 April 2015	People and Resources	Revenue Budget Monitoring 2014/15 (Month 10) To provide Members with the most up to date revenue budget monitoring information (Month 10) for the Council Fund and the Housing Revenue Account in 2014/15.	Operational	Leader of the Council and Cabinet Member for Finance
May					
Flintshire Council	County 12 May 2015	Legal and Democratic Services	Schedule of Member Remuneration The purpose of the report is to approve the Council's Schedule of Member Remuneration for 2015/16		

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	12 May 2015	Governance	CONSTITUTIONAL MATTERS: COMMITTEES AND OUTSIDE BODIES To deal with those matters which require decisions at the Annual Meeting of the County Council in accordance with Council Procedure Rule 1.1(vii)-(xiv). Those matters are set out in separate paragraphs.		
Corporate Resources Overview & Scrutiny Committee	14 May 2015	People and Resources	Revenue Budget Monitoring 2014/15 (Month 11) To provide Members with the Revenue Budget Monitoring 2014/15 report as at month 11.		
Cabinet	19 May 2015	People and Resources	Revenue Budget Monitoring 2014/15 (Month 11) To provide Members with the most up to date revenue budget monitoring information (Month 11) for the Council Fund and the Housing Revenue Account in 2014/15.	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	DIRECTORATE	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19 May 2015	Streetscene and Transportation	Vehicle Tracking Policy To seek Cabinet approval of the Council's Vehicle Tracking Policy	Operational	Deputy Leader of the Council and Cabinet Member for Environment

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