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To: Cllr Clive Carver (Chairman)

Councillors: Marion Bateman, Paul Cunningham, Peter Curtis, Andy Dunbobbin, Robin Guest, Ron Hampson, Ray Hughes, Richard Jones, Brian Lloyd, Vicky Perfect, Paul Shotton, Ian Smith, Nigel Steele-Mortimer and Arnold Woolley

7 October 2016

Dear Councillor

You are invited to attend a meeting of the Corporate Resources Overview & Scrutiny Committee which will be held at 10.00 am on Thursday, 13th October, 2016 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 3 - 12)

Purpose: To confirm as a correct record the minutes of 15 September 2016.

4 FLINTSHIRE PUBLIC SERVICES BOARD (Pages 13 - 26)

Report of Chief Executive enclosed. Portfolio of the Cabinet Member for Corporate Management.

Purpose: To apprise the Committee of the work and performance of the Public Services Board and Strategic Partnerships.

5 **WORKFORCE INFORMATION REPORT - QUARTER 1 2016/17**

(Pages 27 - 58)

Report of Senior Manager, Human Resources & Organisational Development enclosed. Portfolio of the Cabinet Member for Corporate Management.

Purpose: To provide the Committee with Workforce Information and to seek comments thereon.

6 **REVENUE BUDGET MONITORING 2016/17 (MONTH 5)** (Pages 59 - 82)

Report of Corporate Finance Manager enclosed. Portfolio of the Leader of the Council and Cabinet Member for Finance.

Purpose: 'This regular monthly report provides the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 5, and projects forward to year-end

7 **FORWARD WORK PROGRAMME** (Pages 83 - 90)

Report of Member Engagement Manager enclosed.

Purpose: The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.

Yours faithfully



Peter Evans
Democracy & Governance Manager

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE **15 SEPTEMBER 2016**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Thursday, 15 September 2016

PRESENT: Councillor Clive Carver (Chairman)

Councillors: Marion Bateman, Paul Cunningham, Andy Dunbobbin, Robin Guest, Ron Hampson, Richard Jones, Brian Lloyd, Vicky Perfect, Paul Shotton, Ian Smith and Arnold Woolley

APOLOGY: Chief Executive

CONTRIBUTORS: Councillor Aaron Shotton, Leader of the Council & Cabinet Member for Finance; Councillor Billy Mullin, Cabinet Member for Corporate Management; Chief Officer (Organisational Change); and Chief Officer (Governance)

Mr. Paul Goodlad of Wales Audit Office

For minute number 36

Public Protection Manager - Community; Anti-Social Behaviour Co-ordinator; Domestic Abuse Co-ordinator; Community Services Team Leader; with Chief Inspector Sharon McCairn of North Wales Police and Mike White of North Wales Fire & Rescue Service

For minute numbers 37 & 38

Corporate Business & Communications Executive Officer

For minute number 39

Finance Manager - Corporate Accounting & Systems, Finance Manager - Technical Accountancy

For minute number 40

Senior Manager, Human Resources & Organisational Development

IN ATTENDANCE: Member Engagement Manager and Committee Officer

34. DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Councillor Paul Shotton declared a personal interest on Agenda Item 4 'Community Safety Partnership Annual Review', as a member of the Fire Authority.

35. MINUTES

The minutes of the meeting of the Committee held on 16 June 2016 had been circulated with the agenda.

Accuracy

Councillor Andy Dunbobbin asked that his apologies be included on the minutes.

On minute number 28, Councillor Richard Jones clarified that reference to the 'double parking' ticket scheme should be changed to reflect that these were '2-part' tickets.

RESOLVED:

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

36. COMMUNITY SAFETY PARTNERSHIP ANNUAL REVIEW

The Public Protection Manager (Community) presented an overview of the Community Safety Partnership's activities and progress over the past 12 months, as reported to the Committee on an annual basis. She spoke about the effectiveness of the partnership, the role of the People Are Safe Board in overseeing operational activities and links with the Public Service Board. Details of work undertaken during 2015/16 were set out in the local activity plan.

A summary was given of crime and disorder statistics for 2015/16 and it was reported that the slight increase in victim-based crime in the county so far in 2016/17 mirrored the regional position. The focus on intelligence-led incidents would continue, making greater use of Statistical Process Control (SPC) charts to monitor performance.

The effectiveness of this multi-agency approach was praised by Councillor Paul Cunningham.

Councillor Richard Jones asked whether the reduction in anti-social behaviour figures was due to fewer reports. Whilst he had received feedback to issues raised with the Council, he was aware of frustrations amongst some members of the public who had been given no responses, which affected their willingness to report further incidents.

Chief Inspector Sharon McCairn pointed out the rise in anti-social behaviour figures since April 2016 following a change in the recording process. She said that calls logged with the Control Room were allocated an incident number which should be routinely given to the caller. She would look into why this was not the case but would encourage individuals to ask for the incident number. On reported drug-related incidents, assurance was given that the reliability and content of all intelligence was assessed to help build up a picture and decide on the appropriate course of action, however it was not feasible to act on every report.

The Public Protection Manager explained that the Council's Community Safety team had clear procedures in place to share intelligence with Police colleagues. Councillor Jones said that Members could liaise with the team on behalf of residents who had not received feedback. The Public Protection

Manager said that officers were expected to respond to those reporting incidents and would reinforce this message with the team. She agreed to speak to Councillor Jones following the meeting about the issues he had raised.

Following a request by Councillor Robin Guest, Chief Inspector McCairn agreed to provide the latest trend data on hate-crime incidents which had increased across the whole region.

Councillor Paul Shotton thanked the Anti-Social Behaviour Co-ordinator and his team for their help in resolving a recent incident alongside the Police. He spoke about the involvement of Streetscene officers in sharing intelligence on crimes and referred to the 'Phoenix' initiative which helped young offenders to re-focus their lives in a positive way.

In respect of Councillor Jones' comments, Councillor Arnold Woolley was also aware of similar instances where outcomes had not been reported to complainants. The officers responded to queries on arrangements for Public Space Protection Orders (PSPO) and the centralised approach for tackling serious and organised crimes through multi-agency links. The Anti-Social Behaviour Co-ordinator agreed to provide details of the 'yellow card' scheme for juvenile anti-social behaviour and crime offenders, including how many had been issued. Mr. Mike White agreed to pursue a response to Councillor Woolley's enquiry submitted on the North Wales Fire & Rescue Service website over a week earlier.

Following concerns raised by Councillor Marion Bateman, the Domestic Abuse Co-ordinator agreed to provide local and regional data on domestic violence incidents against men. Flintshire was one of the first Authorities in the UK to highlight this problem, resulting in the opening of the first refuge in North Wales specifically for men. The team was working with the Welsh Government and Home Office on publicity campaigns to highlight this important topic and encourage more individuals to come forward and report incidents.

Councillor Brian Lloyd thanked the partnership for their work on a gang-related issue in his ward. Chief Inspector McCairn referred to the monitoring role of the local 'Safer Neighbourhoods' teams.

Councillor Andy Dunbobbin asked if the Armed Forces community were represented on the multi-agency board. The Public Protection Manager advised that whilst this was not the case with the People Are Safe Board, there were powers to co-opted additional members from the voluntary sector in addition to the statutory members required by legislation. Councillor Dunbobbin referred to Armed Forces representation on a North Wales group with the local Health Board. The Public Protection Manager agreed to meet with the Council's representative and would advise Councillor Dunbobbin of the outcome. She went on to speak about the sharing of information with Social Services.

Councillor Ron Hampson sought progress on tackling dog fouling in the county, making reference to Wrexham's success with prosecutions. The Anti-Social Behaviour Co-ordinator agreed to liaise with the relevant Streetscene officer.

In response to comments from Councillor Jones about the approach to joint enforcement of PSPO and Community Protection Notices, it was explained that this would form part of the consultation process. Councillor Jones also felt it important that any limitations on enforcement due to a lack of Police resources should be documented and reported to the Committee.

Councillor Paul Shotton commented on the need to raise awareness of gang and drug-related incidents with schools and through the work of the Police & Crime Commissioner who was due to attend the November meeting.

The Chairman said that some members of the public may opt not to verbally report issues for fear of retribution. Chief Inspector McCairn detailed a range of alternative communications for lower-level issues. For enquiries submitted on the website, the Chairman suggested it might be helpful for the person to receive an automatic acknowledgement. Chief Inspector McCairn also asked for data requests to be notified in advance, to enable responses to be provided.

RESOLVED:

That the work of the Community Safety Partnership be commended.

37. ANNUAL IMPROVEMENT REPORT OF THE AUDITOR GENERAL FOR WALES

The Corporate Business & Communications Executive Officer introduced the Annual Improvement Report summarising audit work by the Wales Audit Office (WAO) since the last report in March 2015. She welcomed the positive conclusion by WAO in recognising continued improved performance within priority areas, despite increasing financial pressures.

Members' attention was drawn to the summary of conclusions for performance, resources and governance and the assessment of performance in 2015/16 against the previous year which reflected that most national indicators had been achieved. The latest data for the period showed that 63% of national indicators had been met across Wales.

In presenting the report, Mr. Paul Goodlad of the WAO acknowledged the context in which Local Authorities had to operate, with increasing challenges such as financial constraints and growing demand from service users. He described the report as mainly positive with further work highlighted in a number of areas, but had no specific concerns to raise with the Committee. It was acknowledged that the Council was continuing to work on areas requiring strengthening and the Action Plan gave assurance that progress was being made on previous recommendations.

Councillor Paul Shotton congratulated officers on the report's conclusions. In response to a query on benchmarking, Mr. Goodlad explained that overall performance at other councils had not been as positive as that in Flintshire, although some councils had improved strongly in certain areas.

On a Council IT issue, Councillor Richard Jones referred to the recent refresh of Members' iPads for accessing agendas and felt that clear information should have been provided on moving information on iAnnotate.

In response to Councillor Paul Cunningham's query on the Action Plan, Councillor Aaron Shotton explained that the WAO recommendation was for Group Leaders to engage with their Members on the Member Development Scheme. He suggested that this could be included as a future agenda item for the Group Leaders' meeting with progress monitored through the Democratic Services Committee.

Councillor Marion Bateman said that she was unaware of the scheme which led to Councillor Aaron Shotton providing information on a number of schemes, both internal and external. The Chief Officer (Governance) spoke about the Council's scheme which was available to all Members and offered to re-circulate information if required. The Member Engagement Manager pointed out that information on development opportunities was regularly circulated but that attendance was variable. Councillor Arnold Woolley referred to poor attendance at a recent workshop on Equalities.

Councillor Robin Guest commented that attempts by Group Leaders to generate interest on training sessions were not always successful and that this was an issue in the Council. He went on to refer to required attendance levels for mandatory types of training and approaches taken by other councils to hold agreed regular training slots.

Councillor Billy Mullin thanked Mr. Goodlad for the report and welcomed the positive conclusion.

RESOLVED:

That having considered the report and the Council's response to it, the Committee is assured by the contents of the Annual Improvement Report.

38. QUARTER 1 IMPROVEMENT PLAN MONITORING REPORT 2016/17

The Corporate Business & Communications Executive Officer presented the update report to consider progress towards the delivery of the impacts set out in the 2015/16 Improvement Plan, focussing on the areas of under-performance relevant to the Committee during the first quarter of 2016/17. An update on the amount of efficiency targets achieved was circulated to Members.

Concerns were raised by Councillor Robin Guest on the trend status showing a downturn in 50% of key performance indicators. The officer had no concerns at this stage and gave explanation on the context as only two of the seven indicators had decreased - one on efficiency targets and the other on sickness absence narrowly missing the target. Councillor Guest also felt that the use of arrows did not show the whole picture and should be reviewed. This was noted by the officer who also agreed to look at consistency and to include commas in figures as requested by the Chairman.

Following comments from the Chairman on the latter indicator, it was explained that the aspirational target of 9.60 was over the longer term and that officers were liaising with the supplier of the reporting software to review headings to help with clarity of the document. The Chairman also felt that the use of double-ended arrows could appear confusing to which the officer replied that the glossary in the report could explain more clearly about the terms used.

Councillor Arnold Woolley suggested that switching to a clock system would help to show the direction of trend more clearly.

Councillor Richard Jones said that the 'red' status on achieving efficiency targets did not give enough detail and that meeting the target was the only way to show improvement. It was explained that 86% of efficiencies were expected to be met, which was a good level, and that the 'red' status reflected the fact that some efficiencies were not predicted to be achieved.

RESOLVED:

That the report be received.

39. REVENUE BUDGET MONITORING 2016/17 (MONTH 4) AND CAPITAL PROGRAMME MONITORING (MONTH 4)

The Finance Manager - Corporate Accounting & Systems introduced the reports on the Revenue Budget and Capital Programme Monitoring 2016/17 at Month 4, which were to be submitted to Cabinet. These were the first monitoring reports for 2015/16 and had been produced using new software and submitted at an earlier stage.

Revenue Budget Monitoring (Month 4)

The overall year end position on the Council Fund was forecast to be £2.081M higher than the budget. This amount would be reduced by an additional transport grant of £440K and conscious decisions on a number of proposed changes, leaving a true unpredicted working deficit of £0.780M. Explanation was given on the withdrawal of a £250K planned efficiency target for 2016/17 which would be mitigated by increased recycling and reduced landfill over the longer term. Delays in the completion of complex negotiations on essential car user allowances had resulted in an in-year £211K shortfall, with a positive recurring impact as the full year efficiency from 2017/18 due to exceed the target. Attention was drawn to the risks in the report, including current and future cost pressures in residential and domiciliary care, which remained despite the achievement of additional funding to meet the in-year inflationary fee increases from within the independent sector.

Councillor Aaron Shotton welcomed the more timely information as a result of the Month 4 report being the first to be produced from the new Collaborative Planning system; this meant that the Committee was considering Month 4 as opposed to Month 3. On efficiencies, he said that detailed negotiations on the essential care user scheme were needed to reach a satisfactory outcome. He shared details of the timeline for the Local Government Provisional and Final Settlements and referred to the different phased approach

on budget consultation this year which had received a mainly positive response from Overview & Scrutiny. All Members had been invited to the special meeting of the Committee on 28 September with a view to taking budget proposals through Council at an earlier stage.

The Chairman tendered his apologies for the special meeting and spoke about the need for more accuracy on predicted efficiencies. Councillor Aaron Shotton said that consideration was given to timing, for example part-year proposals such as essential car user allowances along with monitoring progress on Community Asset Transfers.

Concerns were raised by Councillor Arnold Woolley on the challenges around social care funding. Councillor Aaron Shotton referred to the increasing ageing population and discussions with Welsh Local Government Association on social care pressures across Wales.

Councillor Paul Shotton acknowledged the potential for in-year changes and referred to the success of Community Asset Transfers.

Councillor Richard Jones expressed concerns about the scale of the efficiencies shortfall which could not continue year on year. He wished to convey to Cabinet the importance of setting achievable efficiencies and that these should be scrutinised in detail to establish valid reasons and protect the budget, as would happen in the private sector. In relation to cemeteries, he said that Town and Community Councils should have been consulted prior to them setting their precepts.

The Chief Officer (Organisational Change) advised that there had been some degree of slippage on Community Asset Transfers due to the detailed legal process involved.

Responding to comments on in-year changes, Councillor Aaron Shotton referred to the Council's actions taken in response to the collapse of GHA Coaches.

Capital Programme Monitoring (Month 4)

The Finance Manager - Technical Accountancy presented a summary of changes to the Capital Programme between February and July. Changes in 2016/17 had resulted in a revised budget of £59.131M and explanation was given on changes in relation to increased data storage and the Strategic Housing & Regeneration Programme (SHARP). An update on capital expenditure reported a projected underspend of £15K and an early identified rollover of £67K reflecting reviewed spending plans. An update on pressures included a new pressure of £45K in relation to improvements at the Queensferry roundabout.

Following comments from the Chairman and Councillor Richard Jones, the Finance Manager agreed that information would be provided on the technical reasons for additional spend on design changes at Queensferry roundabout.

In response to a question from Councillor Ron Hampson about the Council's building in Ewloe, attention was drawn to the in-year receipts in Table 6

of the report. The Chief Officer (Organisational Change) reported that the building was being marketed for disposal and that details of all operational costs under the Council's control would be provided, in response to the Chairman's request.

Councillor Aaron Shotton reminded Members of the positive outcome of negotiations on household recycling centres involving the Cabinet Member for Waste Strategy and officers with Welsh Government colleagues.

RESOLVED:

- (a) That the Revenue Budget Monitoring 2016/17 Month 4 report be approved;
- (b) That the Capital Programme Monitoring Month 4 report be approved; and
- (c) That the Committee wishes to impress upon the Cabinet the need to learn to be more realistic about the achievement of efficiency savings, some of which may not be wholly within the Council's control.

40. APPRAISALS UPDATE

The Senior Manager, Human Resources & Organisational Development provided a verbal update on appraisals since the item in July. She reported continued improvements in the completion of appraisals in Corporate Services, with those previously scheduled now completed. The introduction of light-touch appraisals for large groups had proved effective. Since April, the level of completed appraisals had risen from 23% to 57% including exceptions for individuals on long-term sickness absence maternity leave etc. Over 71% of appraisals had been completed in Social Services, which was a significant improvement. The team was planning to conduct random sampling so that qualitative data could be used alongside quantitative data. It was hoped this would help confirm that meaningful objectives were being set and that appropriate support was in place.

Councillor Arnold Woolley circulated copies of an article on managing appraisals which he felt would be useful to note.

Councillor Richard Jones gave a reminder that the Chief Executive had agreed that 100% should be the aspirational target for completing appraisals and therefore further improvement should be expected by the end of the year. The Manager said that it was the expectation to achieve 100% over the ten month period, allowing for those exceptions referred to.

RESOLVED:

That the update be received.

41. FORWARD WORK PROGRAMME

In presenting the Forward Work Programme for consideration, the Member Engagement Manager gave a reminder of the special meeting on 28 September to which all Members were invited.

The following actions were agreed:

- The Quarter 1 improvement report to be taken off the October meeting.
- The Member Engagement Manager to email Members asking that questions for the Police & Crime Commissioner be submitted in advance of the November meeting.
- Members to be notified which of the scheduled budget meetings in December would proceed. A reminder was also given of the special Council meeting on 15 November to consider the provisional budget settlement.
- The Member Engagement Manager to schedule the item on risks to changes in grant funding, as requested by Councillor Richard Jones at the previous meeting.

RESOLVED:

- (a) That the Forward Work Programme, as submitted, be approved with amendments; and
- (b) That the Member Engagement Manager, in consultation with the Chair and Vice-Chair, be authorised to vary the Forward Work Programme between meetings, should this be necessary.

42. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There was one member of the press in attendance.

(The meeting started at 10.00 am and ended at 12.30 pm)

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Chairman

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Wednesday 13 th October 2016
Report Subject	Flintshire Public Services Board
Cabinet Member	Cabinet Member for Corporate Resources
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

To provide an overview of the establishment of the Flintshire Public Services Board (PSB) following the introduction of the Well-being of Future Generations (Wales) Act 2015 and the work of the Board to date.

The report covers:

- Membership of the Flintshire Public Services Board
- Purpose and Role of the Public Services Board
- Public Services Board Priorities for 2016/17
- Progress to date

RECOMMENDATIONS

1	That the role and responsibilities of the Flintshire Public Services Board are supported.
2	That the priorities for 2016/17 are supported.
3	Members are assured of the level of progress that the Flintshire PSB has made since its establishment.
4	Members are supportive of the pilot work being undertaken around the CAMMS performance management system.

REPORT DETAILS

1.00	EXPLAINING THE FLINTSHIRE PUBLIC SERVICES BOARD
1.01	Flintshire has a longstanding and proud track record of partnership working. The communities it serves expect statutory and third sector partners to work together to manage shared priorities through collaboration. The Flintshire Public Services Board (PSB) is at the heart of promoting a positive culture of working together and concentrates energy, effort and resources on providing efficient and effective services to local communities.
1.02	The Flintshire PSB is a statutory body which was established on 1 st April 2016 following the introduction of the Well-being of Future Generations (Wales) Act 2015. The Flintshire PSB replaces the Flintshire Local Services Board (LSB).
1.03	MEMBERSHIP OF THE PUBLIC SERVICES BOARD (PSB)
1.04	<p>The Flintshire PSB is made up of senior leaders from a number of public and voluntary organisations. The Board has a membership made up of both statutory members (i.e. prescribed by law) and invited members as listed below. The statutory members are shown with an *:</p> <ul style="list-style-type: none"> • Flintshire County Council* • Betsi Cadwaladr University Health Board* • North Wales Fire and Rescue Service* • Natural Resources Wales* • North Wales Police • North Wales Police and Crime Commissioner • National Probation Service (Wales) • Wales Community Rehabilitation Company • Flintshire Local Voluntary Council • Coleg Cambria • Glyndwr University • Public Health Wales • Welsh Government
1.05	The statutory members are collectively responsible for fulfilling the Board's primary duties. This means unanimous agreement of the statutory members is needed to fulfil the main statutory duties. In practice, the Board will work by consensus with parity of esteem being shown to all members irrespective of whether they are a statutory member or an invited participant/member.
1.06	Together these organisations are responsible for developing and managing the Well-being Plan for Flintshire.

