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Cyngor Sir y Fflint Flintshire COUNTY COUNCIL

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

To: Councillor 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

6 January 2017

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, 12th January, 2017 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   **PEOPLE STRATEGY 2016-2019** (Pages 3 - 18)

Report of Senior Manager, Human Resources & Organisational Development - Cabinet Member for Corporate Management

Purpose: To consider the draft People Strategy 2016-2019.

4   **DIGITAL STRATEGY** (Pages 19 - 34)

Report of Chief Officer (Governance) - Cabinet Member for Corporate Management

Purpose: To provide an update and feedback from the Workshop held in December

5   **WORKFORCE INFORMATION REPORT - QUARTER 2 2016/17** (Pages 35 - 68)

Report of Senior Manager, Human Resources & Organisational Development - Cabinet Member for Corporate Management

Purpose: To consider the Workforce Information Report for Quarter 2 of 2016/17.

6   **REVENUE BUDGET MONITORING 2016/17 (MONTH 8)** (Pages 69 - 108)

Report of Chief Executive - 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 8, and projects forward to year-end.

7   **FORWARD WORK PROGRAMME** (Pages 109 - 114)

Report of Democratic Services Manager

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

Yours sincerely

Robert Robins
Democratic Services Manager

CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday 12 January 2016
Report Subject	People Strategy 2016-2019
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Senior Manager, Human Resources and Organisational Development
Type of Report	Strategic

EXECUTIVE SUMMARY

To achieve the Councils vision for the next five years we will need our organisation to be innovative, agile, connected and transparent, with workforce issues high on the agenda.

Much work took place during 2014/2015 to develop the Council's People Strategy which reflects our changing organisation and the changing world of work. It also plays an important part in the achievement of the Councils aspirations, ambitions and values of being a modern, high performing and trusted public sector organisation.

This report provides an update on the People Strategy work, incorporating the finding and actions resulting from the independent corporate assessment undertaken by the PA group.

Attached to the report is an updated People Strategy 2016-2019 that has been designed to be a simple yet meaningful document which is easily accessible and provides a clear vision and outcomes for future work force related work across the organisation.

Moving the strategy forward is critical so it is clear in terms of priorities, actions, roles and responsibilities. There are key actions for Human Resource and Organisational Development. Equally as important is the clarity it provides about the roles and responsibilities of Chief Officers, Managers/Supervisors and Employees in the delivery of this strategy.

RECOMMENDATIONS	
1	That Committee endorses the revised People Strategy 2016-2019 including the vision, outcomes and priorities and the specific roles and responsibilities of Human Resources and Development, Chief Officers, Managers/Supervisors, and employees, in implementing this strategy.
2.	That the Committee supports the development of a detailed action plan which will be shared in draft for comment before being taken to Cabinet.
3.	That the Committee invites period performance reports against key success measures (twice per annum).

REPORT DETAILS

1.00	DEVELOPMENT OF THE PEOPLE STRATEGY 2016-2019
1.01	The new People Strategy has been developed against a backdrop of rapid change. Firstly the changing face of local government in Wales with the role of the Council now fully including not just delivery of services, but commissioning of different types of service provision, and enabling communities to deliver services. This includes implementing a range of emerging priories from the strategy e.g. full implementation of the Councils appraisal scheme and consolidating emerging priorities from an independent assessment of corporate services.
1.02	The 2016-2019 People Strategy builds on a set of foundations set by previous strategies which includes: • A good track record of achievement with the successful implementation of Single Status and settlement of Equal Pay claims, • Creation of an Employment Service Centre • Implementation of agile and flexible working • Providing an integrated end-to-end HR Transactional service • Development of e-learning modules to support Alternative Delivery Models, leadership and management development
1.02	The scale of organisational change and 'leaning' over the preceding few years has been rapid as a result significant changes to service delivery and operating models across service portfolios and the introduction of a voluntary redundancy programme, which, following two formal cycles, remains open on a rolling basis. This has resulted in significant turnover and loss of experienced people leaving the organisation and places a stronger emphasis and importance on managing our talent, succession planning and taking a more creative approach to our reward strategy.
1.03	We have successfully managed the organisational changes undertaken to date and confident the next phase of necessary change will be as successfully managed. Following the initial voluntary redundancy programme we undertook a voluntary self-assessment of our performance in managing what was a major programme of workforce reduction against the recommendations of the Wales Audit Office in it's national study of

	public sector practice and performance. The Council either met or exceeded each of the relevant recommendations.
1.04	Through development of the strategy, including member workshops and discussions with unions, we have identified five key strategic objectives that will enable the vision to be realised, these are: • Planning the Workforce of the Future; • Developing Workforce and Leadership Capacity ; • Managing Performance; • Recognition and Reward; • Enabling Change through Alternative Models.
1.05	For 2016-19 this enables the identification of a clear vision, outcomes and priorities. To achieve the vision we need the whole of our workforce to be: • Customer focused; • Aspirational and optimistic with a 'can do' attitude; • Resilient to the challenges ahead; • Motivated, talented, competent and skilful; • Dynamic and responsive to the changing needs of our residents, customers and stakeholders. If the strategy is achieved, some of the key outcomes will be: • Increased leadership and management capability; • A single consolidated workforce plan and supporting action plans; • Change will be managed fairly, consistently and transparently; • An environment in which managers are given the authority to take/accept responsibility; • A workforce which is encouraged and supported to consider the health and well-being of themselves and others; • Simplified policies and procedures which are accessible and easy to read; • Improved attendance management interventions; and • The development of an effective pay, recognition and reward framework.
1.06	Communication and ownership are key to the success of the People Strategy. For the first time the strategy is clear about the role of Human Resources, Chief Officers, Managers and Supervisors and Employees in support of each of the key strategic objectives. Alternative communication methods and forums are being considered to ensure the strategy and associated action plan are easily accessible and understood by the whole of our workforce.
1.07	If the aims of the strategy are achieved then it will contribute to the achievement of the Council's Improvement Priorities without any extra resource. It will also ensure that the workforce is able to respond to future challenges facing the council.

1.08	A detailed action plan is being developed which will highlight the immediate, medium and long-term priorities (including success measures) to enable the delivery of each of the strategic objectives detailed at 1.04.

2.00	RESOURCE IMPLICATIONS
2.01	The strategy can be delivered within current resources.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None. Any changes to policy or practice as a result of the strategy will be undertaken in line with the Human Resources policy framework and subject to an Equality Impact Assessment (EIA).

4.00	RISK MANAGEMENT
4.01	Implementing the strategy should not create or generate any new risks for the council.

5.00	APPENDICES
5.01	Appendix A – Proposed People Strategy 2016-2019

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None **Contact Officers:** Sharon Carney **Telephone:** 01352 702139 **E-mail:** sharon.carney@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Commissioning of Services – The development of service provision that includes the specifying of requirements and procurement of organisations other than the Council to deliver services.

Flintshire County Council
People Strategy 2016 – 2019
Supporting a Modern and Efficient Council

Introduction

The organisation and its services are embarking on a further period of significant change, as described in the improvement plan, and portfolio business plans. We will only achieve our ambitions and be successful with this change through our people. Engaging our people fully and developing the skills, attitudes and behaviours we will need in the future is a priority.

The 2016-19 People Strategy builds on a set of foundations set by previous strategies plus early work on this strategy in 2015, these include:

- A good track record of achievement with the successful implementation of Single Status and settlement of Equal Pay claims,
- Creation of an Employee Service Centre,
- Providing an integrated end-to-end HR Transactional service;
- Electronic Document Management (EDM) which has enabled the merger of HR, Payroll and Education Staffing files;
- Further development of the Apprenticeship Scheme,
- Implementation of agile and flexible working,
- Development of e-learning modules to support Alternative Service Delivery Models, leadership and management development
- Introduction of a competency based appraisal and talent management system.

The Strategy is designed to ensure that as a Council, we are able to adapt flexibly to the challenging pace of change within the public sector but also to respond to the changing context of local government at a local, regional and national level. Many of the themes from the previous strategy are still relevant, but there is an increased focus on how we plan to develop and support our people during this time of change. For some people, periods of change can cause uncertainty. For others change brings new possibilities and is something to be relished. During these times communication and leadership are more important than ever.

This strategy also plays an important part in the achievement of the Council's aspirations, ambitions and values of being a modern, high performing and trusted public sector organisation. Further, it has been informed by the Councils other key strategies, most importantly the Councils Medium Term Financial Strategy (MTFS) and the Councils Improvement Plan.

Vision for our future workforce

This people strategy has been developed against a background of rapid change and sets out how the Council will adapt to meet the opportunities and challenges envisaged through the life of this strategy in supporting a Modern and Efficient council.

To achieve this we need the whole of our workforce to be:

- Customer focused
- Aspirational and optimistic with a 'can do' attitude
- Resilient to the challenges ahead
- Motivated, talented, competent and skilful
- Dynamic and responsive to the changing needs of our residents, customers and stakeholders

How will we achieve our vision?