1.07	PURPOSE AND ROLE OF THE FLINTSHIRE PUBLIC SERVICES BOARD
1.08	The primary purpose of the Board is to protect, sustain and improve the economic, social, environmental and cultural well-being of Flintshire through collaborative working as a single public service.
1.09	<p>The Flintshire Public Services Board has five principal roles:</p> <ul style="list-style-type: none"> • To discharge the duties of a public services board including producing and working to a Local Well-Being Plan; • To identify and prioritise the contemporary challenges where collective leadership and problem-solving is called for, and common issues as both providers or services and as employers where collective action is called for; • To ensure consistent and effective governance and performance across the strategic partnership which supports the Public Services Board; • To promote collaboration in the design and provision of local public services and to make best economic use of local partners and resources in the fulfilment of common aims and priorities; and • To promote and maintain effective and trusting partnership relationships amongst local public service leaders in support of the above roles.
1.10	<p>The principal activities of the Public Services Board are:</p> <ul style="list-style-type: none"> • To prepare and publish an assessment of the state of economic, social, environmental and cultural well-being of Flintshire; • To prepare and publish a Local Well-being Plan for Flintshire setting out local objectives and the steps we propose to take to meet them; • To continue to performance manage the adopted priority work-streams of the Board in pursuit if the outcomes we aspire to; • To oversee the complementary performance and contribution of the local strategic partnerships; and • To prepare and publish an annual report that sets out the Board's progress in meeting our aims and objectives.
1.11	<p>In fulfilling its roles and activities the Board will contribute to the seven national 'Well-Being' goals:</p> <ul style="list-style-type: none"> • a prosperous Wales • a resilient Wales • a healthier Wales • a more equal Wales • a Wales of cohesive communities • a Wales of vibrant culture and thriving Welsh language • a globally responsible Wales

1.12	Sustainable development is an under-pinning principle of the PSB. This means thinking, planning and acting in a way where the needs of the present are met without compromising the future and limiting the opportunities for the generations that will follow. When making decisions the Board will think, plan and act for the long-term, preventatively, through integration and collaboration, and by being inclusive and involving.
1.13	FLINTSHIRE PUBLIC SERVICES BOARD (PSB) PRIORITIES
1.14	<p>Whilst the Flintshire PSB realise that there is much that could be done to add value to public service and to the communities of Flintshire they have identified and agreed a number of priorities for 2016/17 that support the seven goals of the Well-Being of Future Generations (Wales) Act. These are:</p> <ul style="list-style-type: none"> • Supporting Independent Living • Vulnerability, Intervention and Prevention • Community Resilience • Physical Activity and Sedentary Behaviour • Supporting Families with Complex Needs
1.15	The agreed priorities are however, in their early stages, and in some cases are in the process of being fully scoped.
1.16	These priorities have been chosen as the themes where the PSB can add most value and make a positive and lasting difference. Working together to make an impact in these priorities is the collective aim of the Flintshire PSB, realising that no single organisation can achieve on their own; the partner organisations represented on the PSB can collectively make a positive difference for the people who live, visit and work in Flintshire.
1.17	PSB PROGRESS
1.18	The Board was established on 1 st April 2016 and to date has held two PSB meetings.
1.19	<p>The Board has continued to build on the earlier work of the Local Service Board. Early work has included:</p> <ul style="list-style-type: none"> • Formal set up of the Flintshire PSB Board • Development of and formal agreement of PSB Terms of Reference • Priority areas for 2016/17 have been reviewed and agreed • A Partnership Self-Assessment Framework has been created to support the PSB and the COMPACT Board are currently testing this on behalf of the PSB. Feedback will be presented to the PSB in October and any revisions to the Framework will be put in to place thereafter with a view to all Partnerships completing this Self-Assessment in January 2017. • Mapping work has been undertaken to determine the Community areas for the use of the Well-being Needs Assessment for Flintshire. These will be presented at the PSB meeting in October for feedback.

	<ul style="list-style-type: none"> • Work has started around the development of the Well-being Needs Assessment for Flintshire. An early draft will be shared with PSB Board members at the PSB meeting in October for initial comment/feedback. Our intention at the moment is to provide a final draft of the Well-being Assessment to PSB in January 2017. • Work within each of the priority areas is ongoing. Updates in relation to progress around these areas will be provided at the PSB meeting in October 2016. • The PSB have agreed in principle to using the CAMMS system for the management of and performance reporting of the various PSB work streams and have agreed for a pilot to be undertaken using the People are Safe work stream. The People are Safe work will be presented in CAMMS at the PSB meeting in October.
2.00	RESOURCE IMPLICATIONS
2.01	<p>Administrative support for the Board is provided by Flintshire County Council. This includes:</p> <ul style="list-style-type: none"> • Ensuring the Board meets regularly • Preparing the agenda and commissioning papers for meetings • Co-ordinating the annual governance assessment of the Board and its sub groups • Inviting participants and managing attendance • Work on the annual report • Preparation of evidence for scrutiny <p>This arrangement will be reviewed annually.</p>
2.02	<p>Report implications to deliver the agreed Priorities will be considered on an ongoing basis via the current arrangements that are in place to support the Flintshire PSB.</p>

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>The Flintshire Public Services Board will engage with key partners in the area who have a material interest in the well-being of Flintshire or who deliver important public services, in the preparation, implementation and delivery of the board. These include:</p> <ul style="list-style-type: none"> • Town and Community Councils • Public Health Wales NHS Trust • Community Health Councils • National Park Authorities • Higher Education Funding Council for Wales • Further or Higher Education institutions • Arts Council for Wales • Sports Council for Wales • National Library of Wales • National Museum of Wales

3.02	The Board will engage in a purposeful relationship with people and communities in the area, including children and young people, and those with protected characteristics, in its work.
3.03	The Board will take additional steps outside of meetings to ensure that the community voice is heard and will be inclusive in gathering evidence and opinion to shape both the Assessment of Local Well-being and the Local Well-being Plan. This is expected to include consultation and engagement exercises.

4.00	RISK MANAGEMENT
4.01	The identification of any risks and the actions required to mitigate risk will be considered through the governance and reporting arrangements that are in place to support the PSB.

5.00	APPENDICES
5.01	Flintshire Public Services Board – Terms of Reference

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Shared Purpose: Shared Future – Statutory Guidance. Please find link to the relevant page on the Welsh Government Website : http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en</p> <p>Contact Officer: Sam Perry, Policy & Performance Support Officer Telephone: 01352 701476 E-mail: sam.perry@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>CAMMS New Performance Management System used with Flintshire County Council. It offers a complete end-to-end Enterprise Performance Management (EPM) and Business Intelligence suite which is fully integrated across planning, measurement, scorecards, risk management and project management.</p> <p>Sustainable Development The process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals.</p>

	<p>Sustainable is a way of doing things rather than an end in itself.</p>
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Well-being of Future Generations (Wales) Act 2015

Legally binding common purpose for national government, local government, local health boards and other specified public bodies. The act details the ways in which the specified public bodies must work, and work together to improve the well-being of Wales.

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Constitution and Terms of Reference

Flintshire Public Services Board (PSB) is a statutory body established on 1st April 2016 as a result of the enactment of the Well-being of Future Generations (Wales) Act 2015. The Public Services Board replaces the Flintshire Local Service Board (LSB). The transition from the LSB to the PSB has been supported by a transition plan.

Purpose

1. The primary purpose of the Board is to protect, sustain and improve the economic, social, environmental and cultural well-being of Flintshire through collective working as a single public service.
2. The Flintshire Public Services Board has five principal roles:
 - To discharge the duties of a public services board including producing and working to a Local Well-being Plan;
 - To identify and prioritise the contemporary challenges where collective leadership and problem-solving is called for, and common issues as both providers or services and as employers where collective action is called for;
 - To ensure consistent and effective governance and performance across the strategic partnership which support the Public Services Board;
 - To promoting collaboration in the design and provision of local public services and to make best economic use of local partners' resources in the fulfilment of common aims and priorities; and
 - To promote and maintain effective and trusting partnership relationships amongst local public service leaders in support of the above roles.
3. The principal activities of the Public Services Board are:
 - To prepare and publish an assessment of the state of economic, social, environmental and cultural well-being of Flintshire;
 - To prepare and publish a Local Well-being Plan for Flintshire setting out local objectives and the steps we propose to take to meet them;
 - To continue to performance manage the adopted priority work-streams of the Board in pursuit of the outcomes we aspire to;
 - To oversee the complementary performance and contribution of the local strategic partnerships; and
 - To prepare and publish an annual report that sets out the Board's progress in meeting our aims and objectives.
4. In fulfilling its roles and activities the Board will contribute to the seven national 'well-being' goals:
 - A prosperous Wales
 - A resilient Wales
 - A healthier Wales
 - A more equal Wales
 - A Wales of cohesive communities
 - A Wales of vibrant culture and thriving Welsh language
 - A globally responsible Wales



5. To continue to be responsible as the statutory body for the local People are Safe Board (formerly the Community Safety Partnership)

Principles

6. Sustainable development is an under-pinning principle of the PSB. This means thinking, planning and acting in a way where the needs of the present are met without compromising the future and limiting the opportunities for the generations that will follow. When making decisions the Board will think, plan and act for the long-term, preventatively, through integration and collaboration, and by being inclusive and involving.

Membership

7. The Board has a membership made up of statutory members (i.e. prescribed by law) and invited members. The statutory members are shown with an *:
 - Flintshire County Council (nominee: Leader and Chief Executive)*
 - Betsi Cadwaladr University Health Board (nominee: Area Director, East)*
 - North Wales Fire and Rescue Service (nominee: Chief Fire Officer)*
 - Natural Resources Wales (nominee: Head of Operations, North Wales)*
 - Chief Constable, North Wales Police
 - North Wales Police and Crime Commissioner
 - National Probation Service (Wales)
 - Wales Community Rehabilitation Company
 - Flintshire Local Voluntary Council
 - Coleg Cambria
 - Glyndwr University
 - Public Health Wales
 - The Welsh Minister

The statutory members are collectively responsible for fulfilling the Board's statutory duties. This means unanimous agreement of the statutory members is needed to fulfil the main statutory duties.

In practice, the Board will work by consensus with parity of esteem being shown to all members irrespective of whether they are a statutory member or an invited participant/member.

8. Individuals may be designated to represent any of the named persons above.
9. Any designated representatives should have the authority to make decisions on behalf of their organisation.
10. The Board will engage with key partners in the area who have a material interest in the well-being of Flintshire or who deliver important public services, in the preparation, implementation and delivery of the board. These include: Town and Community Councils; Public Health Wales NHS Trust; Community Health Councils; National Park Authorities; Higher Education Funding Council for Wales; Further or Higher Education institutions; Arts Council for Wales; Sports Council for Wales; National Library of Wales; National Museum of Wales.
11. The Board will also invite Chairs of the Local Partnership Delivery Boards (PDBs) to be members where they are not otherwise a named member.



12. The Board can require member bodies and other partners to provide information about any action they take that may contribute to achieving the well-being goals. However they are not required to provide information if:
 - They consider it would be incompatible with their duties, or
 - It has an adverse effect on the exercise of their functions, or
 - They are prohibited from providing it by law.
13. If a person/organisation decides not to provide information the Board has requested it must provide the Board with written reasons for its decision.

Decision Making

14. In the event of a disagreement between statutory members it is the responsibility of the Chair to mediate an agreement and to ensure that this is presented to the next available meeting of the PSB or to a special meeting if required. A mediation protocol will be required.

Quorum

15. The quorum of the Board is all four of its statutory membership bodies.

Mandatory Meetings

16. The Board must hold a “mandatory meeting” chaired by Flintshire County Council no later than 60 days after each subsequent ordinary election of Councillors.
17. The Board membership will appoint a Chair and Vice Chair at the mandatory meeting from the statutory members and the invited participants.
18. At this meeting the Board will also decide when and how often it will meet and will review and agree its Terms of Reference.

Ordinary Meetings

19. Ordinary meetings of the Board will take place, as a minimum, four times a year (with each meeting being hosted by one of the membership organisations).
20. Each meeting will consider, but not be limited to, the following agenda items:
 - Welcome and apologies
 - Declarations of interest
 - Public questions
 - Minutes of the last meeting
 - Progress on well-being objectives and priorities
 - Forward work-plan

Sub-groups

21. The Board can establish sub-groups to support it in undertaking its functions and it can authorise sub-groups to exercise a limited number of functions.
22. Each sub-group of Board must include at least one member of the Board, who will chair the sub-group, and can include any invited participant or other partner.
23. The sub-groups cannot, unilaterally and without the express permission of the Board:



- Invite persons to participate in the PSB's activity;
 - Set, review or revise Flintshire PSB's local objectives;
 - Prepare or publish an Assessment of Local Well-being in Flintshire;
 - Consult on Flintshire's Assessment of Local Well-being or prepare a draft of an assessment for the purposes of consulting;
 - Prepare or publish a Flintshire Local Well-being Plan;
 - Consult on Flintshire's Local Well-being Plan or prepare a draft of a Local Well-being Plan for the purposes of consulting;
 - Review or amend Flintshire's Local Well-being Plan or publish an amended Local Well-being Plan;
 - Consult on an amendment to Flintshire's Local Well-being Plan; or
 - Agree that the board merges or collaborates with another public services board.
24. The matters above require all members to act jointly and so must be decided by the full Board.
25. The aims, scope, terms and reference and expectations of each sub-group will be set out by the Board when commissioning the sub-group. The current sub-groups will continue, as set out in the transition plan, whilst the Board undertakes the Assessment of Local Well-being and develops the Local Well-being Plan. These are:
- Health, Well-being and Independence Board
 - People are Safe Board

Support

26. Administrative support for the Board is provided by Flintshire County Council. This includes:
- Ensuring the Board meets regularly
 - Preparing the agenda and commissioning papers for meetings
 - Co-ordinating the annual governance assessment of the Board and its sub groups
 - Inviting participants and managing attendance
 - Work on the annual report
 - Preparation of evidence for scrutiny
- This arrangement will be reviewed annually.

Wider Engagement

27. The Board will engage in a purposeful relationship with people and communities in the area, including children and young people, and those with protected characteristics, in its work.
28. Interested parties can be invited to make presentations to the Board.
29. The Board will take additional steps outside of meetings to ensure that the community voice is heard and will be inclusive in gathering evidence and opinion to shape both the Assessment of Local Well-being and the Local Well-being Plan. This is expected to include consultation and engagement exercises.
30. The Board is subject to public scrutiny through the Council's Corporate Resources Overview and Scrutiny Committee.



31. A copy of the Assessment of Local Well-being, the Local Well-being Plan and each annual report will be sent to the Welsh Ministers, the Commissioner, the Auditor General for Wales and the Council's Corporate Resources Overview and Scrutiny Committee.

Annual Report

32. The Board will prepare and publish a report no later than 14 months after the publication of its first Local Well-being Plan. This will enable the PSB to report on the full year's activity.
33. Subsequently, the Board will publish an annual report no later than one year after the publication of each previous report.
34. In the year following an ordinary local government election, when a new Local Well-being Plan is being prepared and published, the Board will not produce an annual report.
35. The Annual Report will set out the steps taken since the publication of the Board's most recent Local Well-being Plan to meet the objectives set out in the plan. It can also include any other information the Board thinks would be appropriate.
36. A copy of the Flintshire Board Annual Report will be sent to the Welsh Ministers, the Commissioner, the Auditor General for Wales and Flintshire County Council's Corporate Resources Overview and Scrutiny Committee.

Scrutiny

37. The role of scrutiny is to provide challenge and support to the Flintshire Board in the public interest.
38. There is a requirement to designate a local government scrutiny committee of the relevant local authority to scrutinise the work of the Public Services Board. In Flintshire this will be the Corporate Resources Overview and Scrutiny Committee.
39. Welsh Ministers have a power to refer a Board plan to the local scrutiny committee if it is not considered sufficient. For example, due to an adverse report by the Future Generations Commissioner for Wales or a concern statutory duties are not being met.
40. The Corporate Resources Overview and Scrutiny Committee can require any member of the Board to give evidence for the exercise of joint functions conferred on them as a member of Flintshire Board.
41. The Corporate Resources Overview and Scrutiny Committee must send a copy of any report or recommendation it makes to the Welsh Ministers, the Commissioner and the Auditor General for Wales.

Review and Amendment

42. The Board will review and agree its Terms of Reference on an annual basis.

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 13 th October 2016
Report Subject	Workforce Information Report - Quarter 1 2016/17
Portfolio Holder	Cabinet Member for Corporate Management
Report Author	Senior Manager, Human Resources and Organisational Development
Type of Report	Operational

EXECUTIVE SUMMARY

To provide Members with an update for the first quarter for 2016/17. This report provides details of the following:

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

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.

The report provides a 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 (with further breakdown into Teaching and Non-Teaching) and Non-Schools data separately.

RECOMMENDATIONS

1	Members comment on Workforce Information Report for quarter one 2016/17.
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REPORT DETAILS

1.00	EXPLAINING THE WORKFORCE INFORMATION REPORT
1.01	Headcount and Full Time Equivalent (FTE) The headcount and FTE for the Council continues to decrease which is expected and planned. Quarter one figures show an overall decrease of 42 FTE across the Council, Non-schools show a decrease of 34 FTE, and Schools show a decrease of 8 FTE. Within Schools, 7 of the 8 FTE are teaching staff.
1.02	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.
1.03	Employee Turnover and Stability (Including Redundancies and Early Retirements) Early Retirements and redundancy schemes across the Council continue to be applied. The Flintshire County Council turnover percentage as at quarter one is 2.24%. For the comparative figures for last year, the turnover percentage for quarter one was 2.37%, which shows a reduction of 0.13%.
1.04	Attendance Improving attendance by reducing sickness absence and improving performance is a key priority and is continually measured and tracked. The total FTE days lost for quarter one is 2.42 and is project to reach 9.68, which at the time of writing this report, is short of achieving our annual target of 9.30. Social Services, and Streetscene and Transportation continue to report higher volumes of absence. There is however, a noticeable improvement when compared to previous years, within those areas and continued focussed and robust interventions in line with the Attendance Management policy should continue to yield further improvements.

1.05	<p>Performance Appraisals and Development</p> <p>Performance Appraisals remain a high priority within the Council. The undertaking of appraisals have been carried out and recorded on iTrent which shows significant improvement. A further detailed update regarding the current state of appraisals within the Council is provided via the 'Appraisals Substantive Progress report'.</p>
1.06	<p>Resource Management (Agency Workers)</p> <p>The quarter one agency spend is £1m. This has exceeded the aspirational target of £0.625m. The majority of the agency spend is within Streetscene and Transportation (£540,000), and Social Services (£306,000) respectively. Within Social Services, 36% of the service quarterly spend was off-contract (outside of Matrix SCM).</p> <p>Overall, there were 180 active agency placements on 30th June 2016. From the 180 placements, 154 have exceeded the 12 week Agency Worker Regulations threshold.</p> <p>The agency/headcount table reports on the number of agency workers engaged within quarter one compared to the established headcount within the service. Streetscene and Transportation shows an equivalent of 29%. The service have been carrying a significant number of vacancies and the recruitment campaign is underway, and agency workers are being encouraged and supported to apply. We anticipate that the majority of posts will be filled by agency workers.</p> <p>Social Services shows an equivalent of 3.18%. However, this information provided is identified from agency workers engaged via the agreed framework from the neutral vendor agency provider, Matrix SCM. This does not include agency workers who were engaged off contract.</p>
1.07	<p>Equality and Diversity</p> <p>The importance of collecting equality and diversity information remains a high priority. Equalities monitoring information is regularly reviewed with measures in place to collate missing diversity data from employees.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Increased accuracy for reporting will allow the Council to better understand the composition and usage of the workforce and therefore plan and manage the largest single cost of service delivery.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None as the dashboard report appended to this report details existing actual out-turns in the various measures.

4.00	RISK MANAGEMENT
4.01	None arising directly from this report.

5.00	APPENDICES
5.01	Appendix One: Dashboard - Workforce Information Report Q1 2016/17.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Sharon Carney, Senior Manager, Human Resources and Organisational Development</p> <p>Telephone: 01352 702139</p> <p>E-mail: sharon.carney@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p><u>Headcount and FTE</u> This will provide information on the current levels of the Council's workforce.</p> <p><u>Organisational Age Profile</u> 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.</p> <p><u>Employee Turnover and Stability (Including Redundancies and Early Retirements)</u> 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.</p> <p><u>Attendance</u> Attendance remains a high priority in the Council and will provide detailed information on the areas for improvement for absence/attendance. Stage 1 and Stage 2 capability hearings are the formal stages of the Attendance Management policy where sanctions including dismissal take place.</p> <p><u>Performance Appraisals and Development</u> Reporting on performance appraisals and development will enable more effective monitoring of potential training needs for future planning.</p> <p><u>Resource Management</u> This information will include the usage of agency workers within the Council.</p> <p><u>Equality and Diversity</u> Information will be provided to implementation measure to prevent inequalities within the Council.</p>

CORPORATE DASHBOARD REPORTS

(FLINTSHIRE COUNTY COUNCIL)

2016/17 - QUARTER 1

(APRIL - JUNE)

2016/17 DASHBOARD

FLINTSHIRE COUNTY COUNCIL TOTALS

TOTAL HEADCOUNT

6,673

TOTAL FTE

5,061

LEAVERS / TURNOVER

150 / 2.24%

AGENCY SPEND 2016/17

£1.0m

Q1 TARGET

£0.625m

DAYS LOST PER FTE 2016/17

2.42

TARGET 2016/17

9.30

CORPORATE DASHBOARD REPORTS

(NON SCHOOLS)

2016/17 - QUARTER 1

(APRIL - JUNE)

QUARTER 1 2016/17 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - NON SCHOOLS

TOTAL HEADCOUNT

3,490

TOTAL FULL TIME EQUIVALENT

2,763

01/04/2016
3,527

Decrease of
37 people
(-1.09%)

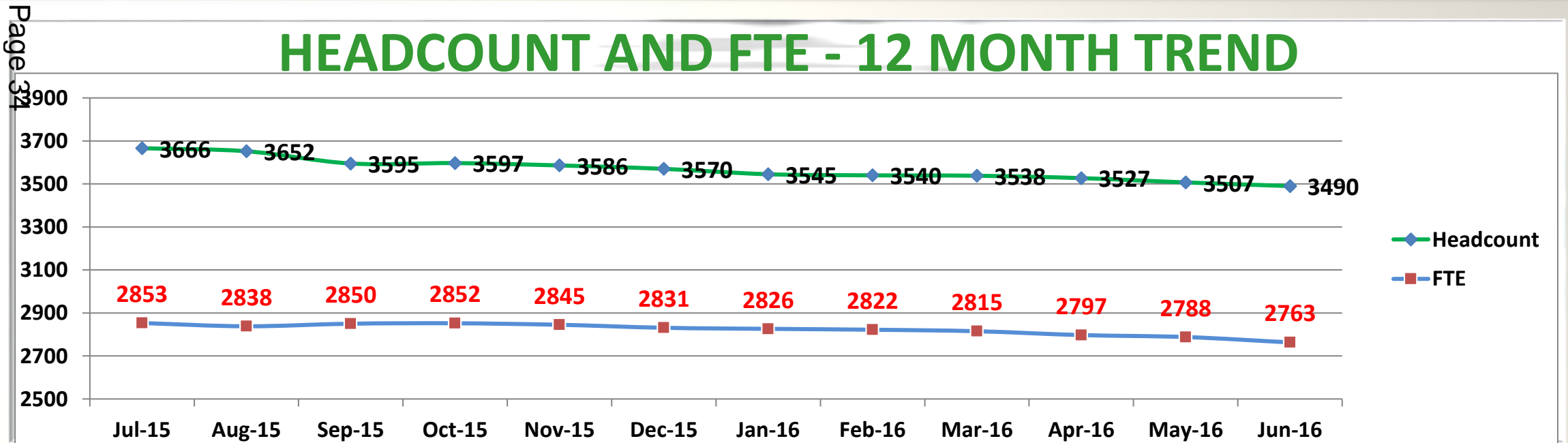
30/06/2016
3,490

01/04/2016
2,797

Decrease of
34 FTE
(-1.23%)

30/06/2016
2,763

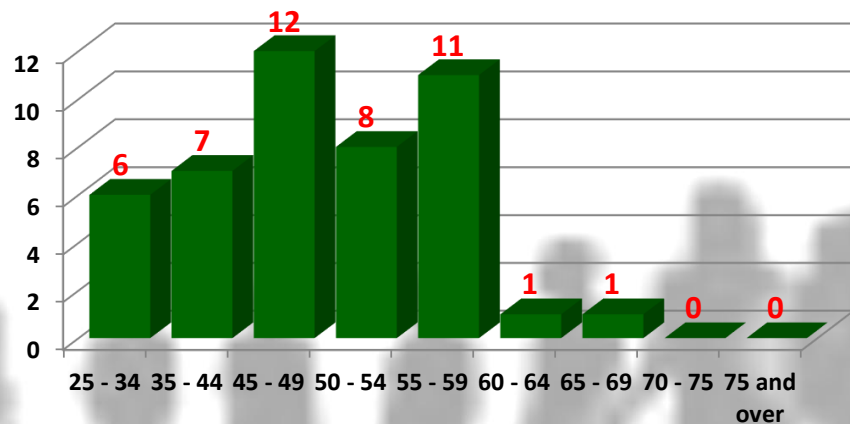
HEADCOUNT AND FTE - 12 MONTH TREND



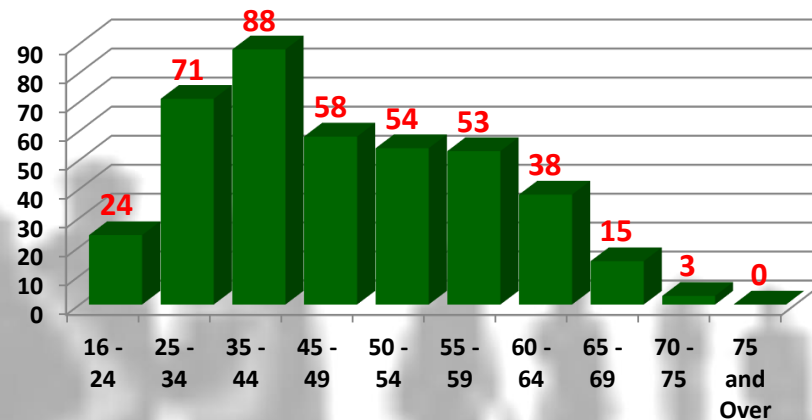
QUARTER 1 2016-17 DASHBOARD

AGE PROFILE - NON-SCHOOLS

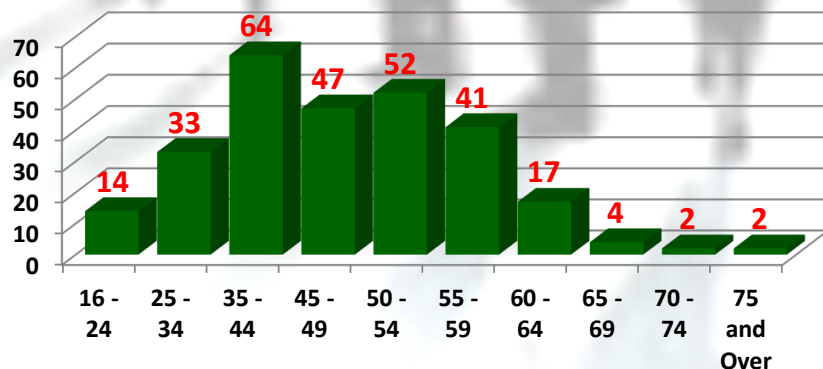
Chief Executives



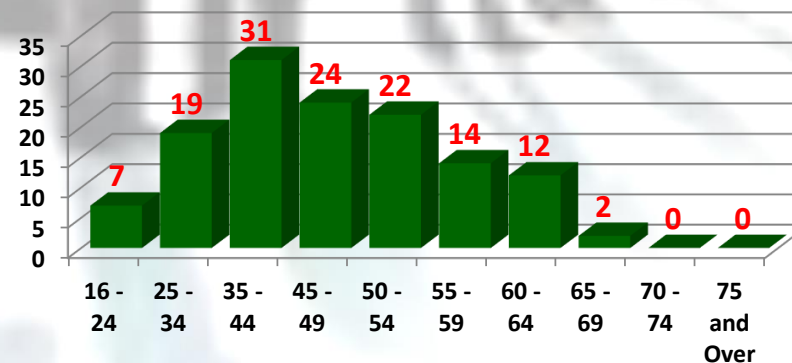
Community and Enterprise



Education and Youth



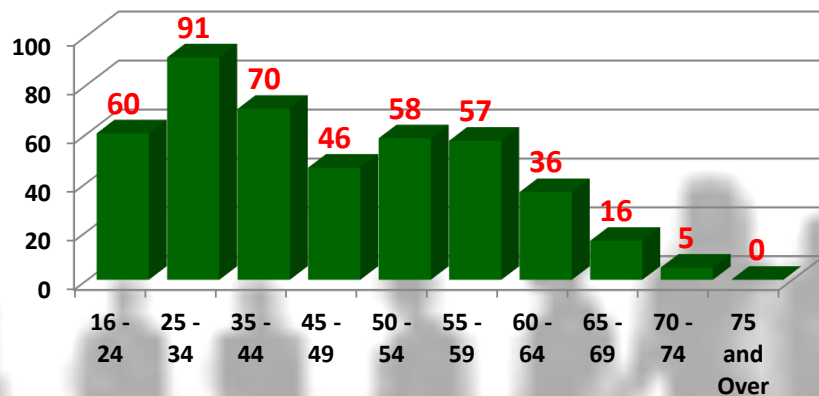
Governance



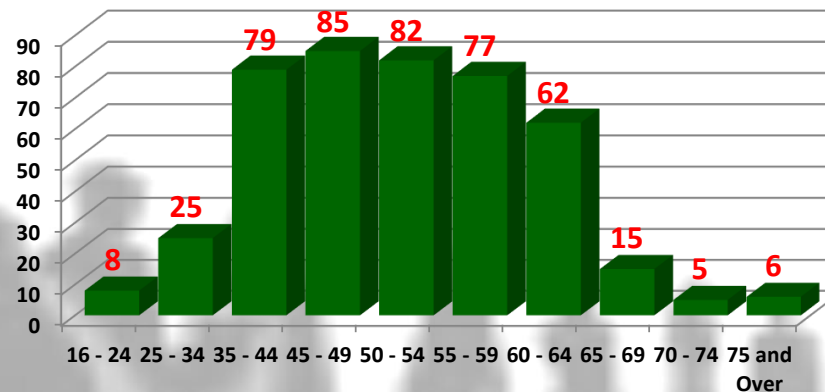
QUARTER 1 2016-17 DASHBOARD

AGE PROFILE - NON-SCHOOLS

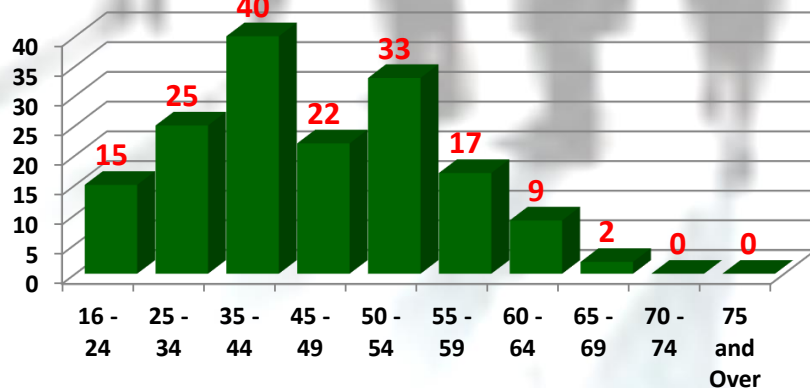
Organisational Change 1



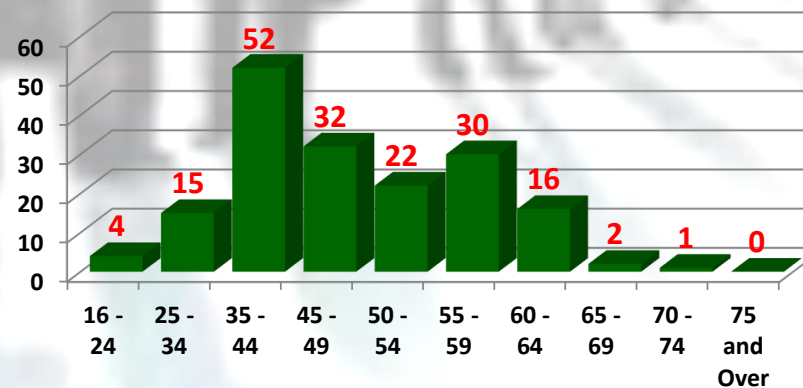
Organisational Change 2



People and Resources



Planning and Environment

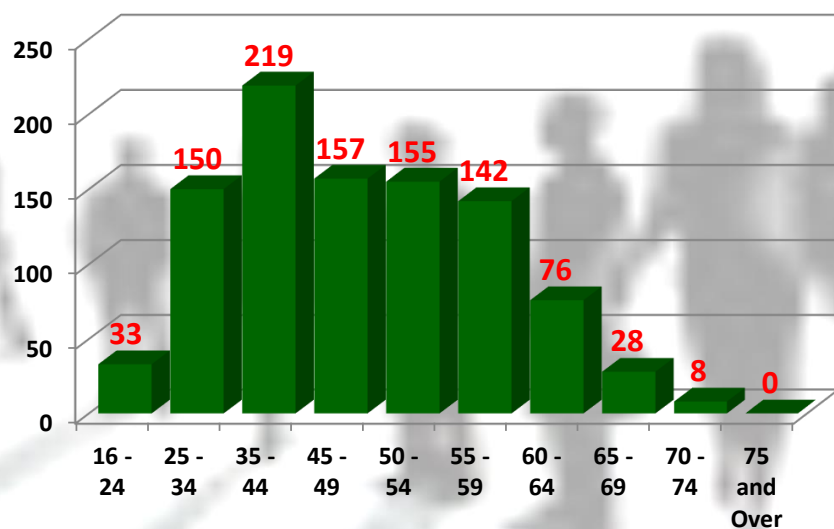


QUARTER 1 2016-17 DASHBOARD

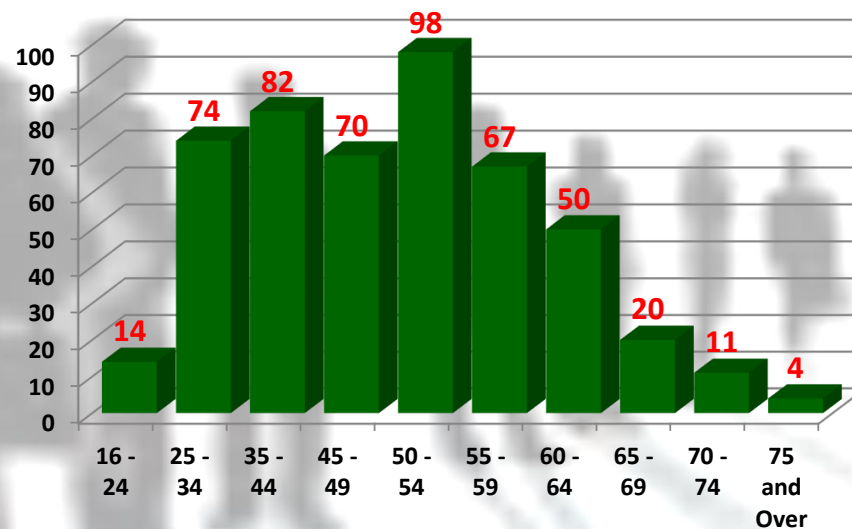
AGE PROFILE - NON-SCHOOLS

Page 37

Social Services



Streetscene and Transportation



QUARTER 1 2016/17 DASHBOARD

ATTENDANCE - NON-SCHOOLS

DAYS LOST PER FTE AT 30/06/2016



30/06/2015
2.85

2.83

30/06/2016
2.83



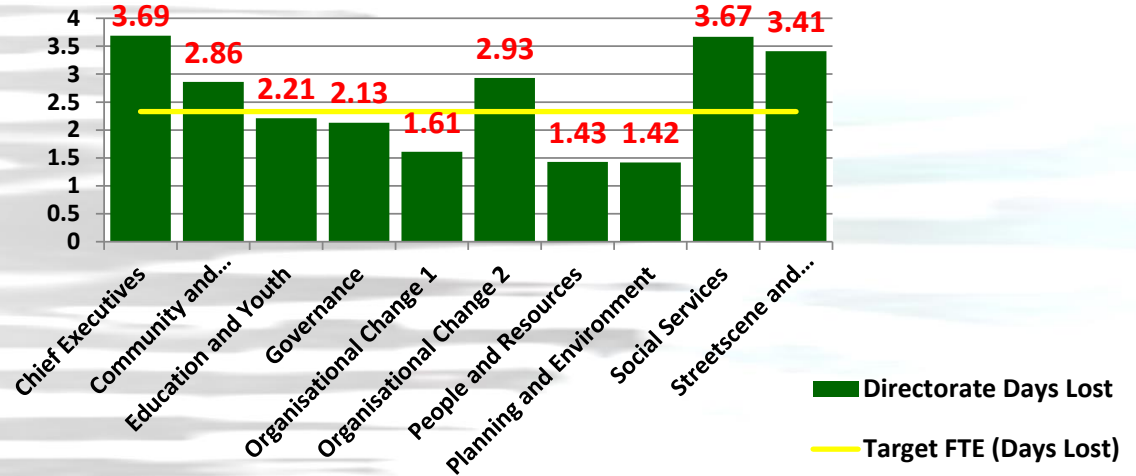
Decrease of 0.02

Page 38

TOP 4 REASONS

1. MUSCOLOSKELETAL
2. STRESS DEPRESSION; ANXIETY
3. STOMACH, LIVER; VOMITING
4. INFECTIONS

FTE DAYS LOST BY PORTFOLIO



QUARTER 1 2016/17 DASHBOARD

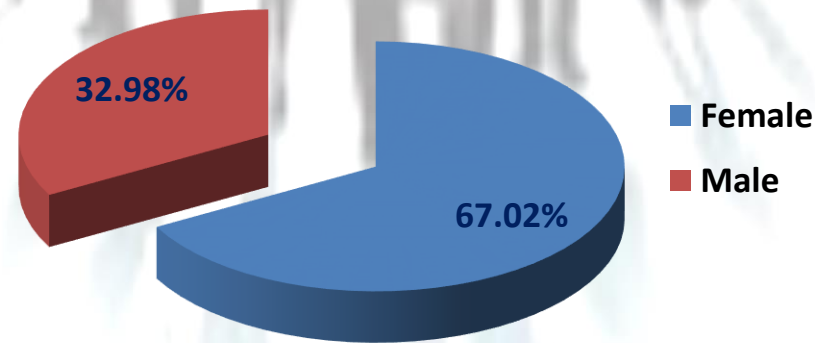
EQUALITY AND DIVERSITY - NON-SCHOOLS

GENDER BREAKDOWN

MALE
1,151
 (32.98%)

FEMALE
2,339
 (67.02%)

GENDER BREAKDOWN (%)