The strategic priorities for 2016-2019 are:

- Planning the Workforce of the Future
- Developing Workforce and Leadership Capacity
- Managing Performance
- Recognition and Reward
- Enabling Change through Alternative Models

Key Outcomes

- Increased leadership and management capability
- A single consolidated workforce plan and supporting action plans
- Change will be managed fairly, consistently and transparently
- An environment in which managers are given the authority to take/accept responsibility
- A committed, motivated, flexible and professional workforce
- A workforce which is encouraged and supported to consider the health and well-being of themselves and others
- Simplified policies and procedures which are accessible and easy to read
- Improved attendance management interventions; and
- Development of an effective pay, recognition and reward framework

Guiding principles in delivery are:

- Supporting the business to achieve its objectives
- Recognising the changing work environment and adapting to those changes in a positive manner
- Maintaining legal compliance in all aspects of our work
- Working flexibly
- Continuing to develop and support our managers and employees to adapt to change
- Solution focussed

Planning the workforce of the future

Having a detailed understanding of our current workforce, changes in local and national labours markets and a vision for the future will enable us co-ordinate the development of detailed workforce plans. These should be an integral part of the business planning process. The plans will describe and address the gap between the current workforce, delivering the service today and what the future workforce needs to be to deliver the services of the future.

HR will focus on:

Supporting changes in future workforce numbers to meet service needs

Develop job roles to support changes and improvements in services

Being creative and building flexibility by using none traditional working patterns.

Complying with the requirements for which HR and OD are responsible under the Welsh Language Standards Regulations 2016.

Key Actions:

Develop workforce information that indicates accurately the utilisation of the workforce for each service to include core employees/positions and the peripheral/flexible workforce.

Design workforce plans by portfolio to forecast requirements for the short, medium and long-term with specific actions for addressing challenges and risks (i.e recruitment difficulties/skills shortages).

To achieve this

Chief Officers will:
- Actively promote the benefits associated with good performance management interventions.
- Ensure completion of appraisals, career conversations and development plans (as appropriate) in a timely manner.
- Sharing intelligence with regard to future service requirements affected by internal and external factors.

Managers/supervisors will:
- Ensure completion of appraisals, career conversations and development plans (as appropriate) for their areas of responsibility in a timely manner.
- Explore none traditional working methods to improve service delivery and inform future working planning.

Employees will
- Actively embrace performance management interventions
- Engage with development opportunities

High Level Actions to Support Delivery

1.	Design workforce plans by portfolio to forecast requirements for the short, medium and long-term.
2.	Consider alternative methods of job design/evaluation to support the

	creation of alternative roles that meet the changing needs of the organisation.
3.	Facilitate and extend the use of flexible working options through the use of technology.

Developing Workforce and Leadership Capacity

We will build on the work of the previous people strategies by ensuring that our employees have the right skills, knowledge and competencies to carry out their roles as effectively as possible. In order to do that the organisation will need to identify gaps in skills and knowledge, future requirements and the most appropriate means of filling any gaps.

HR will focus on:	**Key Actions:**
Knowledge, skills and competencies	We will work with portfolios to identify their learning and development requirements, taking into account of future business needs including new roles.
	We will provide employees with opportunities to develop professional and transferable skills.
	We will equip our managers with the commercial skills and knowledge to operate effectively with reducing resources.
	We will encourage and enable our managers and teams to be proactive, innovative and creative in delivering services differently.
Collaboration	We will work with other public sector Learning and Development providers to identify and develop appropriate and cost effective learning opportunities.
Managing Change	We will develop training programmes for managers which recognise and promote managing change as a key set of competencies.

To achieve this

Chief Officers will:	**Managers/Supervisors will:**
• Provide a consistent and high profile lead on promoting the importance of learning and development activities • Be pro-active and role model the organisations commitment to learning through their own development activities	• Include relevant and achievable individual learning plans in formal performance management discussions • Support employees to realise opportunities to develop knowledge, skills and competencies that benefit

- Ensure that learning and development features prominently in performance management discussions between management and employees in their service area

- both the employee and the Council
- Identify potential knowledge or skills gaps that may impact on current or future performance within their service (area of responsibility)

Employees will:
- Seek opportunities for their own development
- Undertake and complete agreed development actions

High Level Actions to Support Delivery

1.	Create a programme which supports leadership development
2.	We will improve the confidence and capability of our managers through an organised programme of coaching, mentoring and management development.
3.	Develop a range of training and development interventions for managers and employees to include stress awareness and stress management e-learning modules, face to face workshops and mental health first aid to support the overriding attendance management strategy.
4.	Further develop the apprenticeship programme as a 'talent pool' for the future

Managing Performance

We want our employees to be focused on delivering against their objectives and motivated to deliver services to a high standard for the benefit of the citizens of Flintshire. To support and enable this, our managers need to have access to timely, accurate management information.

HR will focus on:	Key Actions:
Performance Appraisal	Improve individual and team performance by implementing the competency based appraisal for all employees.
	Implement talent management interventions to identify our talent at every level of the organisation.
Provision of meaningful and timely management information	Develop a HR dashboard for services and schools which provides suitably detailed in an accurate, consistent and timely manner to support managers in the effective and efficient management of their services.
Attendance Management	Implementing new interventions for managing long term and frequent absences.
	Introducing a case management approach for longer term absences which involve the employee, the manager, HR and Occupational Health.

To achieve this

Chief Officers will:
- Provide a consistent and high profile lead on promoting the importance of performance management
- Promote the use of consistent interventions identified in the attendance management policy across their area of responsibility.

Managers/Supervisors will:
- Complete performance management discussions on an annual basis.
- Identify potential knowledge or skills gaps that may impact on current or future performance within their service (area of responsibility)
- Lead by example in terms of demonstrating desired behaviours.

Employees will:
- Comply with their obligations under the attendance management policy
- Contribute positively with the appraisal process
- Undertake and complete agreed development actions.

High Level Actions to Support Delivery

1.	Simplify the existing attendance management procedures to provide for greater management autonomy
2.	Introducing a standardised set of people objectives for employees with management responsibilities.
3.	Increase the number of services who achieve 100% attendance and 100% appraisal completion
4.	Achieve an improvement in the Health and Well-being our employees

Recognition and Reward

We want our employees to be fairly and equitably rewarded for the work they do, within the confines of affordability and national pay policy. We want our employees to understand their contribution to the business, to receive suitable acknowledgement of their contribution and to understand the role they have in shaping our future.

HR will focus on:	Key Actions:
Pay and Reward	We will continue to undertake Equal Pay monitoring to identify any gender pay gaps and develop feasible proposals to address these.
	We will explore non-financial forms of reward and recognition to develop a recognition culture, which acknowledges and recognised good performance and effort.
	We will maintain an up to date knowledge of best practice initiatives and all legal requirements in respect of pay and recognition.
	We will provide specialist policy, advice and guidance
Working Together	We will continue to work with the recognised trade unions and directly with our employees on issues affecting them.
	We will be as open and transparent as possible in our communications with employees, and their representatives.

To achieve this

Chief Officers will:

- Maintain a consistent and high profile lead on pay and recognition
- Consult as appropriate on issues affecting employees
- Keep employees informed about issues affecting them and be as open and transparent as possible in communications

Managers/Supervisors will:

- Ensure that employees are aware of our approach to pay and recognition
- Carry out effective budget management
- Manage employee expectations (not over-promise)

Employees will:

- Familiarise themselves with our pay and recognition systems, including self-service

applications
- Participate in relevant consultation exercises affecting pay and recognition

High Level Actions to Support Delivery

1.	Create a total reward/benefits portal which provides access to a range of benefits and savings on everyday shopping, motoring and health and well-being spend.
2.	Review the current pay model to ensure it meets the obligations of the National Living Wage and consider options to 'bridge the gap' between the existing pay and grading model and the Chief Officer pay model.
3.	Explore alternative methods of communication to increase engagement levels with our employees
4.	Complete Equal Pay audits on an annual basis and develop proposals to address gender gaps identified (if any).

Enabling Change through Alternative Models

We want to help the Council protect front line services in whatever form that takes, as it responds to external and internal challenges and evolves in terms of its size, shape and models of service delivery. We need to equip our managers and employees with the appropriate knowledge, skills and behaviours to be resilient and have the confidence to try new approaches and adapt their ways of working.

HR will focus on:
Developing appropriate frameworks (including service level agreements) to enable managers to assess feasibility of alternative models

Provide specialist and advice and guidance in relation to legal obligations regarding employment issues.

Development of bespoke e-learning modules to support services transitioning out of the organisation.

Key Actions:
Provision of a model service level agreement which details options for continued provision of support services.

Development of appropriate toolkits and guidance documents for managers (i.e. TUPE and Code of Practice on Workforce Matters 'Two Tier Code').

Provide access to a range of modules which develop the commercial and financial awareness/acumen of managers transitioning out of the organisation.

To achieve this

Chief Officers will:
- Provide a consistent and high profile lead on promoting the benefits of alternative models.
- Engage proactively at all levels within their area of responsibility.

Managers/Supervisors will:
- Complete performance management discussions on an annual basis.
- Identify potential knowledge or skills gaps that may impact on current or future performance within their service (area of responsibility)
- Lead by example in terms of demonstrating desired behaviours.

Employees will:
- Contribute positively to proposals for alternative service models
- Propose alternative models/ methods of working as appropriate.
- Engage openly and honestly during periods of consultation.

High Level Actions to Support Delivery

1.	Review, rationalise, simplify and further develop HR policies and procedures and associated management toolkits to enable greater levels of self-sufficiency.

2.	Develop programme on ADMs to prepare managers and employees for transition.
3.	Finalise model service level agreement and implement service level agreements for all portfolios.

Delivering the Strategy

How will we deliver the strategy?

The first key activity is the development of a detailed action plan which will identify the priorities, the key actions, who is accountable, who is responsible and when the actions will be completed.