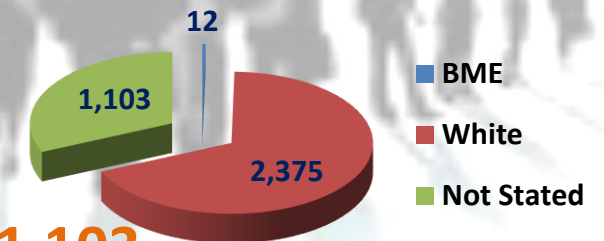
ETHNICITY

BME - 12

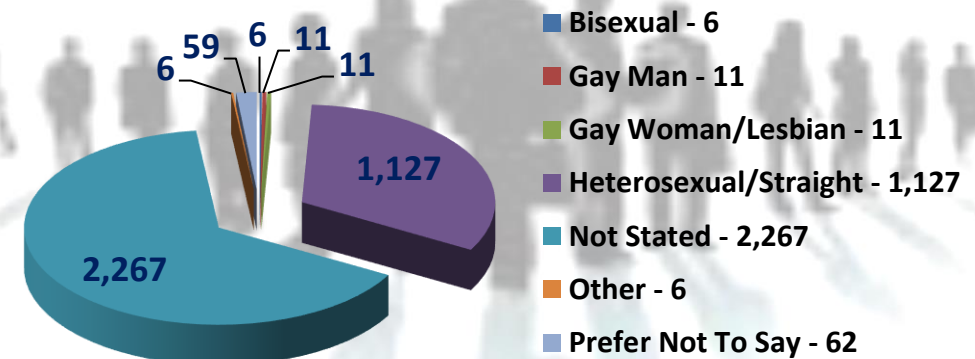
WHITE - 2,375

NOT STATED - 1,103

ETHNICITY BREAKDOWN



SEXUAL ORIENTATION



QUARTER 1 2016/17 DASHBOARD

TURNOVER AND STABILITY - NON SCHOOLS

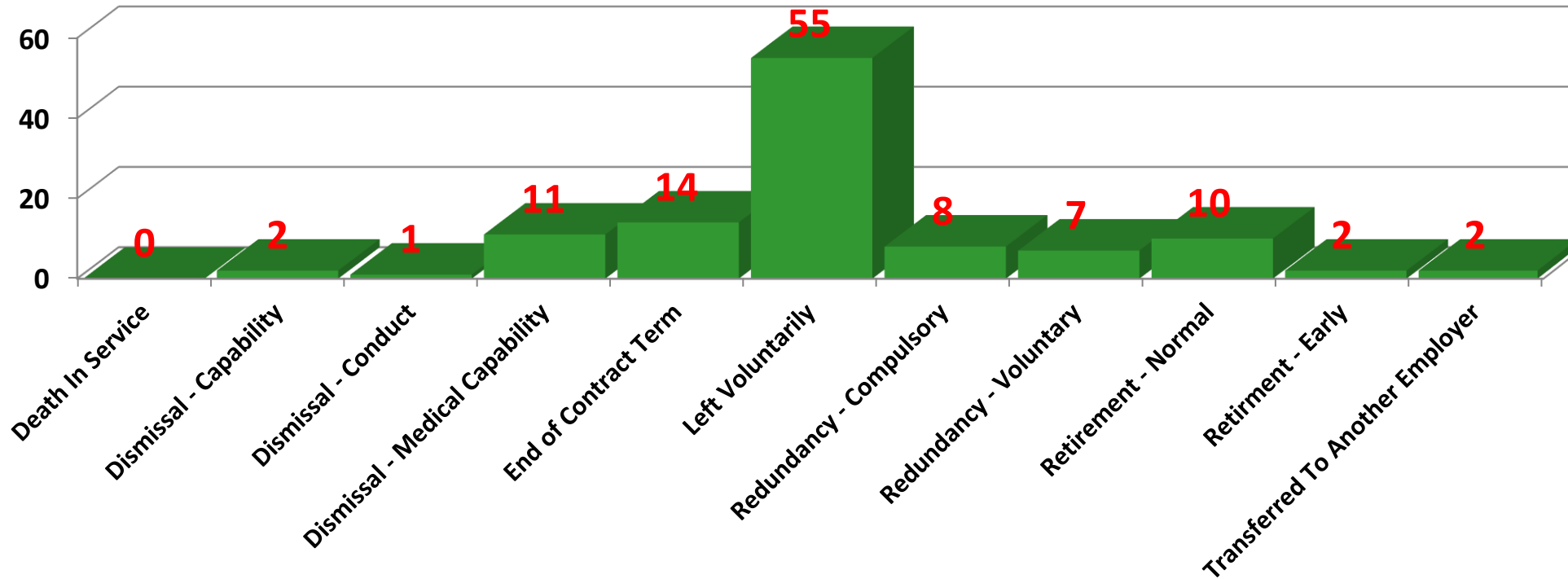
LEAVERS - Q1

112

LEAVERS - 2016/17

112

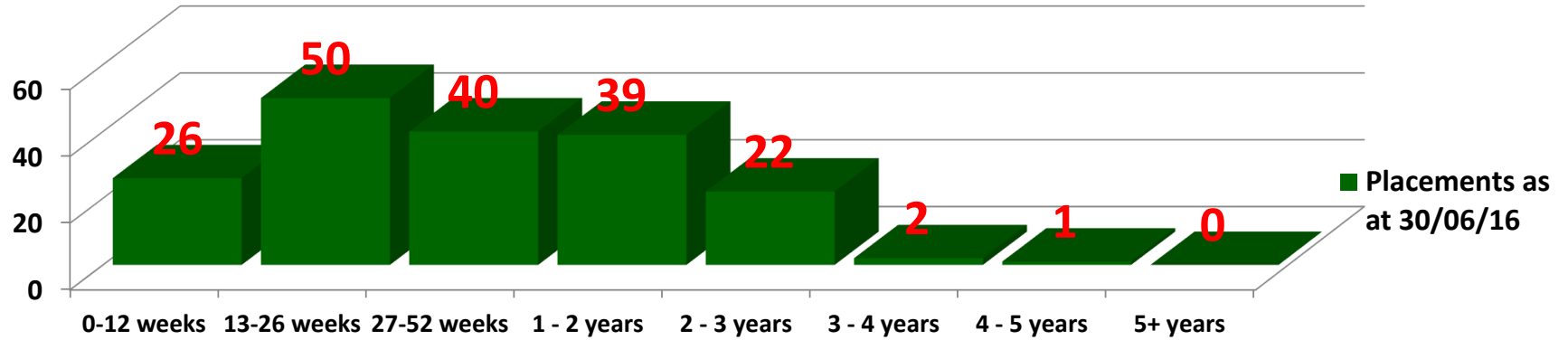
LEAVER REASON - Q1



QUARTER 1 2016/17 DASHBOARD

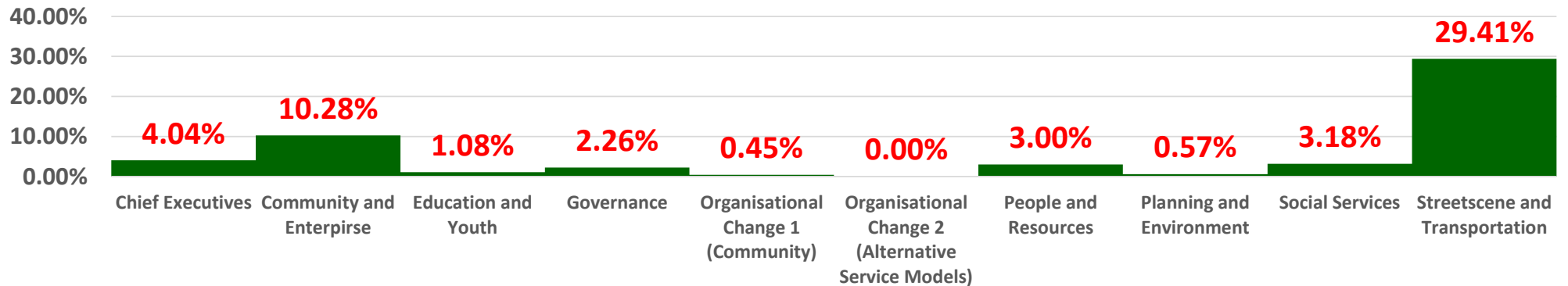
RESOURCE MANAGEMENT - AGENCY

Agency Tenure Management Q1



Page 41

Agency/Headcount Percentage by Portfolio Q1



CORPORATE DASHBOARD

REPORTS

(SCHOOLS)

2016/17 - QUARTER 1

(APRIL - JUNE)

QUARTER 1 2016/17 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS

TOTAL HEADCOUNT

3,299

TOTAL FULL TIME EQUIVALENT

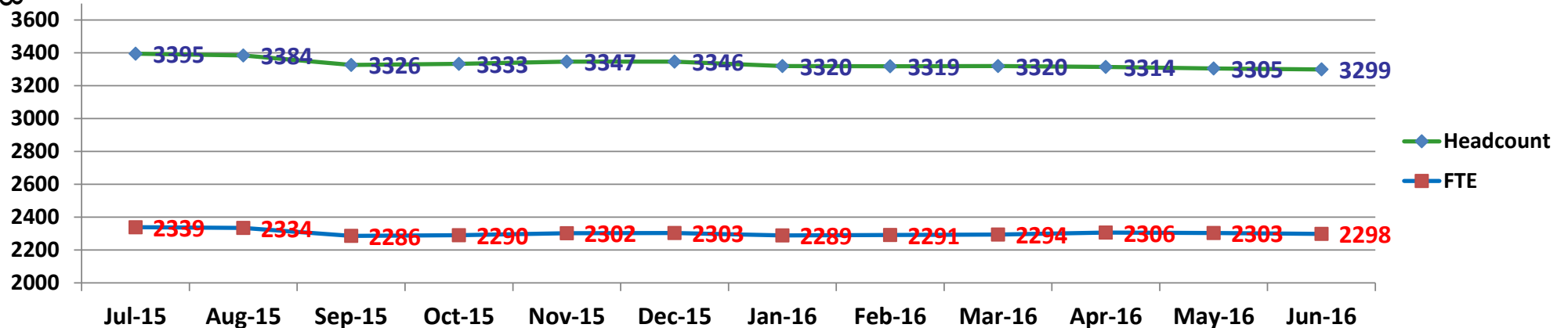
2,298

01/04/2016 3,314
 Decrease of 15 people (-0.45%)
 30/06/2016 3,299

01/04/2016 2,306
 Decrease of 8 FTE (+0.35%)
 30/06/2016 2,298

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HEADCOUNT AND FTE - 12 MONTH TREND



QUARTER 1 2016/17 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS (TEACHING)

TOTAL HEADCOUNT

1,399

TOTAL FULL TIME EQUIVALENT

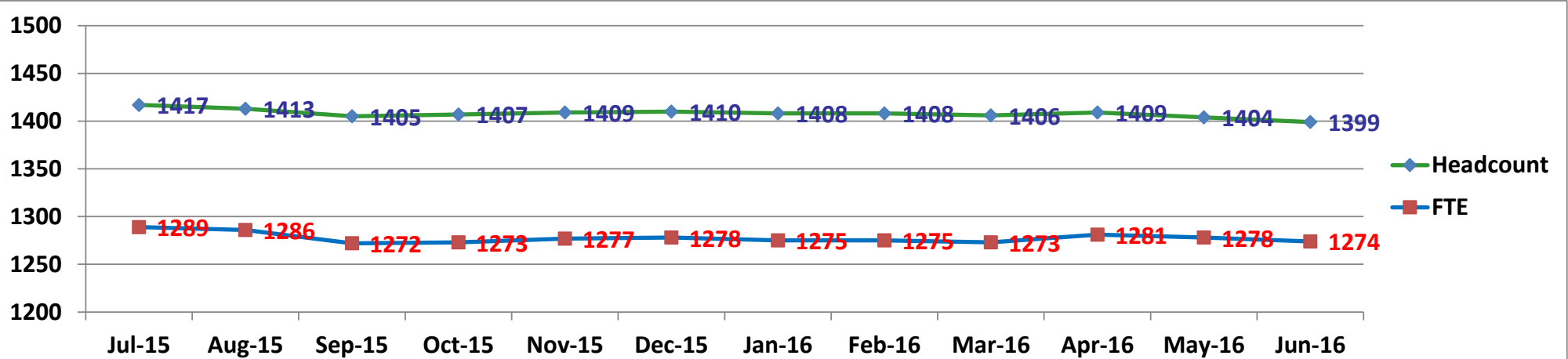
1,274

01/04/2016 **1,409** Decrease of 10 people (-0.71%) 30/06/2016 **1,399**

01/04/2016 **1,281** Decrease of 7 FTE (-0.55%) 30/06/2016 **1,274**

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HEADCOUNT AND FTE - 12 MONTH TREND



QUARTER 1 2016/17 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS (NON-TEACHING)

TOTAL HEADCOUNT

1,900

TOTAL FULL TIME EQUIVALENT

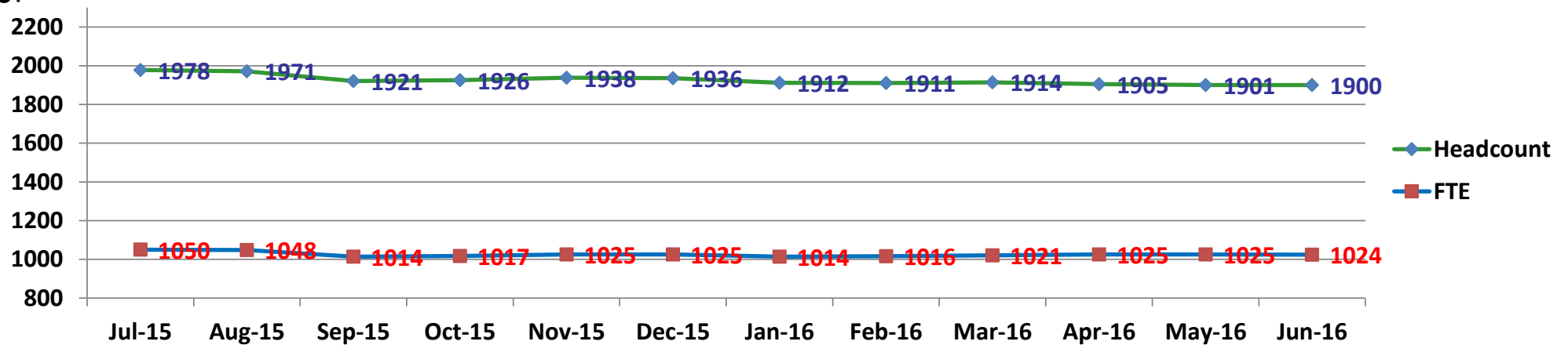
1,024

01/04/2016
1905
Decrease of
5 people
(-0.26%)
30/06/2016
1,900

01/04/2016
1,025
Decrease of
1 FTE
(-0.10%)
30/06/2016
1,024

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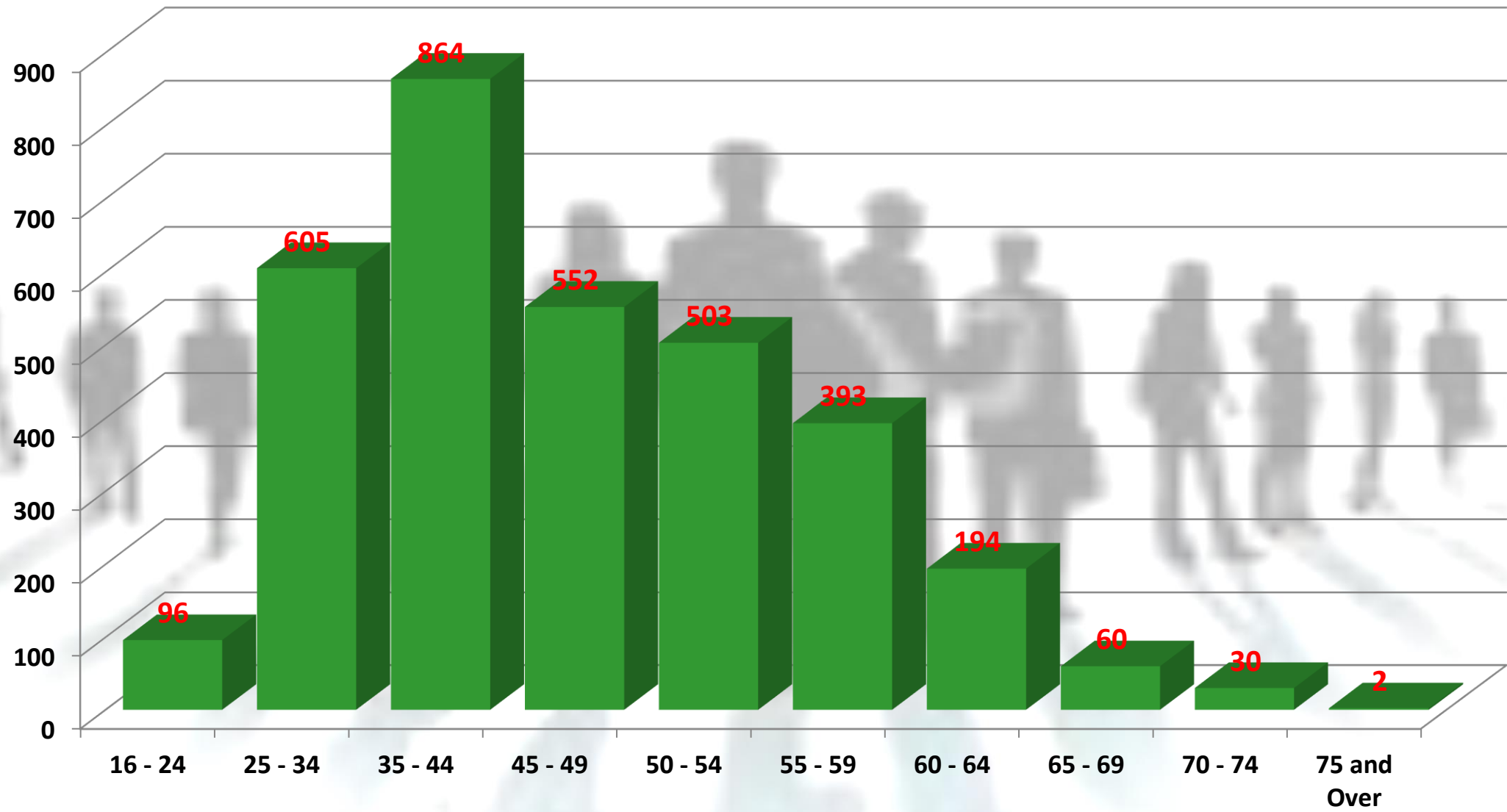
HEADCOUNT AND FTE - 12 MONTH TREND



QUARTER 1 2016/17 DASHBOARD

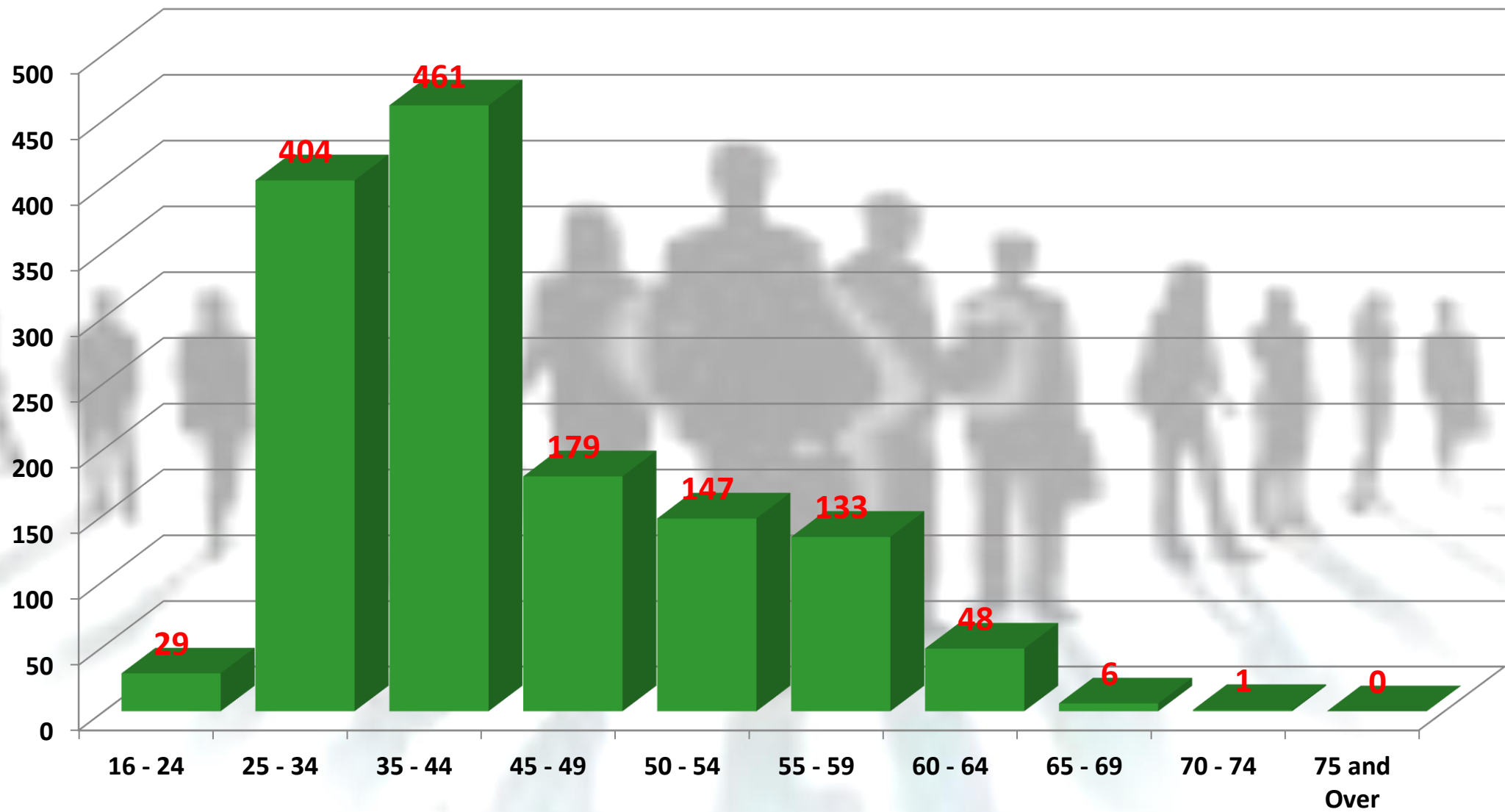
AGE PROFILE - SCHOOLS

Page 46



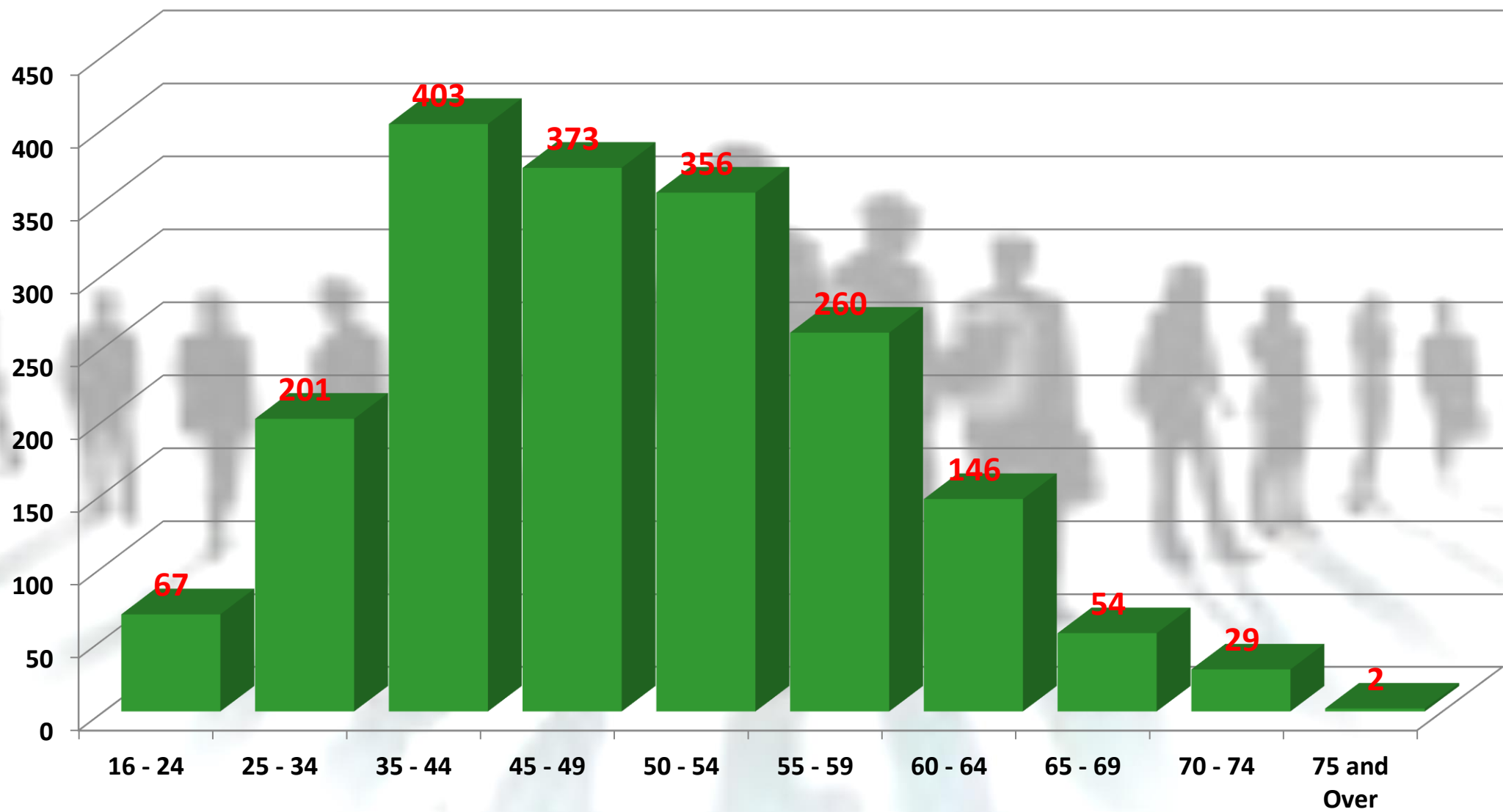
QUARTER 1 2016/17 DASHBOARD

AGE PROFILE - SCHOOLS (TEACHING)



QUARTER 1 2016/17 DASHBOARD

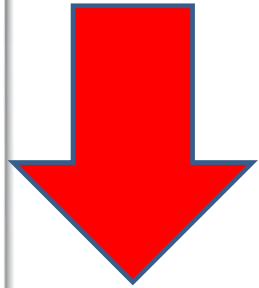
AGE PROFILE - SCHOOLS (NON-TEACHING)



QUARTER 1 2016/17 DASHBOARD

ATTENDANCE - SCHOOLS

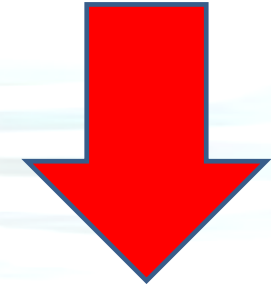
DAYS LOST PER FTE AT 30/06/16



30/06/2015
1.84

1.92

30/06/2016
1.92



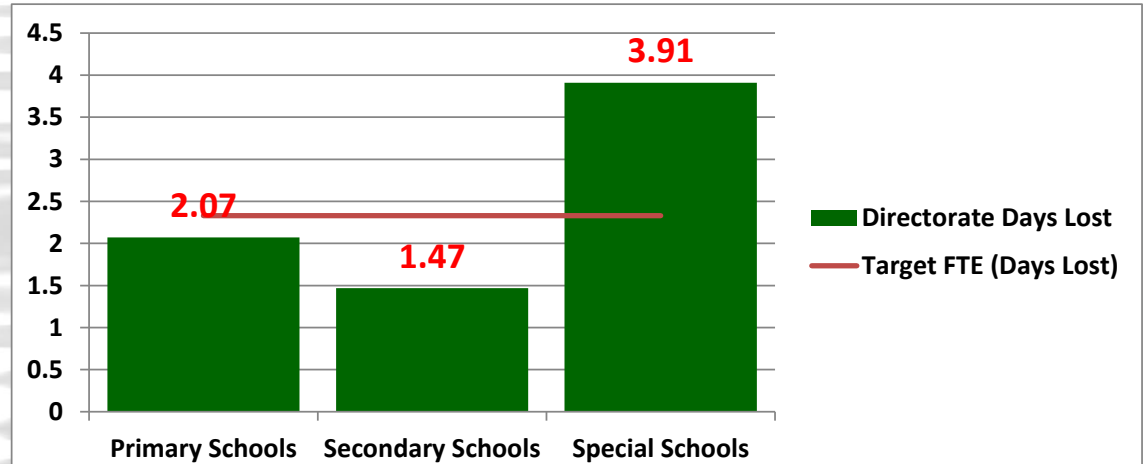
Increase of 0.08

Page 49

TOP 4 REASONS

1. INFECTIONS
2. MUSCOSKELETAL
3. STRESS DEPRESSION; ANXIETY
4. VOMITING; STOMACH, LIVER

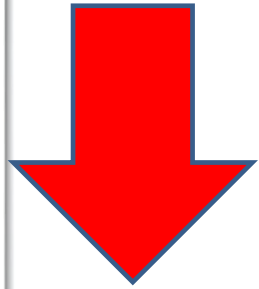
FTE DAYS LOST BY DIRECTORATE



QUARTER 1 2016/17 DASHBOARD

ATTENDANCE - SCHOOLS (TEACHING)

DAYS LOST PER FTE AT 30/06/16



30/06/2015
1.29

1.72

30/06/2016
1.72



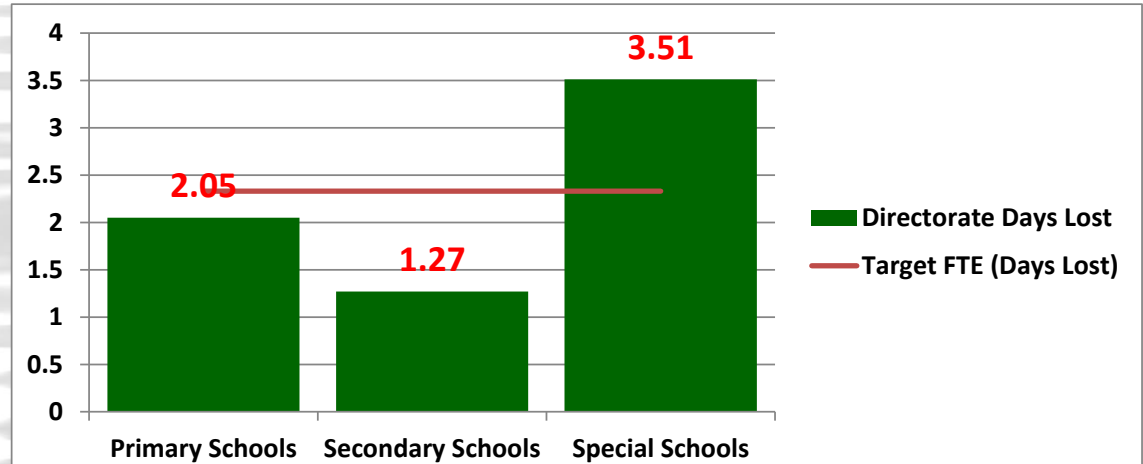
Increase of 0.43

Page 50

TOP 4 REASONS

1. INFECTIONS
2. STRESS DEPRESSION; ANXIETY
3. STOMACH;LIVER;DIGESTION & VOMITING
4. MUSCULOSKELETAL

FTE DAYS LOST BY DIRECTORATE



QUARTER 1 2016/17 DASHBOARD

ATTENDANCE - SCHOOLS (NON-TEACHING)

DAYS LOST PER FTE AT 30/06/16



30/06/2015
2.52

2.17

30/06/2016
2.17



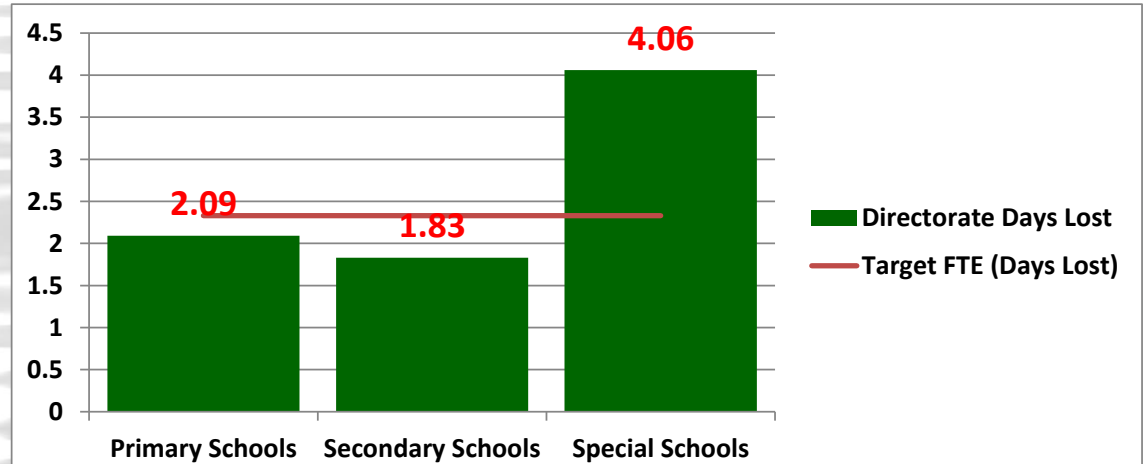
Decrease of 0.35

Page 51

TOP 4 REASONS

1. MUSCULOSKELETAL
2. STRESS;DEPRESSION;ANXIETY
3. INFECTIONS
4. STOMACH;LIVER;DIGESTION & VOMITING

FTE DAYS LOST BY DIRECTORATE



QUARTER 1 2016/17 DASHBOARD

EQUALITY AND DIVERSITY - SCHOOLS

GENDER BREAKDOWN

MALE

509

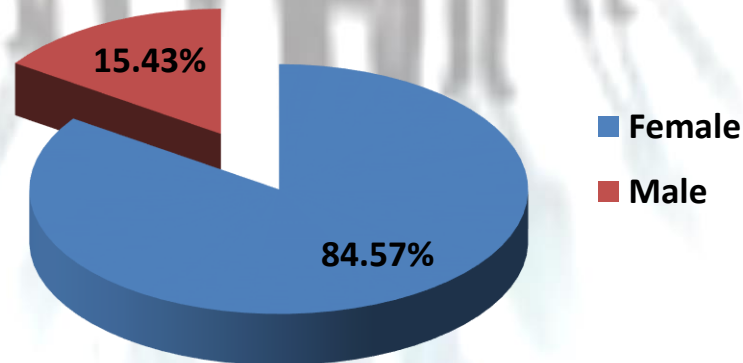
(15.43%)

FEMALE

2,790

(84.57%)

GENDER BREAKDOWN (%)



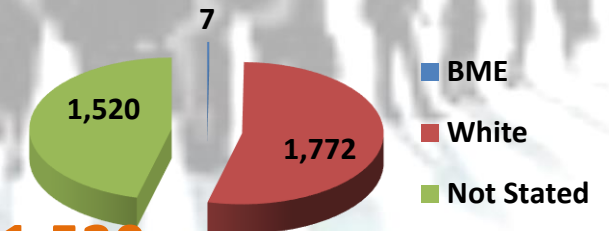
ETHNICITY

BME - 7

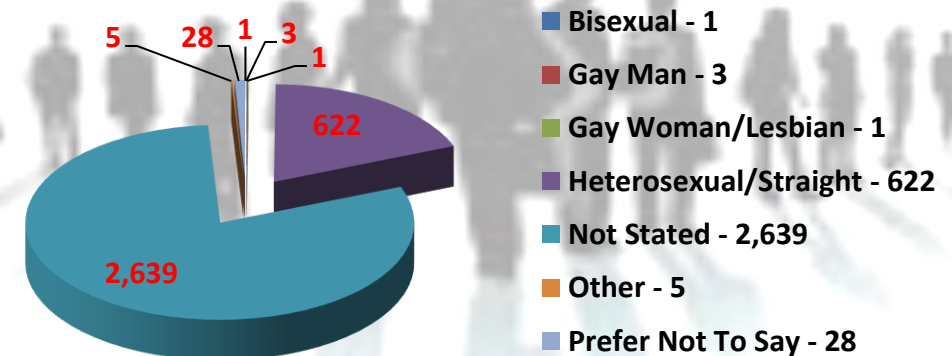
WHITE - 1,772

NOT STATED - 1,520

ETHNICITY BREAKDOWN (%)



SEXUAL ORIENTATION



QUARTER 1 2016/17 DASHBOARD

EQUALITY AND DIVERSITY - SCHOOLS (TEACHING)

GENDER BREAKDOWN

MALE

354

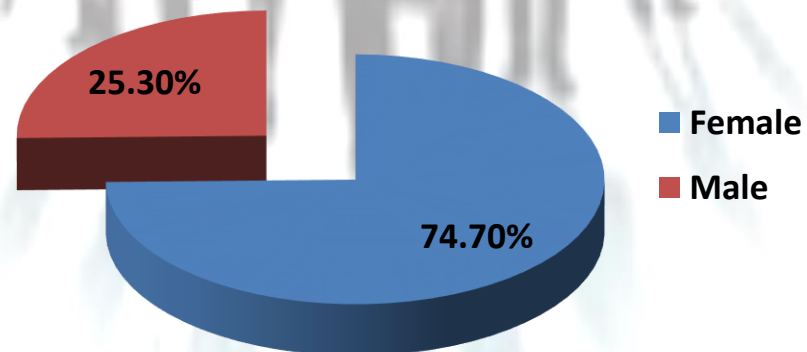
(25.30%)

FEMALE

1,045

(74.70%)

GENDER BREAKDOWN (%)



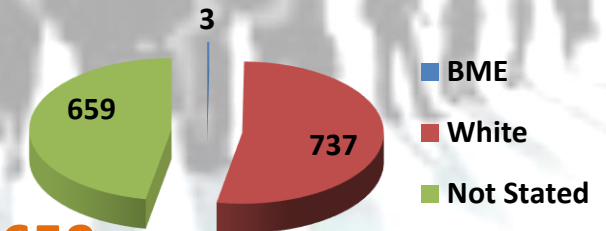
ETHNICITY

BME - 3

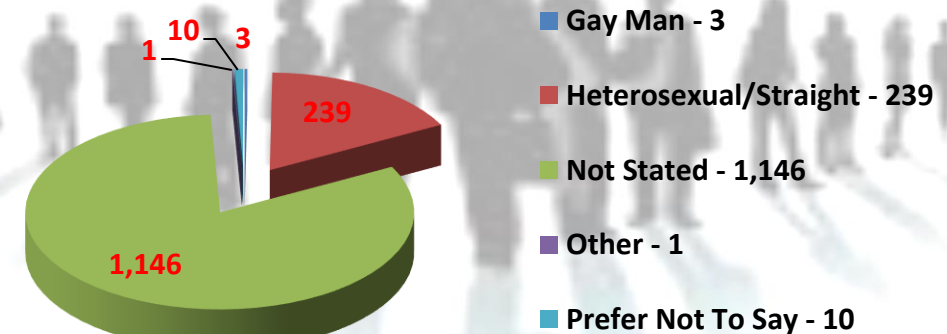
WHITE - 737

NOT STATED - 659

ETHNICITY BREAKDOWN (%)



SEXUAL ORIENTATION



QUARTER 1 2016/17 DASHBOARD

EQUALITY AND DIVERSITY - SCHOOLS (NON-TEACHING)

GENDER BREAKDOWN

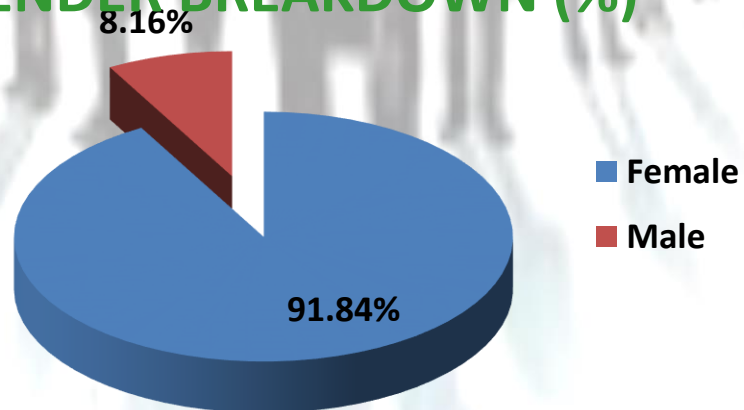
MALE

155
(8.16%)

FEMALE

1,745
(91.84%)

GENDER BREAKDOWN (%)



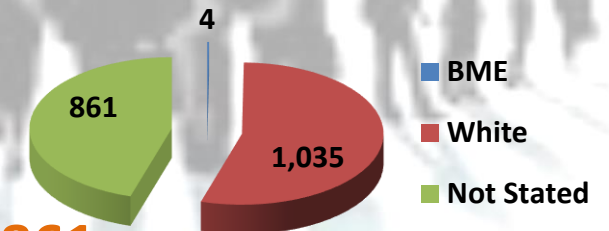
ETHNICITY

BME - 4

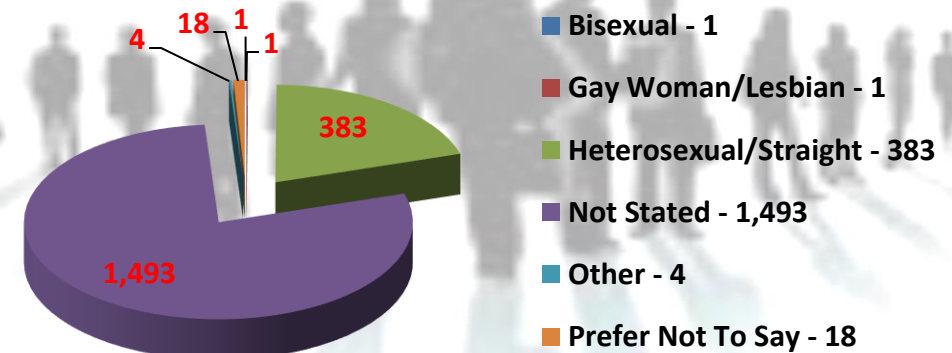
WHITE - 1,035

NOT STATED - 861

ETHNICITY BREAKDOWN (%)