The immediate priorities to be taken forward for the remainder of 2016/17 and into 2017/18 include actions in support of the following:

Developing leadership capacity
- Developing leaders
- Developing succession planning approaches and programmes

Developing workforce capacity
- Developing skills, attitudes and behaviours

Planning the workforce of the future
- Supporting changes in future workforce numbers to meet service needs
- Developing job roles to support changes and improvements in service delivery
- Being creative and building flexibility by using none traditional working patterns

Who will deliver the People Strategy?

The delivery of the strategy is the collective responsibility of the Council from Elected Members and the Chief Officer Team to front line employees, with Human Resources and Organisational Development (HR and OD) as part of the People and Resources Portfolio team providing specialist expertise, advice and support.

Reporting

A detailed action plan will be refreshed annually and reported to Cabinet.

Progress against specific actions will be reported to Chief Officers and Corporate Resources Overview and Scrutiny.

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CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday, 12th January 2017
Report Subject	Digital Strategy
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Chief Officer (Governance)
Type of Report	Operational

EXECUTIVE SUMMARY

The proposed digital strategy is a replacement for the council's existing IT strategy. However, it takes a different approach to the strategy it replaces and seeks to encompass all of the council's strategic aspirations for the IT service, the council and the whole of the county. To that end it includes strategic objectives relating to issues such as economic development and community development alongside objectives on IT service delivery.

The digital strategy is structured around the following 6 themes:
1. Digital customer
2. Digital workforce
3. Digital business and community
4. Digital partnership
5. Information management
6. Digital delivery

Each theme lists high level actions to be achieved by the end of the strategy that will be supported by an annual action plan giving more details and precise timescales. Examples of the high level actions include:
1. seeking to improve broadband speeds within the county
2. working with the 3rd sector and other partners to improve digital literacy within the community and small businesses
3. moving to digital services as the first/primary means of providing as many council services as possible

It is proposed that the high level actions will be co-ordinated and monitored day to day through an officer project board. Reporting and accountability for actions in the strategy will be undertaken through the CAMMS system and the Organisational Change OSC.

A workshop open to all members was held on 16 December 2016. Those in attendance broadly supported the approach proposed within the strategy, and gave helpful feedback on the critical factors needed to ensure a successful implementation.

RECOMMENDATIONS	
1	That the Committee comments on the proposed digital strategy before its adoption by Cabinet.

REPORT DETAILS

1.00	**EXPLAINING THE PROPOSED NEW DIGITAL STRATEGY**
1.01	The Council's current IT strategy has expired. As well as being fundamental to the delivery of many council services, helping and ensuring that others have sufficient skills and access to IT is an important element in ensuring the future prosperity of the county. For this reason it is proposed that the IT strategy (which talked largely about the IT Service's role in delivering the council's aspirations for transformation) be replaced by a digital strategy that contains all of the council's strategic objectives around digital technology. The strategy therefore contains objectives around economic development, education and community working.
1.02	The proposed strategy which is attached at Appendix 1 is divided into the 6 themes below which reflect the different aspects of digital technology that will need to be developed in order to help achieve the council's Improvement Plan Objectives. They have been developed in conjunction with the Customer Services Strategy through detailed consultation with key officers across all the portfolios. i. **Digital customer** – empowering customers to access the services and information they need on line ii. **Digital workforce** – equipping our workforce with the right tools and skills required to deliver "digital first" services iii. **Digital business and community** – encouraging the development of an effective digital infrastructure to maximise the opportunities that "digital" offers to business, communities and learning centres iv. **Digital partnership** – digital technology to enable the council to work in partnership across local government, the wider public sector and the private sector to deliver improved services and drive change v. **Information management** - a key foundation for ensuring the success and sustainability of digital developments vi. **Digital delivery** – enables the provision of resilient, robust and cost effective IT infrastructure and systems to underpin service delivery and facilitate organisational change.
1.03	Each of the themes contains a short statement of the council's aspiration, the supporting principles and a list of high levels actions that will support the delivery of that aspiration. An annual action plan will be prepared to ensure that the high level actions are successfully implemented.
1.04	Some of the proposed high level actions will have a wide ranging impact upon the council. Perhaps the most significant of these is the "digital first" approach to service delivery i.e. the assumption that as many services and

	as much information as possible should be delivered digitally. It proposes that digital should be promoted as the primary route of access for the majority of council services. This will make it easier for residents to access services or information at a time that is convenient for them rather than requiring them to ring or attend the council during office hours.
1.05	Evidence from other councils shows that the digital first approach can save the council money, improve accessibility of services for the majority of residents and free up resource to improve services for those who are not able to access the internet. Even where services are not able to be delivered virtually (e.g. pest control or bulky waste collections) in many cases it will still be possible to generate efficiencies through online booking, payments or the provision of enhanced levels of information.
1.06	The workshop before Christmas sought members' views, amongst other things, on: i) which should be the first or key services to deliver digitally – reporting issues such as noisy neighbours, dog fouling, potholes and street lighting ii) what the critical success factors will be - updates for residents once a matter has been reported including a timeline for when the issue will be fixed, being able to track the progress of reported issues, ease of use and confidence in the technology. In addition members sought reassurance that the delivery of more services digitally would not result in segments of the population being excluded. Experience from other councils shows that digital delivery will free up resources that can actually improve services for those who might otherwise be at risk of exclusion.
1.07	The extent to which the council can transform its services will need to be explored with every service (though again we can draw on examples from other councils). There will therefore need to be an exercise to establish the full potential scope for this aim. As part of that scoping exercise the resource requirements will also need to be established before the cost/benefit can be analysed.
1.08	The strategy will be supported by a detailed action plan that breaks down the high level actions into specific tasks and deadlines. Those actions will feature in service plans and can be the responsibility of middle ranking and aspiring managers as part of the Flintshire Academi. There is a need though for complete oversight and prioritisation and it is proposed that the customer services project board should fulfil this role.
1.09	Progress against the strategy will be recorded on the CAMMS system and will be reported to both Cabinet and Scrutiny. The strategy will be a key driver for changing the way the council delivers services, and so it falls within the remit of the Organisational Change OSC. Rather than report issues to 2 committees it is suggested that Organisational Change OSC should take lead responsibility.

2.00	RESOURCE IMPLICATIONS
2.01	This strategy will require capital investment to maintain the current level of IT and a 5 year cost estimate has been submitted as part of the capital programme. The capital investment needed for objectives such as digital first is not yet clear and will only become known as the extent of any programme of changes becomes clear. As mentioned at 1.07 the cost/benefit of each change will need to be assessed prior to commencement and the decision whether or not to proceed taken based on available resource and relative priorities at the time.
2.02	There is sufficient employee resource for the bulk of the objectives, though again the demands of going digital first are not known. It is clear however that the capacity to undertake large scale change has been reduced within the organisation (especially the IT Service) and so larger projects will need to be specifically resourced if they are to be able to proceed. Another such example is the move to Wales Community Care Information System (WCCIS) which, due to its sheer scale, will need specific resource allocated to it.
2.03	The annual action plan will feed into the corporate resources strategy in order to build a clear strategic picture of demand versus capacity. That in turn can then be debated at the programme boards within the council and appropriate resource allocations made at the time.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The proposed strategy has been prepared jointly by the IT Service and Customer Services. It has been the subject of internal consultation with officers across all portfolios.
3.02	All member workshop 16th December 2016.

4.00	RISK MANAGEMENT
4.01	Implementing the strategy should help to increase the accessibility of services and to reduce inequality. Many of the high level actions (particularly within the Information Governance and Digital Delivery themes) are targeted at reducing or preventing risk
4.02	The strategy itself has been subjected to an Equality Impact Assessment. Changes to services (especially as part of digital first) will need to be assessed for equalities and impact on future generations as part of the scoping exercise

5.00	APPENDICES
5.01	Appendix 1 – Proposed Digital Strategy.

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	Current IT Strategy. **Contact Officer:** Gareth Owens, Chief Officer Governance **Telephone:** 01352 702344 **E-mail:** Gareth.legal@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
	None.

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Digital Flintshire

Supporting a Modern & Efficient Council

2017 - 2022

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

Introduction

Since the development of the Council's previous IT Strategy, rapid developments in technologies have transformed the way that many people live their lives. This ranges from how they purchase goods and services to how they communicate with others. The public sector has also seen significant change against a backdrop of unprecedented financial challenges with little indication of this position changing within the lifetime of this Strategy. The future landscape for Local Government within Wales still remains uncertain which can make planning for long term investment in technology difficult. In the face of these challenges, there are many examples of councils using technology to deliver business efficiencies whilst improving services to customers.

Within Flintshire, we have embraced technology to deliver changes in; procurement through the introduction of an e-Procurement solution, human resources through introduction of manager and employee self-service; housing maintenance through introduction of mobile working; school admissions through development of online application for school admission; customer contact through development and implementation of a fully responsive website, Customer Relationship Management (CRM) system, contact centre telephony and a corporate mobile APP. We have almost 2000 employees able to work in an agile way with secure access to technology from locations of their choice. This has supported the Council's Asset Management Strategy enabling the reduction of office space across the Council. These examples represent just a few of the areas where technology has been used to support improved business efficiency and customer service.

Within the IT service, we have realigned resources and investment to better meet the Council's priorities, the changing shape of the organisation and the compliance requirements surrounding information management and security.

Increased use of technology has also seen a growth in cybercrime. Balancing the needs of the Council to deliver flexible and reliable services to our customers whilst also ensuring the security and integrity of our digital infrastructure and information presents an increasing challenge.

It is clear that technology has, and will continue to play a significant role in the way that the council develops and delivers services and that it will make a major contribution to the council's priority to deliver a 'Modern & Efficient Council'.