SEXUAL ORIENTATION



QUARTER 1 2016/17 DASHBOARD

TURNOVER AND STABILITY - SCHOOLS (NON-TEACHING)

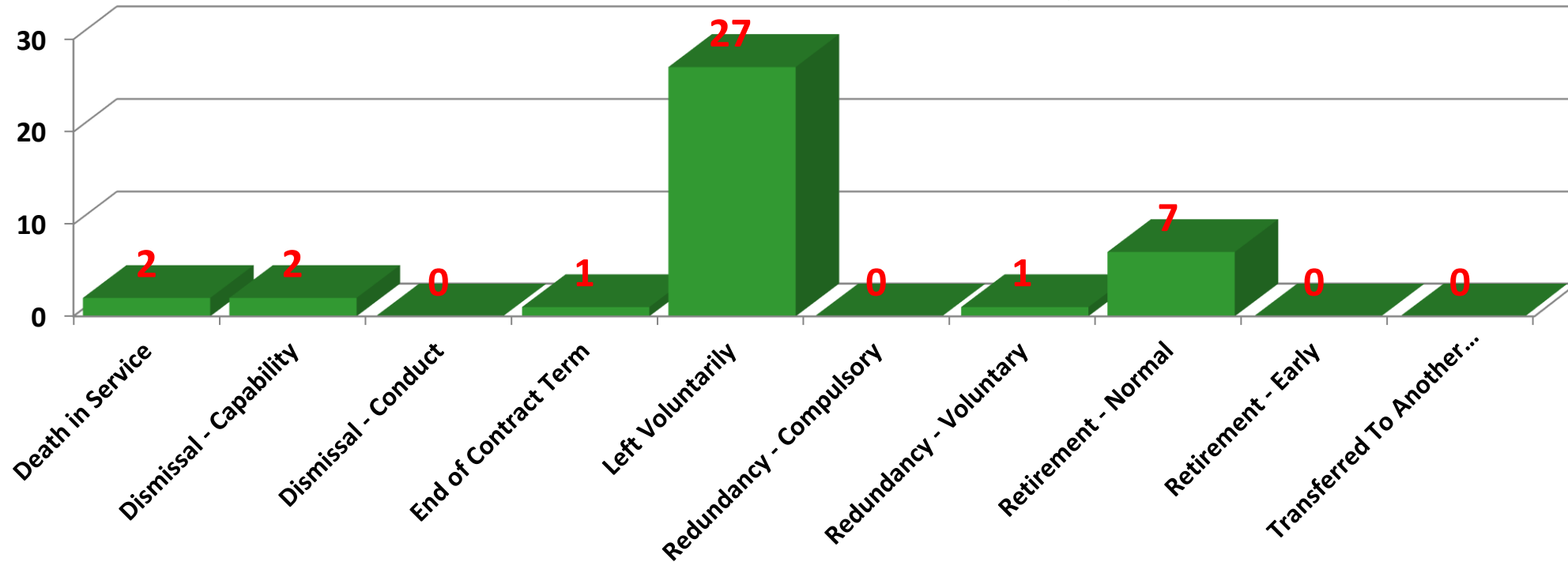
LEAVERS - Q1

40

LEAVERS - 2016/17

40

LEAVER REASON - Q1



QUARTER 1 2016/17 DASHBOARD

TURNOVER AND STABILITY - SCHOOLS (TEACHING)

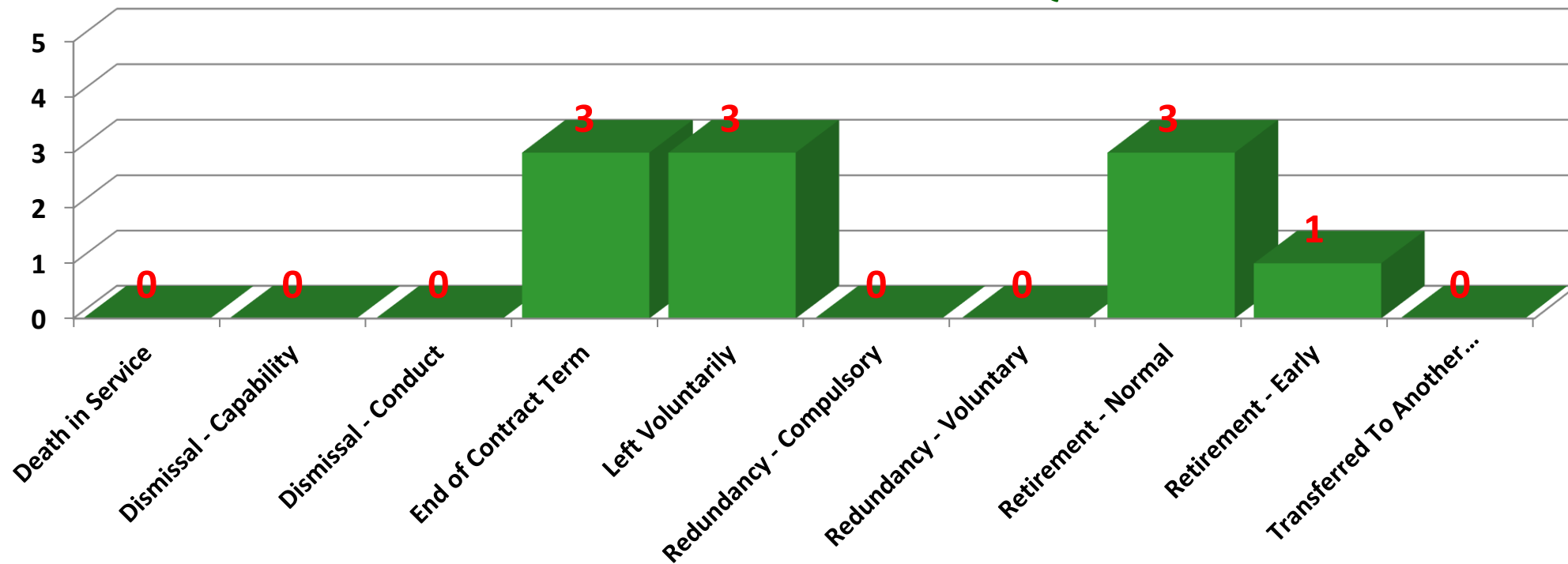
LEAVERS - Q1

10

LEAVERS - 2016/17

10

LEAVER REASON - Q1



QUARTER 1 2016/17 DASHBOARD

TURNOVER AND STABILITY - SCHOOLS

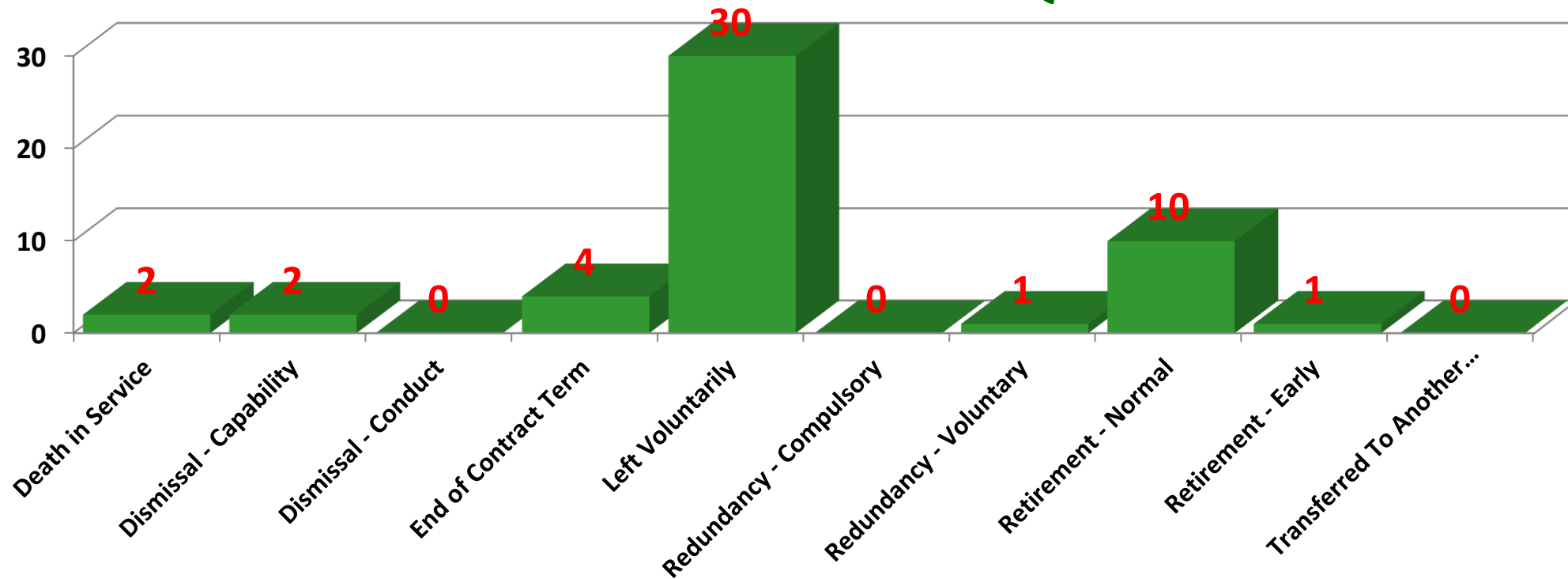
LEAVERS - Q1

50

LEAVERS - 2016/17

50

LEAVER REASON - Q1



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CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday 13 October 2016
Report Subject	Revenue Budget Monitoring (Month 5)
Cabinet Member	Leader of the Cabinet and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2016/17 (Month 5).

RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2016/17 (Month 5) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.
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REPORT DETAILS

1.00	EXPLAINING THE REVENUE MONITORING POSITION 2016/17 (MONTH 5)
1.01	The Revenue Budget Monitoring 2016/17 (Month 5) report will be presented to Cabinet on Tuesday 4 October 2016. A copy of the report is attached as Appendix A to this report.

2.00	RESOURCE IMPLICATIONS
2.01	As set out in Appendix A; Revenue Budget Monitoring 2016/17 (Month 5).

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	As set out in Appendix A; Revenue Budget Monitoring 2016/17 (Month 5).

5.00	APPENDICES
5.01	Appendix A; Revenue Budget Monitoring 2016/17 (Month 5).

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None required.</p> <p>Contact Officer: Sara Dulson. Finance Manager Telephone: 01352 702287 E-mail: sara.dulson@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>(1) Revenue: a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p>(2) Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p>



CABINET MEETING

Date of Meeting	Tuesday, 18 October 2016
Report Subject	Revenue Budget Monitoring 2016/17 (month 5)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account. This presents the position, based on actual income and expenditure, as at Month 5 of the financial year. The report projects how the budget would stand at the close of the financial year if all things remained equal.

The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is:-

Council Fund

- Net in year expenditure forecast to be £1.421m higher than budget
- Projected contingency reserve balance of £1.884m

The underlying forecast overspend will be reduced to £0.981m with the successful negotiation of an additional Welsh Government transport grant of £0.440m. The position in month 5 is an additional deficit from month 4.

Housing Revenue Account

- Net in year expenditure forecast to be £0.003m lower than budget
- Projected closing balance as at 31 March 2017 of £1.1098m

RECOMMENDATIONS	
1	Cabinet is recommended to note the overall report and the projected Council Fund contingency sum as at 31 st March 2017.
2	Note the projected final level of balances on the Housing Revenue Account.
3	To agree a contribution from the contingency reserve of £0.100m to meet the resource requirements for specialist social work for child protection (see paragraph 1.17).

REPORT DETAILS

1.00	Explaining the Month 5 Position
1.01	<p><u>Council Fund Overall Position</u></p> <p>The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows:-</p> <ul style="list-style-type: none"> • Net in year expenditure forecast to be £1.421m higher than budget • Projected contingency reserve balance of £1.884m
1.02	<p>The underlying deficit balance will be reduced to £0.981m with the successful negotiation of an additional Welsh Government transport grant of £0.440m. The Council, along with neighbouring councils, was given notice in July that one of its contracted transport operators, GHA Coaches, was going into immediate liquidation. Urgent action was required to secure the school and public transport subsidised routes operated by GHA Coaches. The procurement of full replacement service providers is projected to incur an additional cost of £0.440m for the remainder of 2016/17. The councils affected are in negotiation with Welsh Government for an additional in-year transport grant to fund these costs. Negotiations are advanced and the Council expects to recover at least a proportion of the additional cost. Decisions can then be made with Welsh Government on transport routing, procurement and costs for 2017/18 onwards. A recurring negative impact on the 2017/18 financial year can be avoided through this work.</p>

1.03	<p>Council Fund Latest in Year Forecast</p> <p>The table below shows the projected position by portfolio.</p> <table border="1" data-bbox="284 369 1335 1400"> <thead> <tr> <th data-bbox="284 369 662 593">TOTAL EXPENDITURE AND INCOME</th> <th data-bbox="662 369 829 593">Original Budget</th> <th data-bbox="829 369 997 593">Revised Budget</th> <th data-bbox="997 369 1173 593">Projected Outturn</th> <th data-bbox="1173 369 1335 593">In-Year Over / (Under) spend</th> </tr> <tr> <td></td> <th data-bbox="662 593 829 660">£m</th> <th data-bbox="829 593 997 660">£m</th> <th data-bbox="997 593 1173 660">£m</th> <th data-bbox="1173 593 1335 660">£m</th> </tr> </thead> <tbody> <tr> <td data-bbox="284 660 662 705">Social Services</td> <td data-bbox="662 660 829 705">58.534</td> <td data-bbox="829 660 997 705">60.346</td> <td data-bbox="997 660 1173 705">60.696</td> <td data-bbox="1173 660 1335 705">0.350</td> </tr> <tr> <td data-bbox="284 705 662 750">Community & Enterprise</td> <td data-bbox="662 705 829 750">12.035</td> <td data-bbox="829 705 997 750">12.326</td> <td data-bbox="997 705 1173 750">11.962</td> <td data-bbox="1173 705 1335 750">(0.365)</td> </tr> <tr> <td data-bbox="284 750 662 795">Streetscene & Transportation</td> <td data-bbox="662 750 829 795">27.011</td> <td data-bbox="829 750 997 795">28.444</td> <td data-bbox="997 750 1173 795">29.455</td> <td data-bbox="1173 750 1335 795">1.011</td> </tr> <tr> <td data-bbox="284 795 662 840">Planning & Environment</td> <td data-bbox="662 795 829 840">4.978</td> <td data-bbox="829 795 997 840">5.463</td> <td data-bbox="997 795 1173 840">5.495</td> <td data-bbox="1173 795 1335 840">0.032</td> </tr> <tr> <td data-bbox="284 840 662 884">Education & Youth</td> <td data-bbox="662 840 829 884">11.225</td> <td data-bbox="829 840 997 884">11.404</td> <td data-bbox="997 840 1173 884">11.488</td> <td data-bbox="1173 840 1335 884">0.083</td> </tr> <tr> <td data-bbox="284 884 662 929">Schools</td> <td data-bbox="662 884 829 929">86.162</td> <td data-bbox="829 884 997 929">87.372</td> <td data-bbox="997 884 1173 929">87.372</td> <td data-bbox="1173 884 1335 929">0.000</td> </tr> <tr> <td data-bbox="284 929 662 974">People & Resources</td> <td data-bbox="662 929 829 974">4.319</td> <td data-bbox="829 929 997 974">4.633</td> <td data-bbox="997 929 1173 974">4.649</td> <td data-bbox="1173 929 1335 974">0.016</td> </tr> <tr> <td data-bbox="284 974 662 1019">Governance</td> <td data-bbox="662 974 829 1019">8.159</td> <td data-bbox="829 974 997 1019">8.427</td> <td data-bbox="997 974 1173 1019">8.463</td> <td data-bbox="1173 974 1335 1019">0.036</td> </tr> <tr> <td data-bbox="284 1019 662 1064">Organisational Change 1</td> <td data-bbox="662 1019 829 1064">5.560</td> <td data-bbox="829 1019 997 1064">5.972</td> <td data-bbox="997 1019 1173 1064">5.979</td> <td data-bbox="1173 1019 1335 1064">0.007</td> </tr> <tr> <td data-bbox="284 1064 662 1108">Organisational Change 2</td> <td data-bbox="662 1064 829 1108">2.244</td> <td data-bbox="829 1064 997 1108">2.575</td> <td data-bbox="997 1064 1173 1108">2.399</td> <td data-bbox="1173 1064 1335 1108">(0.176)</td> </tr> <tr> <td data-bbox="284 1108 662 1153">Chief Executive</td> <td data-bbox="662 1108 829 1153">3.204</td> <td data-bbox="829 1108 997 1153">3.189</td> <td data-bbox="997 1108 1173 1153">3.133</td> <td data-bbox="1173 1108 1335 1153">(0.057)</td> </tr> <tr> <td data-bbox="284 1153 662 1198">Central & Corporate Finance</td> <td data-bbox="662 1153 829 1198">28.552</td> <td data-bbox="829 1153 997 1198">21.831</td> <td data-bbox="997 1153 1173 1198">22.315</td> <td data-bbox="1173 1153 1335 1198">0.484</td> </tr> <tr> <td data-bbox="284 1198 662 1243"></td> <td data-bbox="662 1198 829 1243"></td> <td data-bbox="829 1198 997 1243"></td> <td data-bbox="997 1198 1173 1243"></td> <td data-bbox="1173 1198 1335 1243"></td> </tr> <tr> <td data-bbox="284 1243 662 1288">Total</td> <td data-bbox="662 1243 829 1288">251.984</td> <td data-bbox="829 1243 997 1288">251.984</td> <td data-bbox="997 1243 1173 1288">253.405</td> <td data-bbox="1173 1243 1335 1288">1.421</td> </tr> </tbody> </table>	TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over / (Under) spend		£m	£m	£m	£m	Social Services	58.534	60.346	60.696	0.350	Community & Enterprise	12.035	12.326	11.962	(0.365)	Streetscene & Transportation	27.011	28.444	29.455	1.011	Planning & Environment	4.978	5.463	5.495	0.032	Education & Youth	11.225	11.404	11.488	0.083	Schools	86.162	87.372	87.372	0.000	People & Resources	4.319	4.633	4.649	0.016	Governance	8.159	8.427	8.463	0.036	Organisational Change 1	5.560	5.972	5.979	0.007	Organisational Change 2	2.244	2.575	2.399	(0.176)	Chief Executive	3.204	3.189	3.133	(0.057)	Central & Corporate Finance	28.552	21.831	22.315	0.484						Total	251.984	251.984	253.405	1.421
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1.04	The reasons for the projected variances are summarised within Appendix 2 with key significant portfolio variances explained in paragraph 1.07.																																																																																
1.05	The month 4 report approved use of £0.861m from the contingency reserve. This use of the contingency fund is reflected in the month 5 projected outturn. Had this use of the contingency reserve not been approved the month 5 projected outturn would be £2.282m - an increase of £0.201m from month 4. Key movements between periods are summarised in Appendix 1.																																																																																
1.06	<p>Significant Budget Movements between Original and Revised Budget</p> <p>A significant budget movement of £0.190m has occurred from Central & Corporate Finance to Social Services due to further distribution of superannuation increases and employer national insurance increases. These were centrally held within the Central & Corporate Finance budget when the 2016/17 budget was set.</p>																																																																																

1.07	<p>Streetscene and Transportation</p> <p>There is a significant variance within the portfolio of £1.011m. This will be reduced to £0.571m with the successful negotiation of an additional Welsh Government transport grant of £0.440m as described in 1.02. Full details of all other variances are given in Appendix 1.</p>																
1.08	<p>Programme of Efficiencies</p> <p>The 2016/17 budget contains £11.282m of specific efficiencies which are being tracked and monitored. An amount of £0.761m was approved from the contingency reserve in the month 4 report to meet the impact of conscious decisions to change proposals for household recycling centres, community asset transfers, town centre car parking charging and workforce essential car user allowances resulting in a revised efficiency target of £10.521m.</p>																
1.09	<p>The table below shows how the use of the contingency reserve has altered the efficiency target for 2016/17.</p> <table border="1" data-bbox="363 1003 1273 1323"> <thead> <tr> <th data-bbox="363 1003 938 1081"></th> <th data-bbox="938 1003 1273 1081">£(m)</th> </tr> </thead> <tbody> <tr> <td data-bbox="363 1081 938 1115">2016/17 Budget Efficiencies</td> <td data-bbox="938 1081 1273 1115">11.282</td> </tr> <tr> <td data-bbox="363 1115 938 1137">Met from Contingency Reserve;</td> <td data-bbox="938 1115 1273 1137"></td> </tr> <tr> <td data-bbox="363 1137 938 1160">Household Recycling Centres</td> <td data-bbox="938 1137 1273 1160">(0.250)</td> </tr> <tr> <td data-bbox="363 1160 938 1182">Community Asset Transfers</td> <td data-bbox="938 1160 1273 1182">(0.200)</td> </tr> <tr> <td data-bbox="363 1182 938 1205">Town Centre Car Parking Charging</td> <td data-bbox="938 1182 1273 1205">(0.100)</td> </tr> <tr> <td data-bbox="363 1205 938 1227">Workforce Essential Car User Allowance</td> <td data-bbox="938 1205 1273 1227">(0.211)</td> </tr> <tr> <td data-bbox="363 1227 938 1272">Revised 2016/17 Efficiency Target</td> <td data-bbox="938 1227 1273 1272">10.521</td> </tr> </tbody> </table>		£(m)	2016/17 Budget Efficiencies	11.282	Met from Contingency Reserve;		Household Recycling Centres	(0.250)	Community Asset Transfers	(0.200)	Town Centre Car Parking Charging	(0.100)	Workforce Essential Car User Allowance	(0.211)	Revised 2016/17 Efficiency Target	10.521
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Workforce Essential Car User Allowance	(0.211)																
Revised 2016/17 Efficiency Target	10.521																
1.10	<p>Appendix 3 provides detail on the latest position where there is a variation to the level of efficiency achievable compared to the budget.</p>																
1.11	<p>This shows that it is currently projected that £9.612m (91%) will be achieved resulting in a net underachievement of £0.909m. The position will continue to be monitored and reported in future monitoring reports.</p>																
1.12	<p>Inflation</p> <p>Included within the 2016/17 budget are provision for pay (£0.936m), targeted price inflation (£0.573m) and income (£0.185m).</p>																
1.13	<p>No provision has been made for non-standard inflation (NSI) in 2016/17. Areas that may be subject to NSI increases will be monitored throughout the year and any emerging pressures will be considered in future reports.</p>																

	Reserves and Balances
1.14	<p>Un-earmarked Reserves</p> <p>The 2015/16 outturn reported to Cabinet on 19 July 2016 showed un-earmarked reserves at 31 March 2016 (above the base level of £5.769m) of £4.375m.</p>
1.15	Taking into account the current projected overspend at Month 5 and previously agreed allocations the balance on the contingency reserve at 31 March 2017 is projected to be £1.884m as detailed in appendix 4.
1.16	This takes into account the allocation of £0.861m approved at month 4 to meet the financial impact of the changed proposals for household recycling centres, community asset transfers, town centre & county hall car parking charging and workforce essential car user allowances. This also takes into account an additional allocation of £0.022m for costs of historic child abuse claims which will be met from the contingency reserve as previously agreed.
1.17	There is an increased need for specialist social work capacity for child protection support working in partnership with statutory agencies. Currently there are projected costs of £0.100m being shown within the Children's Service budget and it is recommended that this be met from the contingency reserve.
1.18	<p>Earmarked Reserves</p> <p>The Council adopted a reserves protocol in September 2015 which set out the principles around how the Council determines, manages and reviews its level of reserves. Within the protocol is reference to regular reporting of the latest position to Cabinet and Corporate Resources Overview and Scrutiny Committee.</p>
1.19	The table below gives a summary of earmarked reserves as at 1 April 2016 and provides an estimate of projected balances as at the end of the current financial year.

1.20	Reserve Type	Balance as at 1/4/16 (£)	Balance as at 31/3/17 (£)
	Service Balances	5,024,743	1,403,175
	Schools Balances	2,306,721	1,147,740
	Single Status/Equal Pay	7,548,813	4,482,672
	Investment & Organisational Change	1,268,651	767,514
	Budget Strategy - General Reserves	4,460,118	3,030,741
	Benefits Equalisation	192,699	85,070
	County Elections	193,857	193,857
	Supporting People	832,163	386,638
	Community Equipment Store	0	0
	Unitary Development Plan (UPP)	646,982	480,000
	Building Control	90,611	90,611
	Waste Disposal	370,859	310,433
	Countryside	0	0
	Flintshire Enterprise Ltd	72,892	72,892
	Third Party Claims	0	0
	Design Fees	200,000	200,000
	Winter Maintenance	250,000	250,000
	Car Parking	86,284	0
	Insurance Funds	1,221,558	1,405,000
Cash Receipting Review	241,295	0	
Grants & Contributions	2,737,077	734,739	
Total	27,745,323	15,041,082	
1.21	<u>Housing Revenue Account</u>		
	The 2015/16 Outturn Report to Cabinet on 19 July 2016 showed an un-earmarked closing balance at the end of 2015/16 of £1.178m (subject to audit).		
1.22	The 2016/17 budget for the HRA is £31.979m which includes a movement of £0.080m from reserves.		
1.23	The Month 5 monitoring for the HRA is projecting in year expenditure to be £0.003m lower than budget and a closing balance as at 31 March 2017 of £1.098m, which at 3.4% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.		

2.00	RESOURCE IMPLICATIONS
2.01	The Revenue Budget Monitoring Report reflects the planned use of the financial resources of the Council for the current financial year and details the variations in the first four months and the risks as known.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	<p>Achievement of Planned In-Year Efficiencies</p> <p>The Council sets a challenging level of specified efficiencies to be achieved in-year as part of its approach to annual budget planning. These efficiencies are generated from the three year service portfolio business plans and from corporate financial planning. In recent years the level of efficiency achievement has averaged at around 85%. The current assessment of the efficiency profile for 2016/17 shows that 91% of the efficiencies would be achieved. There is a risk that the shortfall cannot be mitigated other than drawing on temporary funding from the Contingency Reserve. There is a further risk that any ongoing underachievement of efficiencies will have a recurring and negative impact on the 2017/18 budget as an efficiency target deficit would in effect be carried forward. Risk status: unstable/amber risk.</p>
4.02	<p>In-Year Reductions in Government Specific Grants</p> <p>This has been a trend in recent years whereby specific grants awarded by Government, and its grant awarding bodies, can be reduced in year and with limited notice. In such cases the Council faces the difficult choice of either reducing the services which the grants fund or absorbing the grant deficit as an in-year cost pressure. Whilst grants are tracked and representations are made to Government when any risks of grant reductions become known, this remains an open risk. Risk status: unstable/amber risk.</p>
4.03	<p>Cost Pressures in Residential and Domiciliary Care</p> <p>The Council is faced with having to meet high levels of annual cost inflation for commissioned places and homecare packages in the residential and domiciliary provider markets due, in the main, to the introduction of the Living Wage and its impact on the payroll costs of providers. In setting its annual budget the Council referred to the need to set aside reserves of £0.646m to meet the additional inflationary costs for 2016/17 as a temporary funding solution only if additional funding was not available to fund these increases. The Council has been successful in securing £0.5m from the Intermediate Care Fund (ICF) to part fund these costs. This will mean that only an amount up to £0.146m will have to be found from reserves. The projected budget figures for the Social Services portfolio for 2016/17 reflect this net cost. There is no confirmation at this stage that the use of the ICF in this way will be continued for 2017/18 and the inflationary costs within the care sector will continue to increase as profiled in previous reports. Therefore there are risks of significant</p>

	cumulative cost pressures in this sector. Risk status: unstable/red risk.
4.04	<p>Municipal Mutual Insurance (MMI)</p> <p>MMI was the predominant insurer of public sector bodies prior to 1992 before going into liquidation. Flintshire was required to pay a levy of 15% of its share of the claims paid out previously and for any future claims. Other local authorities likewise have to make a contribution. When MMI's administrator published their 2015 accounts it showed that due to an increase in the number of claims overall there would need to be an increase the levy to meet liabilities. A recommendation was approved in 2015/16 to meet a significant liability which reflects a 20% increase in the levy. Whilst financial provision has been set aside for the risk assessed at that time the risk of a further increase in the levy remains open as legal work on claims is protracted with uncertain outcomes.</p> <p>Risk status: stable/green risk.</p>
4.05	<p>Historic Child Abuse Settlements</p> <p>A number of historic child abuse cases, which predate the existence of Flintshire County Council, have been settled this financial year. There are still a number of outstanding cases to be settled and it is difficult to estimate the full financial impact of these. The financial provision set aside may not prove to be sufficient to meet the cost liabilities of all cases when closed. Risk status: unstable/amber risk.</p>
4.06	<p>Landfill Site Energy Income</p> <p>The Council derives an income from the sale of electricity produced from gas extraction at the Standard and Brookhill landfill sites. Energy production and therefore income levels have been reducing over time. There is potential for further loss of gas engine income through diminishing levels of gas. The service is being out sourced to remove the risk longer-term. Risk status: stable/amber risk.</p>
4.07	<p>Orphaned Industrial Site at Sandycroft</p> <p>The contract for the removal of all chemical deposits, site cleansing and site close-down will come to a conclusion in the late autumn/early winter. The contract has had to be flexible to meet the unforeseen given the unique circumstances of this case (the former Euticals company). There may be an additional cost pressure as the Council is having to maintain the site for a longer period than first expected to see out the site closure programme. The monthly cost of maintaining and securing the site is £25-30,000. At the close of the programme the final cost can be determined. It might be possible to set any overspend against the reserve provision set aside for the contract (for which a partial Welsh Government grant of £0.700m was secured) and/or from any proceeds for the site disposal which will follow. Risk status: unstable/amber risk.</p>

4.08	<p>Infrastructure for improvement works at Bagillt</p> <p>The recent flooding events in the Bagillt area resulted in a number of properties being flooded. Drainage works have been carried out to improve the existing outlet from Reeces Terrace, and further investigatory works are being undertaken which could result in additional expenditure if major infrastructure improvement is required to prevent further flooding. Risk status: unstable/amber risk.</p>
4.09	<p>Procurement of Transport Services</p> <p>As explained in 1.02 above there is an in-year budget risk of an additional procurement cost of £0.440m for local transport services. Negotiations are ongoing with Welsh Government over additional grant support. Risk status: unstable/amber risk.</p>

5.00	APPENDICES
5.01	<p>Appendix 1: Council Fund – Movement in Variances from Month 4 Appendix 2: Council Fund – Budget Variances Appendix 3: Council Fund – Programme of Efficiencies Appendix 4: Council Fund – Movement on Un-earmarked Reserves Appendix 5: Housing Revenue Account Variances</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None required</p> <p>Contact Officer: Sara Dulson Telephone: 01352 702287 E-mail: sara.dulson@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p>
7.02	<p>Council Fund: the fund to which all the Council's revenue expenditure is charged.</p>
7.03	<p>Financial Year: the period of twelve months commencing on 1 April.</p>
7.04	<p>Housing Revenue Account: the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on</p>

	housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.
7.05	Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.
7.06	Reserves: these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.
7.07	Revenue: a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.
7.08	Underspend: when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.
7.09	Variance: difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.
7.10	Virement: the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.
7.11	Medium Term Financial Strategy: a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £25k
Social Services		
Older People	(0.056)	
Localities	(0.028)	Delays to recruitment to new posts in Single Point of Access team (£0.041m), Domiciliary Care - reduced demand (£0.031m), Residential Care - reduced demand (£0.023m), offset by Localities of £0.071m being budget virements to Children's Services to fund a contribution towards a regional advocacy service of £0.036m, and to Governance portfolio of £0.035m to meet a budget efficiency for reduced costs of mobile phones. Other minor variances of (£0.004m).
Resources & Regulated Services	(0.031)	Day Centres - reduced payments to outside agencies (£0.027m), plus other minor variances (£0.004m).
Other Minor Variances	0.002	
Disability Services	0.359	
Resources & Regulated Services	0.199	In-house supported living of £0.098m increased pay/agency costs, Work Opportunities of £0.050m increased pay/agency costs and shortfall of sales income. Independent sector supported living £0.049m due to an increase in service users.
Disability Services	0.038	Increased pay costs.
Forensic budget	0.121	Increase in projected placement costs.
Other Minor Variances	0.001	
Mental Health Services	0.002	
Residential Placements	0.041	Increase in current placements.
Other Minor Variances	(0.039)	
Children's Services	0.044	
Family Placement	(0.033)	Reduced projection for special guardianship payments.
Professional Support	0.062	Increased agency costs supporting wider resourcing pressures within service.
Other Minor Variances	0.014	
Development & Resources	0.064	
Charging Policy income	0.029	Reduced projection following budget realignment to meet other service pressures.
Safeguarding Unit	0.032	Contribution to North Wales Safeguarding Board.
Other Minor Variances	0.003	
Total Social Services	0.414	

Community & Enterprise		
Customer And Housing Services	(0.017)	Minor variances.
Council Fund Housing	0.007	Minor variances.
Regeneration	0.021	Minor variances.
Revenues & Benefits	(0.027)	Further underspend on the Council Tax Reduction Scheme provision (£0.012m). Additional surplus on the Council Tax Collection Fund (£0.006m). Other minor variances (£0.009m).
Housing Programmes	0.003	Minor variances.
Total Community & Enterprise	(0.013)	

Streetscene & Transportation		
Ancillary Services & Performance	(0.334)	
Waste Collection	(0.249)	(£0.250m) of Contingency Reserve funding has been provided to meet the shortfall for Household Recycling Centres.
Parking & Enforcement	(0.104)	(£0.100m) of Contingency Reserve funding has been provided to meet the income shortfall from Flint Car Parks due to the town centre regeneration preventing charges being implemented until at least 2017/18.
Other Minor Variances	0.019	
Highways Network	(0.008)	
Other Minor Variances	(0.008)	
Transportation & Logistics	0.013	
Other Minor Variances	0.013	
Total Streetscene & Transportation	(0.329)	

Planning & Environment		
Business	(0.025)	
Health & Safety	(0.019)	Budget relating to a vacant post has been transferred form Portfolio Admin.
Minor Variances	(0.005)	
Community	(0.027)	
Licensing	(0.008)	Income from Licences received in August at much higher level than expected.
Pest Control	(0.012)	Income from fees & charges received in August at a much higher level than expected.
Minor Variances	(0.007)	
Development	0.002	
Minor Variances	0.002	
Access	0.001	
Minor Variances	0.001	
Strategy	(0.008)	
Minor Variances	(0.008)	
Management Strategy	0.029	
Portfolio Admin	0.029	Budget relating to a vacant post has been transferred to Health & Safety.
Total Planning & Environment	(0.028)	

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £25k
Education & Youth		
Other Minor Variances	0.022	
Total Education & Youth	0.022	
Schools	(0.000)	
Total Schools	(0.000)	
People & Resources		
HR & OD	(0.053)	The decrease in outturn is mainly due to employee vacancies within Occupational Health (£0.019m), Trade Union Facilities (£0.018m) and minor variances (£0.016m).
Corporate Finance	0.038	Increased staffing costs due to the filling of 2 vacant posts.
Total People & Resources	(0.015)	
Governance		
Legal Services	(0.012)	Minor variances.
Democratic Services	(0.001)	Minor variances.
Procurement	(0.010)	Minor variances.
Business Support	0.001	Minor variances.
Total Governance	(0.021)	
Organisational Change 1		
Public Libraries & Arts, Culture & Events	(0.035)	Timing of achieving the CAT (Community Asset Transfer) transfer efficiencies for Libraries are at the end of the estimated time periods. This results in a pressure this year only which is associated with continuing to operate these Libraries as a Council prior to full handover to the community to ensure continuity of operation. A contribution from the contingency reserve has been given to offset this pressure (£0.030m). Other minor variances (£0.005m).
County Archives	(0.001)	Minor variances.
Leisure	(0.150)	Timing of achieving the CAT transfer efficiencies at Connah's Quay Leisure Centre and Holywell Leisure Centre are at the end of the estimated time periods. This results in a pressure this year only which is associated with continuing to operate these centres as a Council prior to full handover to the community to ensure continuity of operation. A contribution from the contingency reserve has been given to offset this pressure (£0.170m). Other minor variances of £0.020m.
Total Organisational Change 1	(0.186)	
Organisational Change 2		
CPM & Design Services	(0.082)	(£0.081m) additional fees secured above income target as a result of new works awarded within the Design and Maintenance team.
Cleaning	(0.030)	Additional cleaning contracts have been awarded resulting in an increase in income of (£0.030m).
CCTV & Open Spaces	0.029	£0.028m salary overspend as a result of a delay in the service restructure which will now be in place by the end of Sept.
Minor Variances	0.010	
Total Organisational Change 2	(0.073)	
Chief Executive	0.011	Minor variance.
Total Chief Executive	0.011	
Central and Corporate Finance	(0.441)	Central Loans and Investment Account, (£0.111m), due to reduced level of borrowing and higher than projected income from investments, due to reserves being higher than forecast and interest rates being lower than forecast. Additional Matrix rebate income of (£0.050m), due to increased use of agency staff. Essential Car User, (£0.211m) funded as one off from contingency reserve as agreed at month 4. Car Park income, (£0.100m) funded as one off from contingency reserve as agreed at month 4. Additional in year pressure from commercial building £0.031m, security costs.
Total Central and Corporate Finance	(0.441)	
Grand Total	(0.659)	

Budget Monitoring Report
Council Fund Variances
MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Social Services						
<i>Older People</i>						
Localities	16.047	15.215	(0.832)	(0.805)	Domiciliary Care reflects a projected underspend of (£0.221m) based on existing clients. Other main influences on this projected underspend include Minor Adaptations (£0.114m) for which the local demand is currently being met by the Intermediate Care Fund. Additional one-off income has been received from ICF to contribute to provider fee increases. Other underspends are as a result of vacancy savings for 9 months from within the Single Point of Access team (£0.127m). Additional in-year Continuing Health Care (CHC) income (£0.083m) and additional property income (£0.029m). Further underspends within purchased day care of (£0.016m), early onset dementia of (£0.028m) and overall minor variances of £0.011m. In addition, some budgets within external care provision totalling (£0.225m) still require realignment into externally provided Supported Living within Learning Disabilities which are not reflected at Month 5.	Keep under review. With consideration for potential realignment.
Reablement Services	0.431	0.381	(0.050)	(0.052)	The main influence on the underspend is the receipt of unbudgeted income from the Health Board in relation to Telecare CHC (Continuing Health Care) income.	
Community Equipment Contribution	0.477	0.313	(0.165)	(0.165)	Following review of and implementation of an updated Section 33 Partnership agreement for the North East Wales Community Equipment Store (NEWCES) the contribution levels of partners have been updated resulting in a reduced level of contribution from FCC going forward.	Keep under review. With consideration for potential realignment.
Minor Variances						
<i>Disability Services</i>	6.280	6.215	(0.065)	(0.034)		
Resources & Regulated Services	17.411	17.993	0.582	0.383	Service User demand level is in excess in current provision.	Keep under review. With consideration for potential realignment.
Forensic budget	0.529	0.345	(0.185)	(0.305)	There is a significant underspend of (£0.185m) based on current projected costs.	Keep under review. Potential volatile service area.
Administrative Support	(1.206)	(1.061)	0.125	0.124	Shortfall in Supported People (SP) Income following review of eligibility criteria and local distribution of grant. There is no further capacity within the SP Reserve as this has already been utilised in full.	Keep under review. With consideration for potential realignment.
Minor Variances						
<i>Mental Health Services</i>	2.852	3.205	0.353	0.315		
Substance Misuse	0.274	0.366	0.092	0.101	Pay cost pressures on a number of project areas together with a reduced income commitment for the Substance Misuse Action Fund (SMAF) Grant.	Work being undertaken to review.
Minor Variances	3.427	3.466	0.039	0.028		
<i>Children's Services</i>						
Family Placement	2.394	2.482	0.088	0.121	The overspend is due to foster care placement demand and also court orders for Residence and Special Guardianship orders.	Opportunity for budget realignment to be carried out to mitigate over spends within the service.
Residential Placements	0.398	0.482	0.084	0.061	The level of overspend reflects the current projected costs of residential placements.	All placements are made through a robust panel process which ensures that placements are only made when no alternative method of support can be optimised - Continued Monitoring of outturn.
Professional Support	4.883	5.334	0.451	0.389	Increasing overspend within the Duty & Assessment team which is due to the need to deploy staff to address key risks within this area of the service.	Recommend allocation of £0.100m from contingency reserve which has been earmarked to support the area of the service.
Minor Variances	4.785	4.689	(0.097)	(0.077)	A number of minor variances to be reviewed as part of a budget realignment across the service.	
Development & Resources						
Business Systems & Financial Assessments	0.936	0.797	(0.139)	(0.153)	The projected underspend is mainly due to staff vacancy savings within the Financial Assessments, General Office and Business Systems teams and also some savings against IT software and hardware purchasing.	Continue to monitor and review.
Charging Policy income	(1.859)	(2.046)	(0.187)	(0.176)	The increase in income is due to recent changes in the treatment of certain disregards within service user financial assessments.	Continue to monitor and review.
Safeguarding Unit	0.792	0.908	0.116	0.084	The projected overspend is a combination of additional legal and medical costs associated with the Deprivation Of Liberty Safeguards (DOLS) assessments and a shortfall against the budgeted income from Supporting People Grant, and a contribution to the North Wales Safeguarding Board.	
Good Health	0.846	0.942	0.096	0.106	The projected overspend is due to a reduction in the budget for payments to Voluntary Organisations following a previous business planning efficiency.	
Minor Variances	0.690	0.682	(0.009)	(0.007)		