This Strategy will outline how Digital Information and Technology will be used to support the Council's Improvement Priorities and strategic plans over the next five years. A separate Information Management Strategy will also be developed to complement it.
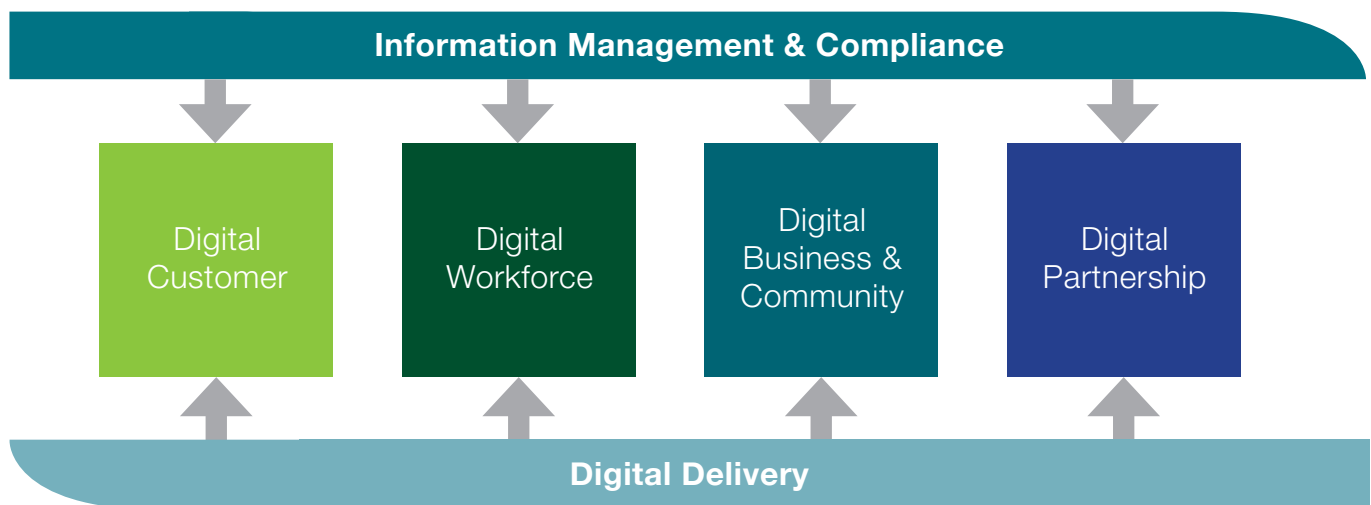
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Digital Flintshire: The Vision

This digital strategy sets out how the Council will embrace the opportunities that technologies offer for effective service delivery in an agile, mobile and responsive way. in *Supporting a Modern & Efficient Council* by:

- Using technology to offer customers increased flexibility in when and how they access our services
- Providing and promoting accessible and inclusive transactional services and information online
- Enabling our workforce to work smarter with the necessary skills and technologies to support
- Supporting our customers and communities in the use of, and access to digital technology to ensure that they can take advantage of all of the benefits it may offer them
- Working with and supporting our businesses to maximize opportunities that digital technology offers
- Using digital technology to work and collaborate with our partners efficiently and securely, including the effective sharing and use of data
- Ensuring that we treat Information as a key corporate asset ensuring it is compliant, accurate, relevant and secure so that we can use it to design and deliver more effective and efficient services
- Delivering a secure, reliable, resilient and cost effective digital infrastructure that is responsive to the needs of the council and its customers

Information Management & Compliance

Digital Customer	Digital Workforce	Digital Business & Community	Digital Partnership

Digital Delivery

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Digital Customer

"Empowering customers to access the services and information they need online"

Principles:

- Continue to move transactional services to more effective and efficient digital channels by maximising self service
- Providing services and information online to customers in a user-friendly way
- Ensuring customers have the digital skills to access services and information online
- Delivering accessible, inclusive services and supporting customers to adopt digital services
- Providing choice of contact method whilst balancing efficiency with service quality
- Ensuring that customer needs and service efficiency are at the core of solutions development and implementation
- Delivering secure digital solutions so that customers trust us to protect their information

High Level Actions to Support Delivery:

No.	Action
1	Continued development of CRM to enable single view of the customer
2	Development of customer self-service facilities on the Council's website
3	Effective signposting to information and online resources on the Council's website
4	Working with services to ensure a "Digital First" approach to service delivery
5	Continue to move transactional services to more effective and efficient digital channels by maximizing self-service
6	Working with local training providers, partners and 3rd sector to identify and deliver effective customer training to ensure take up of digital services and support Digital Inclusion
7	Identify futher opportunities for use of social media to support service delivery

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Digital Workforce

"Equipping our workforce with the right tools and skills required to deliver 'digital first' services"

Principles:

- Employees will have the digital tools and skills required to deliver services effectively and efficiently
- Providing employees access to the information they need when and where they need it
- Equipping employees with the technology they need to deliver high performing services
- Supporting employees to adopt digital change
- Accelerating the move to digital only delivery where possible
- Designing new services 'digitally by default'

High Level Actions to Support Delivery:

No.	Action
1	Continued implementation and development of agile and mobile technologies to enable employees to access business systems and information from any location
2	Development of mobile working to support service delivery
3	Implementation of collaboration and document management technologies
4	Appropriate workforce training to support use of digital technologies and systems
5	Implementation of technologies to support agile and mobile working
6	Extended provision of wireless in Council buildings
7	E-learning - Development of e-learning modules to support workforce development in use of new and existing technologies and to promote compliance with information management legislation
8	Implementation of a new intranet with ability for whole workforce access
9	Continued development and rollout of self-service systems across workforce and schools e.g. HR and Payroll

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Digital Business & Community

"Encouraging the development of an effective digital infrastructure to maximize the opportunities that 'digital' offers to business, communities and learning centres"

Principles:

- Working with technology providers to ensure the best possible digital infrastructure and services are made available to Flintshire's businesses and communities
- Supporting business growth in Flintshire regardless of location
- Supporting strong local economies and sustainable communities
- Working with partners to ensure businesses and communities have the knowledge and skills to embrace digital opportunities
- Providing information to support our young people using channels that they are most familiar with
- Providing all schools with an effective digital infrastructure to support their delivery of core education services
- Providing a platform for the delivery of the Digital Competency Framework to ensure all learners develop the appropriate skills to engage in the digital world

High Level Actions to Support Delivery:

No.	Action
1	Provision and support of digital services to schools through the Council's new service delivery model for Schools IT support
2	Provision of training and support for school staff in delivering the Digital Competency Framework through access to Digital Leaders and the Regional Schools Improvement Service (GwE)
3	Modernising public IT facilities in community settings including Libraries, Connects etc.
4	Support communities in the development and implementaion of town based wireless schemes
5	Lobbying telecommunication providers and Welsh Government to improve broadband coverage and speed
6	Work with the 3rd sector and other partners to identify opportunities to improve digital literacy within communities and small businesses
7	Provision of appropriate training for the Integrated Youth Provision Service (IYP) to ensure that they are able to take full advantage of modern communication channels and emerging technology to communicate and work with young people.

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Digital Partnership

"Digital technology will enable the Council to work in partnership across local government, the wider public sector and the private sector to deliver improved services and drive change"

Principles:

- Developing digital services with partners to deliver more joined up, customer centric services
- Working with partners to develop and procure established technology ensuring best value for money
- Exploring opportunities for alternative service delivery models with other public and private sector organisations
- Simple and secure information sharing with partners
- Embracing technologies which support and enable collaborative service delivery such as cloud, open systems

High Level Actions to Support Delivery:

No.	Action
1	Enable the secure exchange of information with our partners
2	Working with partners to simplify the approach to identify management
3	Promotion of collaboration on regional and national projects e.g: • North Wales/All Wales Public Services Directory • Welsh Community Care Information System (WCCIS) • All Wales Library Management System • North Wales Legal Case Management System • Capita ONE Hosted service • North Wales Councils Regional Emergency Planning Service • Procurement

Page 31

Information Management

"Information Management is a key foundation for ensuring the success and sustainability of digital developments"

Principles:

- Treating information as a key corporate asset to support improved decision making and resource allocation
- Driving out duplication and inconsistency in our customer, property and business data to reduce waste and have confidence in accuracy of information
- Ensuring that we actively monitor compliance with our legal obligations under Information and Records Management and Technology legislation, regulations, statutory guidance, accreditations and standards including; Data Protection Act 1998, Freedom of Information Act 2000, Environmental Information Regulations 2004, Re-Use of Public Sector Information Regulations 2015 and Public Sector Network Accreditation
- Ensuring compliance with security and information standards to support data exchange with other relevant partners
- Proactively addressing the risks posed by evolving cyber threats and investing in appropriate detection and prevention solutions

High Level Actions to Support Delivery:

No.	Action
1	Development and delivery of an information management strategy
2	Development and implementation of Infrastructure and Information Security technologies • Secure email • Event and log management • Unified Threat Management
3	Evaluation of requirements of new General Data Protection Regulations and implementation of processes and procedures to ensure compliance
4	Review and development of Information Security Policies
5	Developement of systems and policies to support compliance with our legal obligations under Information and Records Management and Technology legislation, regulations, statutory guidance, accreditations and standards including; Data Protection Act 1998, Freedom of Information Act 2000, Environmental Information Regulations 2004, Re-Use of Public Sector Information Regulations 2015 and Public Sector Network Accreditation.
6	Consider ways of reducing both the physical and financial burdern of storage on the Council whilst ensuring compliance
7	Use of technology to reduce duplication of data, to enable more efficient management of core council data and to help reduce the storage burden e.g. Electronic Document Management (EDM)
8	Maximise the potential that information offers in improving efficiencey, resource planning and reducing failure demand by using data visualisation tools such as Geographical Information Systems (GIS)

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Digital Delivery

"Digital Delivery enables the provision of resilient, robust and cost effective IT infrastructure and systems to underpin service delivery and facilitate organisational change"

Principles:

- Delivering reliable, secure and resilient IT infrastructure and systems to ensure continuity of service provision
- Improved governance to ensure that investment in technology is aligned with the priorities for the organisation
- Achieving best value from investments made in existing infrastructure by ensuring compliance with industry best practice
- Harnessing new and emerging technologies where they can deliver increased efficiency and improved service delivery
- Reducing the number of business systems and improving integration in order to standardise and simplify business processes

High Level Actions to Support Delivery:

| No.	Action
1	Technology Roadmap (refresh of Technology Blueprint)
2	Development of improved governance arrangements
3	Facilitate the use of Welsh language through technology
4	Improved capacity management within the service
5	Effective prioritisation across the Council to ensure that resources are targeted to delivering solutions effectively and appropriately
6	Support for Asset rationalisation programme
7	To ensure that we have a clear picture of all the corporate IT assets, their value, relevant contract and license information and warranty and replacement schedules. This will ensure both license compliance as we as assisting with financial asset management planning.
8	Implement Enterprise Unified Communications: • Microsoft Exchange • Skype for business • Integrated technology
9	Consolidation of Business Systems: • Removal of Lotus Notes • Review of business systems to ensure we are getting best value from investments in 3rd part software • Rationalisation of systems to see if we can reduce the number of business systems with the potential to make efficiencies from licence reduction and system management overheads
10	Implementation of Financial System to support Alternative Delivery Models (ADM's)
11	Review of Masterpiece financial system
12	Evaluation and implementation of cloud technologies; • Microsoft Office 365 • Microsoft Azure

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Governance Arrangements

There needs to be a mechanism to oversee and ensure the effective delivery of the Digital Strategy. This will be achieved through setting up a specific project board. The benefit of a specific board will be that it provides a mechanism to resolve any resource, capacity and prioritisation issues which could occur across the range of priorities and actions to be delivered.

- The Digital Strategy will be included in the Improvement Plan for the council and the Board will therefore be required to report on progress through the appropriate channels.
- Any bids for resources to deliver actions which support the delivery of the Strategy will also need to be approved by the Board following the development of a business case.
- The Board will be responsible for securing organisational acceptance of the risks associated with selected priority and ensure that they are managed appropriately through identified mitigation.

Delivery

- Each priority within the Strategy should be led by a senior manager supported by an IT Business Partner Allocation of priority lead officers will be undertaken at the Flintshire Management Academi.
- The lead officers will sit on the Project Board in order to report progress against their particular priority.
- The lead officers will be responsible for prioritising work and will be supported by officers and partners with the appropriate knowledge and skills
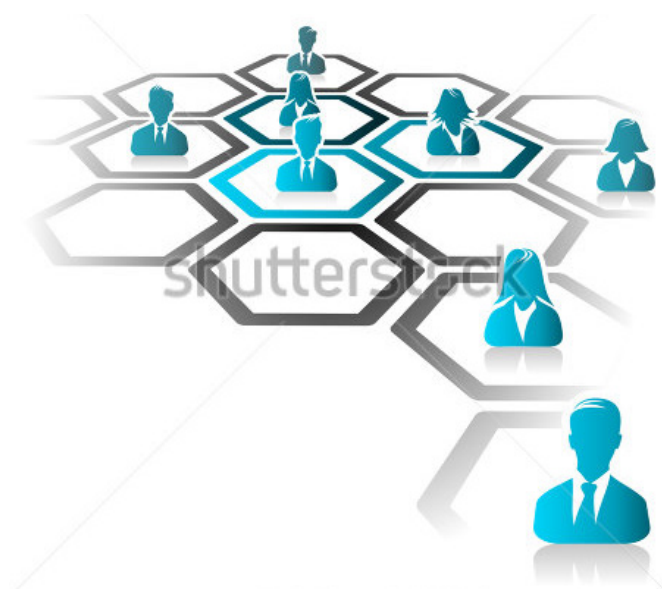
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CYNGOR
**Sir y Fflint
Flintshire**
COUNTY COUNCIL

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday 12th January, 2017
Report Subject	Workforce Information Report – Quarter 2 2016/17
Cabinet Member	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 second 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 is intended to focus on organisational performance and trends, with the information being presented in a dashboard format. The dashboards are 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 and Non-Schools data separately. The Schools data is further broken down into Teaching and Non-Teaching.

RECOMMENDATIONS	
1	Members comment on Workforce Information Report for quarter two 2016/17

REPORT DETAILS

1.00	EXPLAINING THE WORKFORCE INFORMATION REPORT
1.01	**Headcount and Full Time Equivalent (FTE)** The headcount and FTE figures show an overall decrease of 61 FTE across the Council since April, Non-schools show a decrease of 51 FTE, and Schools show an overall decrease of 10 FTE. Within Schools, teaching staff show a decrease of 21 FTE whereas non-teaching staff have increased 11 FTE. The headcount for Non-Schools is 3,432 and the headcount for Schools is to 3,279 equating to 6,711. However, the overall Flintshire County Council headcount is 6,602. The anomaly of 109 is in relation to employees who are employed in both Schools and Non-Schools positions.
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)** The Flintshire County Council turnover percentage as at quarter two is 6.32% which equates to a cumulative figure of 8.56% for 2016/17. This is due to the high volumes of leavers within Schools at the end of the academic year, and also the turnover of temporary Summer Playworkers.
1.04	**Attendance** The cumulative FTE days lost as at quarter two is 4.41 against a target of 4.65. This is an improvement on the same period in 2015/16 which recorded 4.57 FTE days lost.
1.05	**Performance Appraisals and Development** 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.

1.06	**Resource Management (Agency Workers)**
	The cumulative agency spend for 2016/17 is £2.3m. This has exceeded the aspirational target of £1.25m at the end of the second quarter. The majority of the agency spend is within Streetscene and Transportation (£590,000), and Social Services (£445,000) respectively. Within Social Services, 55% of the service quarterly spend was off-contract (outside of Matrix SCM).
	Overall, there were 168 active agency placements on 30th September 2016. From the 168 placements, 131 exceeded the 12 week Agency Worker Regulations threshold.
	Recommendations from the quarter one report included a breakdown of placements that exceed 12 months. As at 30th September, 52 placements had exceeded 12 months. From the 52 placements, 46 were within Streetscene and Transportation, three within Social Services, and one each in Community and Enterprise, Education and Youth, and Planning and Environment.
	The agency/headcount table reports on the number of agency workers engaged within quarter two compared to the established headcount within the service. Streetscene and Transportation shows an equivalent of 24%. As explained in quarter one, the service were carrying a significant number of vacancies prior to the recruitment campaign which took place throughout August and September. 55 of those vacancies have been filled by agency workers on long term placements and will be reflected in quarter three.
1.07	**Equality and Diversity**
	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.

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 1: Dashboard – Workforce Information Report Q2 2016/17

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. **Contact Officer:** Sharon Carney, Senior Manager, Human Resources and Organisational Development. **Telephone:** 01352 702139 **E-mail:** sharon_carney@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Headcount and FTE** This will provide information on the current levels of the Council's workforce. **Organisational Age Profile** The purpose of providing the Organisational Age Profile is to enable the Council to provide a guide to the future number of potential retirements and succession plan by identifying any skill gaps that may arise. Without an analysis of age profile, no workable long term planning can be made. **Employee Turnover and Stability (Including Redundancies and Early Retirements)** This information will provide the awareness of trends in turnover rates within the Council for potential measure to be put in place for high turnover rates, if applicable. **Attendance** Attendance remains a high priority in the Council and will provide detailed information on the areas for improvement for absence/attendance. Stage 1 and Stage 2 capability hearings are the formal stages of the Attendance Management policy where sanctions including dismissal take place. **Performance Appraisals and Development** Reporting on performance appraisals and development will enable more effective monitoring of potential training needs for future planning.

	Resource Management This information will include the usage of agency workers within the Council. **Equality and Diversity** Information will be provided to implementation measure to prevent inequalities within the Council.