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Total Social Services	60,346	60,696	0,350	(0,064)		
Community & Enterprise						
Customer And Housing Services	1,183	1,159	(0,024)	(0,007)	Minor variances.	Continue to monitor and review.
Council Fund Housing	(0,277)	(0,259)	0,018	0,011	Minor variances.	Continue to monitor and review.
Regeneration	0,416	0,493	0,078	0,056	Estimated shortfall of £0.056m in markets due to income targets increasing in line with inflation each year, where charges have not increased at the same rate. Other minor variances £0.022m.	Continue to monitor and review.
Revenues & Benefits	10,905	10,466	(0,439)	(0,412)	Projected underspend on the budgeted provision for the Council Tax Reduction Scheme of (£0.236m). Projections indicate an anticipated surplus on the Council Tax Collection Fund of (£0.194m). Other minor variances (£0.009m).	Continue to monitor closely as these areas are highly volatile and projections are likely to change.
Housing Programmes	0,100	0,102	0,003	0,000	Minor variances.	Continue to monitor and review.
Total Community & Enterprise	12,326	11,982	(0,365)	(0,351)		
Streetscene & Transportation						
Ancillary Services & Performance						
Waste Collection	7,457	7,678	0,221	0,470	Variances relating to underachieved business planning efficiencies. Introduction of non generic role, £0.015m. Develop Energy Production at Landfill, £0.065m. Remove the existing policy of returning for missed waste bin collections, £0.040m. Adverse variance of £0.100m relating to reduced electricity sales from reducing levels of gas extraction between April and July at the Standard and Brookhill landfill sites. Contingency reserve funding for Housing Recycling Centres (HRC) provided of £0.250m has been provided at Month 5.	Continual review to assess any recurrent impact for consideration in MTFS 2017/18 for HRC site rationalisation following change of approach and gas engine reducing income levels.
Parking & Enforcement	(0,115)	(0,062)	0,033	0,136	Shortfall from Business Planning proposals following delays in the implementation of car parking charges at Flint and lower than anticipated income from Connah's Quay, Shotton and Queensferry. Contingency reserve funding for Flint Car Parks income shortfall of £0.100m has been provided at Month 5.	Keep under review as part of MTFS. The regeneration of Flint Town Centre is likely to mean that income will also be affected in 2017/18.
Other Minor Variances	0,686	0,701	0,015	(0,003)		
Highways Network						
Other Minor Variances	7,461	7,619	0,158	0,166	Variances relating to underachieved business planning efficiencies. Pass maintenance liability for Cemeteries to Town/Community Councils, £0.050m is part of ongoing discussions on all CAT's (Community Asset Transfer), Probation Service Litter Collection, £0.050m, delay in introduction of non generic role, £0.015m. Costs for the area teams due to Baglitt flooding event, £0.060m for emergency call outs and consequential maintenance and repairs. Risks - £0.100m cost for infrastructure improvement works at Baglitt.	Keep under review as part of MTFS.
Transportation & Logistics						
Logistics & Resource Services	4,524	4,644	0,120	0,112	Variances relating to underachieved business planning efficiencies. Shared specialist plant with neighbouring authority, £0.050m. Delays in externalising the stores managed services, £0.030m and anticipated fuel saving from construction of waste handling facility, £0.020m.	Keep under review as part of MTFS.
School Transport	4,972	5,079	0,107	0,120	Estimated additional subsidy costs following re-procurement for covering former GHA services for school transport following the company going into liquidation, £0.125m.	This is still an indicative figure based on previous contract prices and will be monitored monthly. WG have been consulted upon with regard to funding the additional costs. Consideration in MTFS 2017/18 if no WG funding is forthcoming.
Transportation	1,928	2,271	0,343	0,341	Estimated additional subsidy costs following re-procurement for covering former GHA services following the company going into liquidation, £0.315m. This includes the costs of former commercial services routes.	This is still an indicative figure based on previous contract prices and will be monitored monthly. WG have been consulted upon with regard to funding the additional costs. Consideration in MTFS 2017/18 if no WG funding is forthcoming.
Other Minor Variances	1,531	1,544	0,013	(0,002)		
Total Streetscene & Transportation	28,444	29,455	1,011	1,340		
Planning & Environment						
Business						
Minor Variances	1,642	1,634	(0,008)	0,016		
Community						
Pest Control	0,019	0,019	0,000	0,012	Potential for shortfall in the Self-financing position at outturn.	Monitor and adjust income projections as appropriate. Continue to monitor committed expenditure and reduce/remove commitments where possible.
Minor Variances	0,906	0,866	(0,040)	(0,024)		
Development						
Development Management	(0,335)	(0,274)	0,060	0,053	High Risk of possible shortfall from Planning Application fees increase reflected in Business Planning efficiencies.	Monitor and adjust income projections as appropriate.

Budget Monitoring Report
Council Fund Variances
MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Minor Variances	0.192	0.161	(0.031)	(0.027)		Continue to monitor committed expenditure and reduce/remove commitments where possible.
Access						
Minor Variances	1.349	1.329	(0.020)	(0.021)		Continue to monitor committed expenditure and reduce/remove commitments where possible.
Shared Services						
Minor Variances	0.167	0.167	0.000	(0.000)		Continue to monitor committed expenditure and reduce/remove commitments where possible.
Strategy						
Minor Variances	0.837	0.828	(0.009)	(0.001)		Continue to monitor committed expenditure and reduce/remove commitments where possible.
Management Strategy	0.687	0.766	0.079	0.050		
Total Planning & Environment	5.463	5.495	0.032	0.060		
Education & Youth						
Inclusion & Progression	7.059	7.207	0.149	0.155	Volatile service with potential for high costs and unpredictable demand. Includes other minor variances from within the service.	Task & Finish group is operational. An 'invest to Save' post has been identified to support a reduction in the overspend. Improved monitoring systems are being developed and implemented. A service review will be required following the receipt of GwE regional structure.
Business Change & Support	0.609	0.568	(0.041)	(0.061)	Variance relates to a current secondment in advance of a regional collaboration service from April 2017, funded by GwE. Includes other minor variances.	
Minor Variances	3.736	3.713	(0.023)	(0.033)		
Total Education & Youth	11.404	11.488	0.083	0.061		
Schools	87.372	87.372	0.000	0.000	School budgets are delegated and the balances are therefore carried forward at the end of the financial year.	
People & Resources						
HR & OD	2.244	2.199	(0.045)	0.008	Minor variances.	Continue to monitor and review.
Corporate Finance	2.389	2.450	0.061	0.023	The projected overspend comprises of a shortfall in the Grant income recharge target and an in-year underachievement on the Finance Modernisation Efficiency due to delays in the implementation of the budget forecasting software.	Continue to explore alternative income maximisation opportunities and progress the finance modernisation project.
Total People & Resources	4.633	4.649	0.016	0.031		
Governance						
Legal Services	0.642	0.666	0.024	0.036	Minor variances.	Continue to monitor and review.
Democratic Services	1.877	1.857	(0.020)	(0.019)	Minor variances.	Continue to monitor and review.
Internal Audit	0.434	0.428	(0.006)	(0.006)	Minor variances.	Continue to monitor and review.
Procurement	0.166	0.192	0.026	0.036	Minor variances.	Continue to monitor and review.
Business Support	0.327	0.296	(0.031)	(0.032)	Minor variances.	Continue to monitor and review.
ICT	4.981	5.024	0.043	0.043	Minor variances.	Continue to monitor and review.
Total Governance	8.427	8.463	0.036	0.057		
Organisational Change 1						
Public Libraries & Arts, Culture & Events	1.656	1.643	(0.013)	0.023	Minor variances.	Continue to monitor and review.
Museums	0.064	0.064	0.000	0.000		Continue to monitor and review.
County Archives	0.281	0.281	(0.001)	0.000	Minor variances.	Continue to monitor and review.
Leisure	3.946	3.967	0.020	0.170	Minor variances.	Continue to monitor and review.
Community Assets	0.024	0.024	0.000	0.000		Continue to monitor and review.
Total Organisational Change 1	5.972	5.979	0.007	0.193		
Organisational Change 2						
Property Asset And Development	0.591	0.311	(0.280)	(0.265)	In Year Salary Savings of (£0.260m) availing as a result of the imminent service re-structure. Other minor variances.	Continued Monitoring & Review.
CPM & Design Services	0.704	0.622	(0.082)	0.000	(£0.081m) additional fees secured above income target as a result of new work secured within the Design and Maintenance team.	Continued Monitoring & Review.
Industrial Units	(1.284)	(1.044)	0.241	0.208	Budget realignment has mitigated a £0.240m shortfall in the reduction of rental income due to voids and a reduced income from Deeside Power Station.	Continued Monitoring & Review.
Catering	0.793	0.748	(0.045)	(0.022)	Additional income over projected target of (£0.044m) as a result of an increase in the uptake of meals in schools and care homes.	Continued Monitoring & Review.
Cleaning	0.006	(0.024)	(0.030)	(0.000)	Additional cleaning contracts have been awarded resulting in an increase in income of (£0.030m).	Continued Monitoring & Review.

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Minor Variances	1,766	1,785	0.020	(0.024)		
Total Organisational Change 2	2,575	2,399	(0.176)	(0.103)		
Chief Executive	3,189	3,133	(0.057)	(0.068)	The projected underspend is mainly due to vacancy savings within the Management & Admin Team and the Corporate Communications Team. There are also minor underspends against some supplies and services budgets.	The projected underspend is expected to be in year only.
Central and Corporate Finance	21,831	22,315	0.484	0.925	An in year projected underspend of (0.111m) within the Central Loans and Investment Account. This is due to reduced level of borrowing and higher than projected income from investments, due to reserves being higher than forecast, and interest rates being lower than forecast. Additional Matrix rebate income of (0.050m), due to increased use of Agency staff. Workforce efficiencies currently showing an underachievement of £0.278m. Additional Income Generating Activities is projecting an underachievement of £0.300m, though work is continuing to identify other areas of opportunity. Additional in year pressure £0.143m due to Non Domestic Rates liability on commercial property. In year projected underspend on Audit Fees of (0.088m) due to reduced rate. Other minor variances of £0.012m.	Central Loans and Investment, continue to monitor to identify further savings. Matrix rebate income, continue to monitor. Workforce Efficiencies - Continue to identify further savings. Additional Income Generating Activities - Consultant appointed to work on Fees and Charges policy. Commercial Property liability - In year pressure only. Audit Fees reduced - Additional identified efficiency.
Grand Total	251,984	253,405	1,421	2,081		

2016/17 Efficiencies Outturn - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over Achievement
	2016/17 £(m)	2016/17 £(m)	2016/17 £(m)
Central & Corporate Finance			
Additional Income Generating Activities.	0.500	0.200	(0.300)
Workforce Efficiency.	0.500	0.222	(0.278)
Total Central & Corporate Finance	1.000	0.422	(0.578)
Chief Executive's			
Voluntary Sector Grants review.	0.070	0.090	0.020
Total Chief Executive's	0.070	0.090	0.020
People & Resources			
Finance Modernisation	0.135	0.100	(0.035)
Total People & Resources	0.135	0.100	(0.035)
Education & Youth			
School Modernisation.	0.187	0.123	(0.064)
Total Education & Youth	0.187	0.123	(0.064)
Organisational Change 2			
CCTV - Staff reductions.	0.040	0.020	(0.020)
Other - Campus Management.	0.030	0.015	(0.015)
Other - Maintenance.	0.005	0.015	0.010
Total Organisational Change 2	0.075	0.050	(0.025)
Community & Enterprise			
Council Tax Reduction Scheme.	0.329	0.566	0.237
Total Community & Enterprise	0.329	0.566	0.237
Streetscene & Transportation			
Shared Specialist Plant with neighbouring authority.	0.050	0.000	(0.050)
Introduce non-generic streetscene roles (3 year plan).	0.115	0.085	(0.030)
Develop energy production at landfill.	0.100	0.035	(0.065)
Remove the existing policy of returning for missed bin waste collections.	0.075	0.035	(0.040)
Construction of a waste handling and biomass production facility at Greenfield.	0.100	0.080	(0.020)
Car Parking Charges.	0.200	0.165	(0.035)
Charge maintenance of Bus Shelters to Community & Town Councils.	0.020	0.000	(0.020)
Remove the subsidy for the Community Rail Officer.	0.010	0.005	(0.005)
Externalise the Stores Managed Service.	0.050	0.020	(0.030)
Pass Maintenance Liability and Cleanliness of Cemeteries to Town & Community Councils.	0.050	0.000	(0.050)
Probation Service to take on Litter Collections in some areas.	0.100	0.050	(0.050)
Total Streetscene & Transportation	0.870	0.475	(0.395)
Planning & Environment			
Staffing - service review.	0.127	0.088	(0.039)
Self financing for Public Protection Services.			
- Animal & Pest Control.			
- Licencing Charging.	0.050	0.020	(0.030)
Total Planning & Environment	0.177	0.108	(0.069)
Total 2016/17 Budget Efficiencies		%	£
Met from Contingency Reserve			11.282
Revised Efficiency Target		100	10.521
Total Projected 2016/17 Budget Efficiencies Underachieved		9	0.909
Total Projected 2016/17 Budget Efficiencies Achieved		91	9.612

APPENDIX 4

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2016	10.144	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		4.375
Less – allocation from contingency reserve to meet historic child claims		(0.133)
Less – allocation from contingency reserve to meet costs of summer play schemes		(0.076)
Less - allocation from contingency reserve to meet shortfall in the essential car user allowance efficiency		(0.211)
Less – allocation from contingency reserve to meet shortfall in the community asset transfers efficiency		(0.200)
Less – allocation from contingency reserve to meet shortfall in the rationalisation of household recycling centres efficiency		(0.250)
Less - allocation from contingency reserve to meet shortfall in the Flint car park income efficiency		(0.100)
Less - allocation from contingency reserve to meet shortfall in the County Hall car park income efficiency		(0.100)
Less projected overspend as at Month 5		(1.421)
Total projected Contingency Reserve as at 31st March 2017		1.884

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(31.899)	(31.874)	0.025	0.049		
Capital Financing - Loan Charges	7.285	7.124	(0.161)	0.024	The projected underspend of £0.161m relates to a reduction in the anticipated borrowing costs apportioned to the HRA. This is due to the reduction in our total borrowing requirement and the reduction in interest rates following the BREXIT referendum.	
Estate Management	1.633	1.575	(0.058)	(0.086)	The projected underspend of £0.058m relates to vacancy savings arising from the Housing Management restructure.	
Landlord Service Costs	1.207	1.196	(0.010)	(0.011)		
Repairs & Maintenance	9.546	9.718	0.172	(0.036)	£0.172m relates to an increase in repairs and maintenance expenditure on void properties. The reduced borrowing costs have allowed for additional resource to be allocated to void properties. This will support the significant work being undertaken in empty properties contributing to the achievement of the Welsh Housing Quality Standards.	
Management & Support Services	2.232	2.260	0.028	0.048		
Capital Expenditure From Revenue (CERA)	10.077	10.077	0.000	0.000		
Contribution To / (From) Reserves	(0.080)	(0.077)	0.003	0.012		
Total Housing Revenue Account	0.000	0.000	0.000	0.000		



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 13 October 2016
Report Subject	Forward Work Programme
Cabinet Member	Not applicable
Report Author	Member Engagement Manager
Type of Report	Operational

EXECUTIVE SUMMARY

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

The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.

RECOMMENDATION

1	That the Committee considers the draft Forward Work Programme and approve/amend as necessary.
2	That the Member Engagement Manager, in consultation with the Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows: <ol style="list-style-type: none">1. Will the review contribute to the Council's priorities and/or objectives?2. Is it an area of major change or risk?3. Are there issues of concern in performance?4. Is there new Government guidance of legislation?5. Is it prompted by the work carried out by Regulators/Internal Audit?
1.03	Members are reminded that the North Wales Police & Crime Commissioner is to attend the next meeting of the committee which is to be held on 10 th November. The deadline for submission of questions (as per the email to all Members sent on 22 nd September is 14 th October, tomorrow.

2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Publication of this report constitutes consultation.

4.00	RISK MANAGEMENT
4.01	None as a result of this report.

5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Robert Robins Member Engagement Manager</p> <p>Telephone: 01352 702320</p> <p>E-mail: robert.robins@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Improvement Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.</p>

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Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2016/17

DATE		O&S Focus	REPORT FROM
Thursday 10 th November 2016 10.00	Police & Crime Commissioner: the Police & Crime Commissioner for North Wales, Mr Arfon Jones will attend the meeting to give a presentation and respond to Member's' questions.	Assurance and comment	Robert Robins
	Revenue Budget monitoring 2016/17	Monitoring	Sara Dulson
	Appraisals Substantive Progress report	To provide the committee with an analysis of the current position on appraisals	Sharon Carney
	Welsh Language Standards	Advise members of the proposed new Welsh Language Standards for Flintshire and seek endorsement of the Council's approach	Fiona Mocko
	Forward work Programme	Approval and development	Robert Robins
Thursday, 8 th December 2016 10.00	Quarter 2/Mid year Improvement Plan Monitoring 2016/17	Assurance and comment	Robert Robins
	Revenue Budget monitoring 2016/17	Monitoring	Sara Dulson
	Forward work Programme	Approval and development	Robert Robins
<i>Friday, 16th December 2016 10.00 Budget meeting</i>	<i>At the Annual Meeting, when the schedule of meetings for 2016/17 was approved, we had identified the specific slots for budget meetings for all committees in both December and January. A decision will be made at a later stage as to which are</i>		

Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2016/17

	<i>to be used.</i>		
Monday, 19 th December 2016 14.00	<p><i>At the Annual Meeting, when the schedule of meetings for 2016/17 was approved, we had identified the specific slots for budget meetings for all committees in both December and January. A decision will be made at a later stage as to which are to be used.</i></p> <p><i>This is a budget process 'mop up' meeting and capital programme (All Members will be invited to this meeting)</i></p>		
Thursday, 12 th January 2017 10.00	<p>Revenue Budget monitoring 2016/17</p> <p>Forward work Programme</p>	<p>Monitoring</p> <p>Approval and development</p>	<p>Sara Dulson</p> <p>Robert Robins</p>
Friday 20 th January 2017 10.00 budget Meeting	<p><i>At the Annual Meeting, when the schedule of meetings for 2016/17 was approved, we had identified the specific slots for budget meetings for all committees in both December and January. A decision will be made at a later stage as to which are to be used.</i></p>		
Friday, 27 th January 2017 10.00	<p><i>At the Annual Meeting, when the schedule of meetings for 2016/17 was approved, we had identified the specific slots for budget meetings for all committees in both December and January. A decision will be made at a later stage as to which are to be used.</i></p> <p><i>This is a budget process 'mop up' meeting and capital programme (All Members will be invited to this meeting)</i></p>		

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Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2016/17

Thursday, 9 th February 2017 10.00	Revenue Budget monitoring 2016/17	Monitoring	Sara Dulson
	Forward work Programme	Approval and development	Robert Robins
Thursday, 9 th March 2017 10.00	Quarter 3 Improvement plan Monitoring	Comment and assurance	Robert Robins
	Revenue Budget monitoring 2016/17	Monitoring	Sara Dulson
	Forward work Programme	Approval and development	Robert Robins

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