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CORPORATE DASHBOARD REPORTS
(FLINTSHIRE COUNTY COUNCIL)
2016/17 - QUARTER 2
(JULY - SEPTEMBER)

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

2016/17 DASHBOARD
FLINTSHIRE COUNTY COUNCIL CUMULATIVE TOTALS

TOTAL HEADCOUNT

6,602

TOTAL FTE

5,042

LEAVERS / TURNOVER

565/8.56%

AGENCY SPEND 2016/17

2.30m

TARGET 2016/17 AT Q2

1.25m

DAYS LOST PER FTE 2016/17

4.41

TARGET 2016/17 AT Q2

4.65

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

CORPORATE DASHBOARD REPORTS
(NON SCHOOLS)
2016/17 - QUARTER 2
(JULY- SEPTEMBER)

CYNGOR
**Sir y Fflint
Flintshire**
COUNTY COUNCIL

QUARTER 2 2016/17 DASHBOARD
HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - NON SCHOOLS

TOTAL HEADCOUNT

3,432

01/04/2016	Decrease of 95 people (-2.77%)	30/09/2016
3,527		3,432

TOTAL FULL TIME EQUIVALENT

2,746

01/04/2016	Decrease of 51 FTE (-1.86%)	30/09/2016
2,797		2,746

HEADCOUNT AND FTE - 12 MONTH TREND

Headcount: Oct-15 3597, Nov-15 3586, Dec-15 3570, Jan-16 3545, Feb-16 3540, Mar-16 3538, Apr-16 3527, May-16 3507, Jun-16 3490, Jul-16 3536, Aug-16 3509, Sep-16 3432

FTE: Oct-15 2852, Nov-15 2845, Dec-15 2831, Jan-16 2826, Feb-16 2822, Mar-16 2815, Apr-16 2797, May-16 2788, Jun-16 2763, Jul-16 2748, Aug-16 2736, Sep-16 2746

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Flintshire
COUNTY COUNCIL
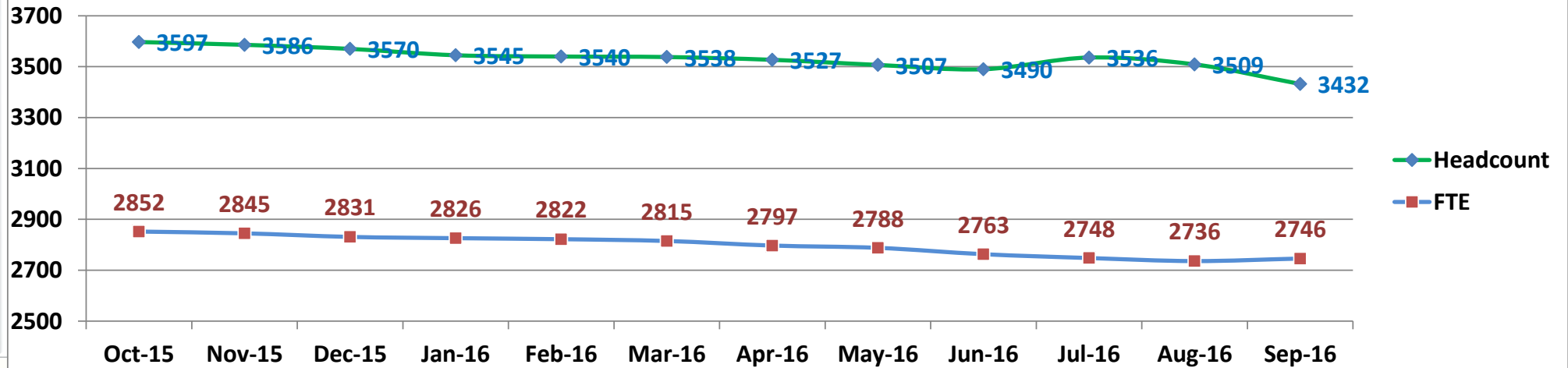
QUARTER 2 2016-17 DASHBOARD
AGE PROFILE - NON-SCHOOLS

Chief Executives
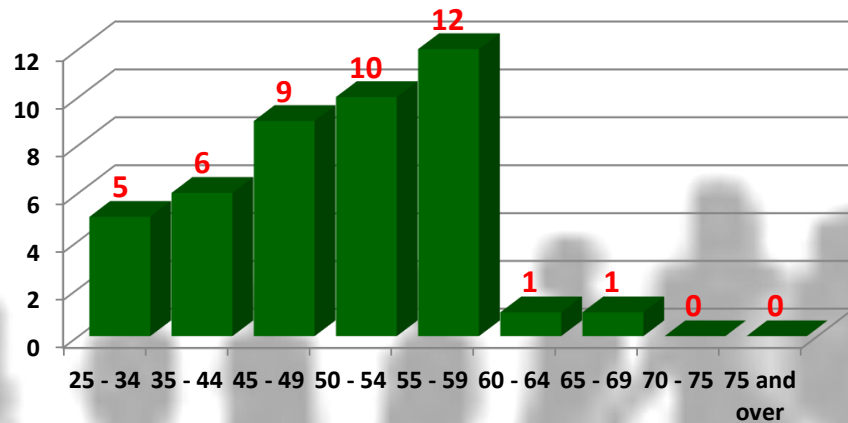
Age Range	Count
25 - 34	5
35 - 44	6
45 - 49	9
50 - 54	10
55 - 59	12
60 - 64	1
65 - 69	1
70 - 75	0
75 and over	0

Community and Enterprise

Age Range	Count
16 - 24	24
25 - 34	71
35 - 44	81
45 - 49	59
50 - 54	55
55 - 59	53
60 - 64	36
65 - 69	15
70 - 75	2
75 and Over	0

Education and Youth

Age Range	Count
16 - 24	13
25 - 34	35
35 - 44	63
45 - 49	44
50 - 54	53
55 - 59	41
60 - 64	16
65 - 69	3
70 - 74	2
75 and Over	2

Governance

Age Range	Count
16 - 24	8
25 - 34	21
35 - 44	30
45 - 49	24
50 - 54	22
55 - 59	12
60 - 64	11
65 - 69	3
70 - 74	0
75 and Over	0
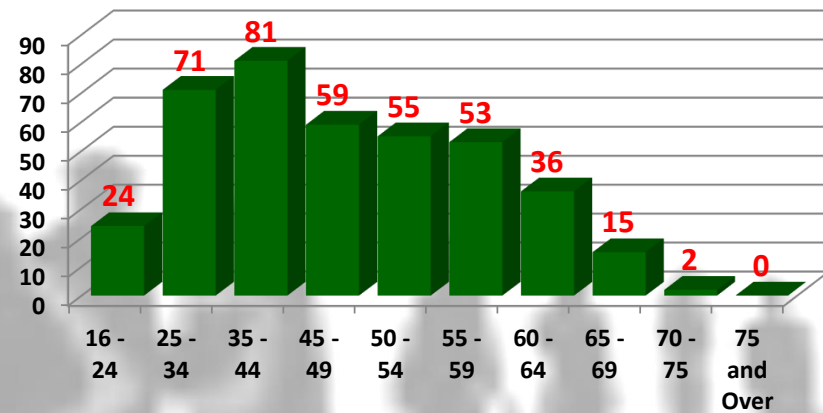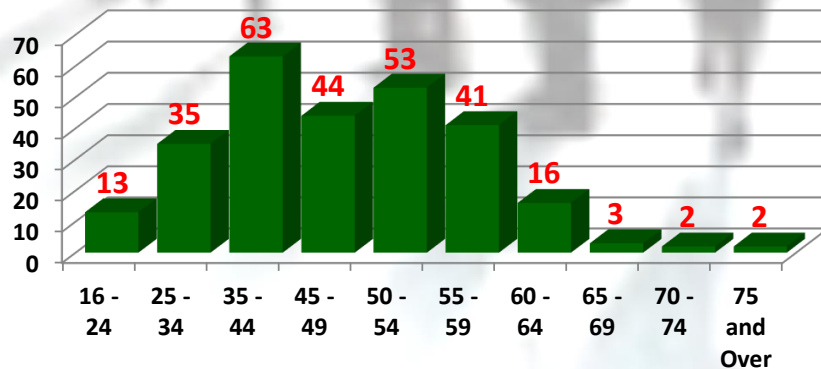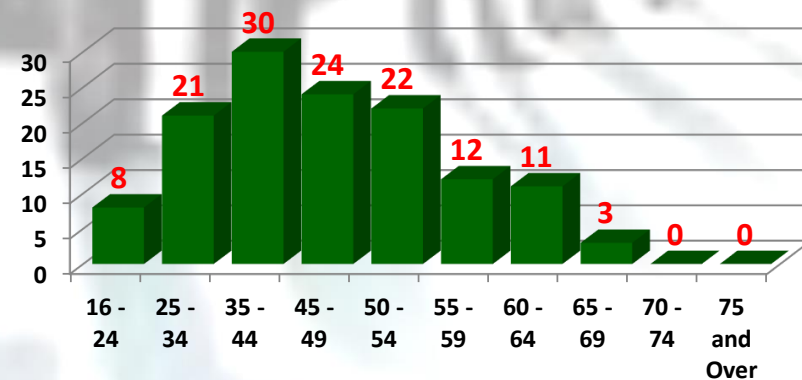
QUARTER 2 2016-17 DASHBOARD
AGE PROFILE - NON-SCHOOLS

Organisational Change 1

Age	Value
16 - 24	52
25 - 34	86
35 - 44	59
45 - 49	49
50 - 54	49
55 - 59	48
60 - 64	36
65 - 69	16
70 - 74	6
75 and Over	0

Organisational Change 2

Age	Value
16 - 24	9
25 - 34	22
35 - 44	76
45 - 49	85
50 - 54	84
55 - 59	74
60 - 64	61
65 - 69	13
70 - 74	5
75 and Over	5

People and Resources

Age	Value
16 - 24	18
25 - 34	25
35 - 44	42
45 - 49	24
50 - 54	33
55 - 59	18
60 - 64	9
65 - 69	2
70 - 74	0
75 and Over	0

Planning and Environment

Age	Value
16 - 24	6
25 - 34	14
35 - 44	52
45 - 49	31
50 - 54	23
55 - 59	26
60 - 64	18
65 - 69	2
70 - 74	1
75 and Over	0

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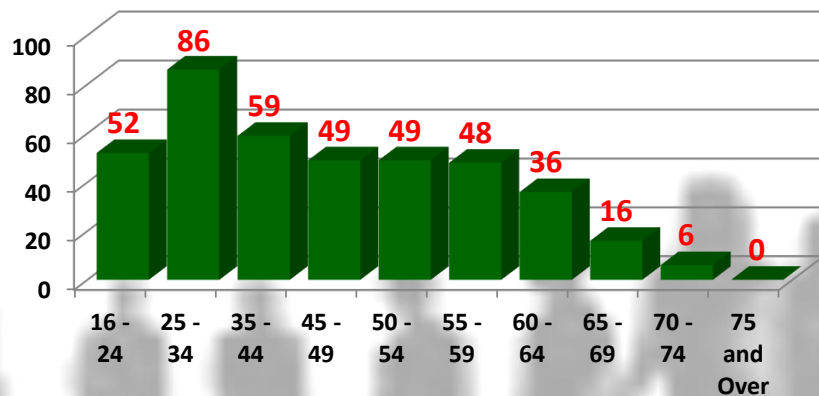COUNTY COUNCIL

QUARTER 2 2016-17 DASHBOARD
AGE PROFILE - NON-SCHOOLS

Social Services

Age	Count
16 - 24	34
25 - 34	151
35 - 44	224
45 - 49	150
50 - 54	163
55 - 59	137
60 - 64	74
65 - 69	29
70 - 74	6
75 and Over	1

Streetscene and Transportation

Age	Count
16 - 24	17
25 - 34	74
35 - 44	77
45 - 49	71
50 - 54	93
55 - 59	74
60 - 64	47
65 - 69	21
70 - 74	10
75 and Over	5

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

QUARTER 2 2016/17 DASHBOARD
ATTENDANCE - NON-SCHOOLS

DAYS LOST PER FTE AT 30/09/2016

30/09/2015
2.74

2.75

30/09/2016
2.75

Decline of 0.01

TOP 4 REASONS

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

FTE DAYS LOST BY PORTFOLIO

Bar chart values by portfolio:
- Chief Executives: 1.17
- Community and...: 2.66
- Education and Youth: 1.69
- Governance: 1.47
- Organisational Change 1: 1.45
- Organisational Change 2: 2.4
- People and Resources: 1.88
- Planning and Environment: 2.08
- Social Services: 4.08
- Streetscene and...: 2.89

Legend:
- Directorate Days Lost
- Target FTE (Days Lost)

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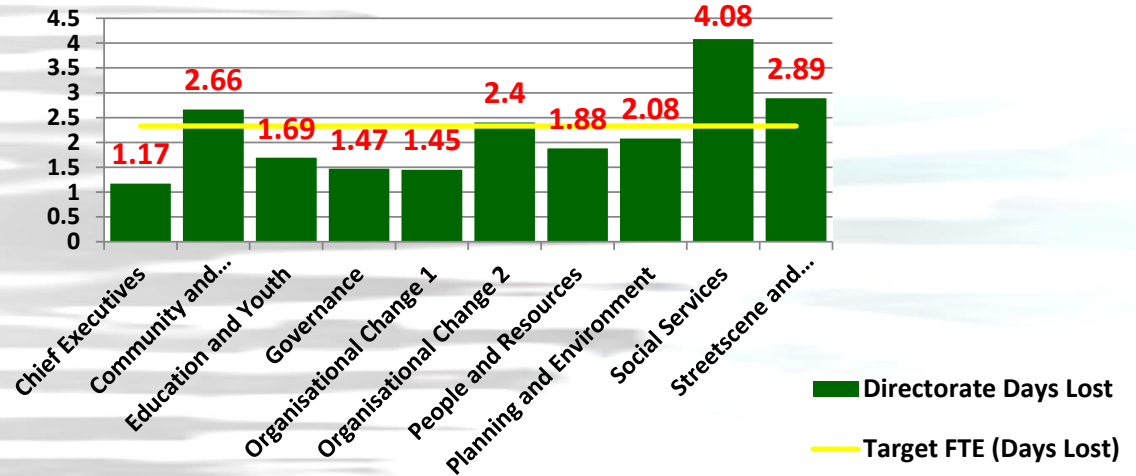
QUARTER 2 2016/17 DASHBOARD
TURNOVER AND STABILITY - NON SCHOOLS

LEAVERS - Q2
217

LEAVERS - 2016/17
330

LEAVER REASON - Q2

Leaver Reason	Count
Death In Service	2
Dismissal - Capability	1
Dismissal - Conduct	2
Dismissal - Medical Capability	7
End of Contract Term	105
Left Voluntarily	65
Redundancy - Compulsory	8
Redundancy - Voluntary	7
Retirement - Normal	15
Retirment - Early	0
Transferred To Another Employer	5

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Flintshire
COUNTY COUNCIL
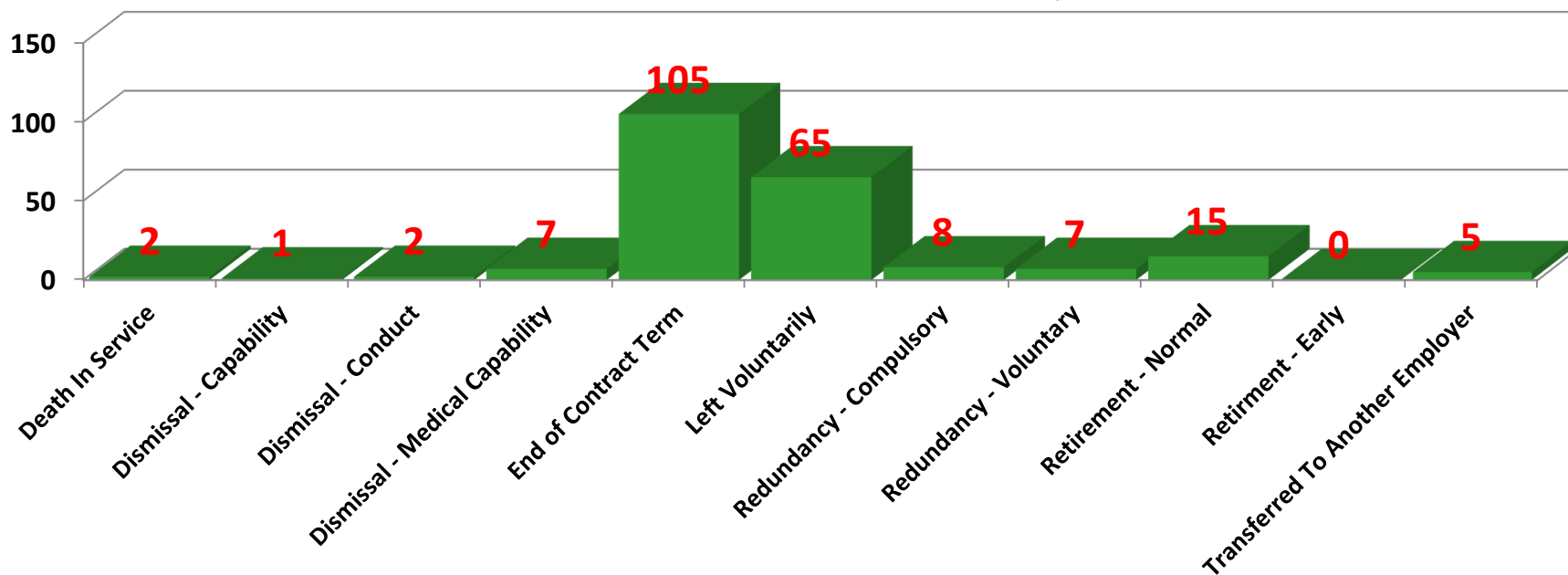
QUARTER 2 2016/17 DASHBOARD
EQUALITY AND DIVERSITY - NON-SCHOOLS

GENDER BREAKDOWN

MALE
1,114
(32.46%)

FEMALE
2,318
(67.54%)

GENDER BREAKDOWN (%)

32.46%
67.54%

■ Female
■ Male
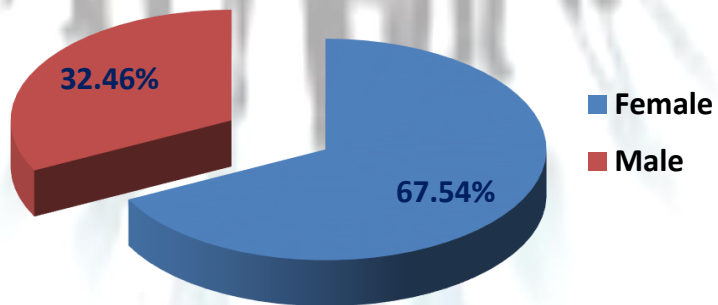
ETHNICITY

BME - 12
WHITE - 2,343
NOT STATED - 1,077

ETHNICITY BREAKDOWN
12
1,077
2,343

■ BME
■ White
■ Not Stated

SEXUAL ORIENTATION

5 60 7 11 11
2,196
1,142

■ Bisexual - 6
■ Gay Man - 11
■ Gay Woman/Lesbian - 11
■ Heterosexual/Straight - 1,142
■ Not Stated - 2,196
■ Other - 5
■ Prefer Not To Say - 60

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Flintshire
COUNTY COUNCIL
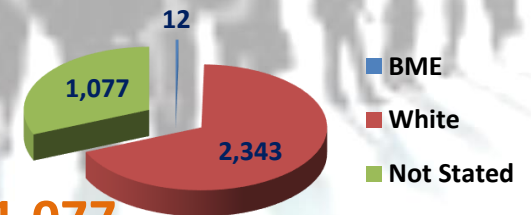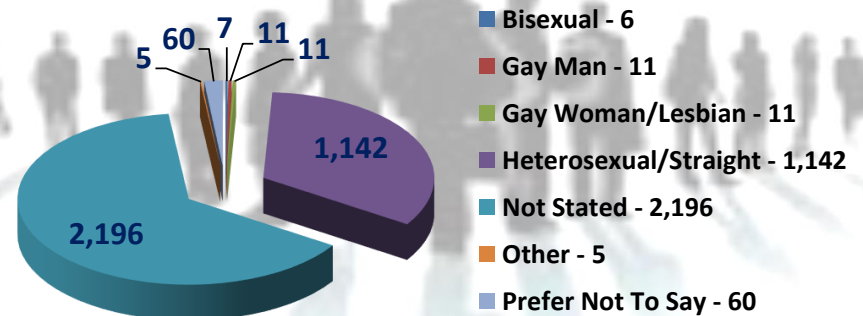
QUARTER 2 2016/17 DASHBOARD
RESOURCE MANAGEMENT - AGENCY

Agency Tenure Management Q2

Placements as at 30/09/16

0-12 weeks	13-26 weeks	27-52 weeks	1 - 2 years	2 - 3 years	3 - 4 years	4 - 5 years	5+ years
37	49	30	29	19	3	1	0

Agency/Headcount Pecentage by Portolio Q2

Chief Executives	Community and Enterpirse	Education and Youth	Governance	Organisational Change 1 (Community)	Organisational Change 2 (Alternative Service Models)	People and Resources	Planning and Environment	Social Services	Streetscene and Transportation
2.15%	5.53%	0.73%	1.53%	0.23%	0.00%	1.81%	0.58%	1.24%	24.74%

CYNGOR
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COUNTY COUNCIL

CORPORATE DASHBOARD REPORTS
(SCHOOLS)
2016/17 - QUARTER 2
(JULY - SEPTEMBER)

CYNGOR
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QUARTER 2 2016/17 DASHBOARD
HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS

TOTAL HEADCOUNT

3,279

01/04/2016	Decrease of 35 people (-1.07%)	30/09/2016
3,314		3,279

TOTAL FULL TIME EQUIVALENT

2,296

01/04/2016	Decrease of 10 FTE (-0.44%)	30/09/2016
2,306		2,296

HEADCOUNT AND FTE - 12 MONTH TREND

	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
Headcount	3333	3347	3346	3320	3319	3320	3314	3305	3299	3275	3262	3279
FTE	2290	2302	2303	2289	2291	2294	2306	2303	2298	2284	2272	2296

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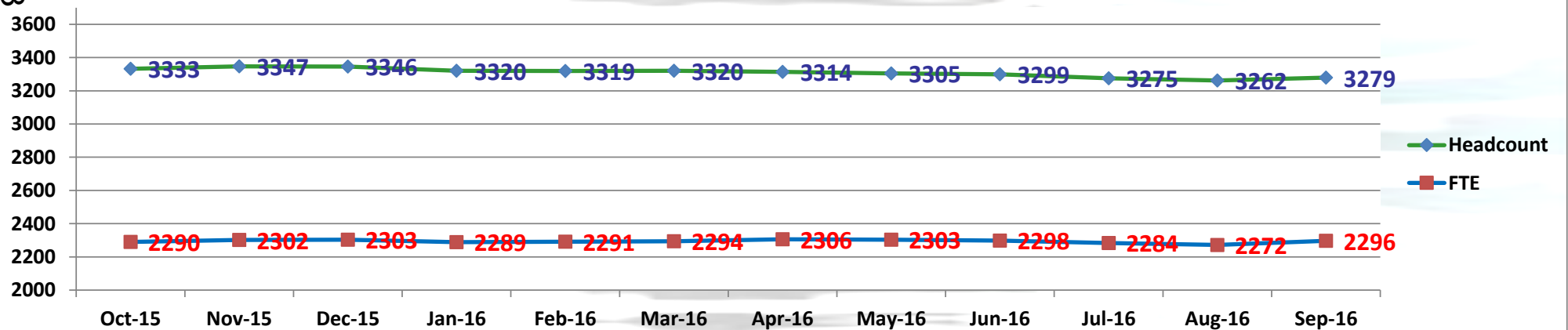
QUARTER 2 2016/17 DASHBOARD
HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS (TEACHING)

TOTAL HEADCOUNT

1,379

01/04/2016	Decrease of 30 people (-2.18%)	30/09/2016
1,409		1,379

TOTAL FULL TIME EQUIVALENT

1,260

01/04/2016	Decrease of 21 FTE (-1.67%)	30/09/2016
1,281		1,260

HEADCOUNT AND FTE - 12 MONTH TREND

Month	Headcount	FTE
Oct-15	1407	1273
Nov-15	1409	1277
Dec-15	1410	1278
Jan-16	1408	1275
Feb-16	1408	1275
Mar-16	1406	1273
Apr-16	1409	1281
May-16	1404	1278
Jun-16	1399	1274
Jul-16	1381	1258
Aug-16	1372	1249
Sep-16	1379	1260

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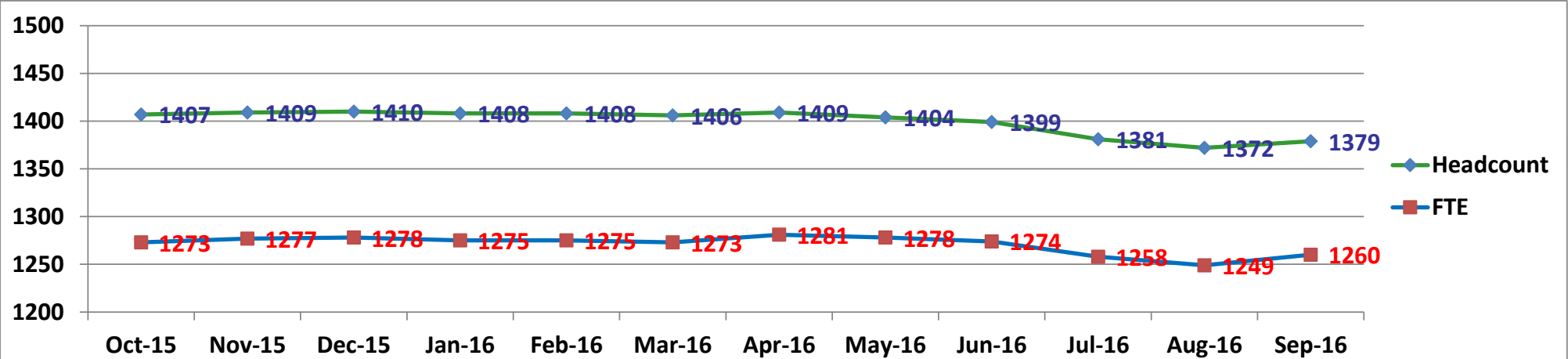
QUARTER 2 2016/17 DASHBOARD
HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS (NON-TEACHING)

TOTAL HEADCOUNT

1,900

01/04/2016	Decrease of 5 people (-0.26%)	30/09/2016
1905		1,900

TOTAL FULL TIME EQUIVALENT

1,036

01/04/2016	Increase of 11 FTE (+1.06%)	30/09/2016
1,025		1,036
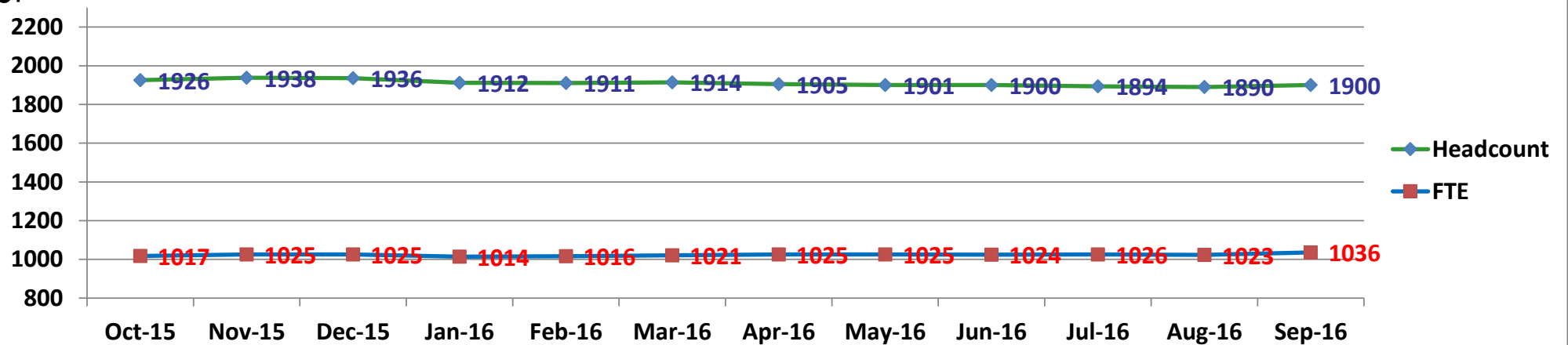
HEADCOUNT AND FTE - 12 MONTH TREND

Headcount: 1926 (Oct-15), 1938 (Nov-15), 1936 (Dec-15), 1912 (Jan-16), 1911 (Feb-16), 1914 (Mar-16), 1905 (Apr-16), 1901 (May-16), 1900 (Jun-16), 1894 (Jul-16), 1890 (Aug-16), 1900 (Sep-16)

FTE: 1017 (Oct-15), 1025 (Nov-15), 1025 (Dec-15), 1014 (Jan-16), 1016 (Feb-16), 1021 (Mar-16), 1025 (Apr-16), 1025 (May-16), 1024 (Jun-16), 1026 (Jul-16), 1023 (Aug-16), 1036 (Sep-16)

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QUARTER 2 2016/17 DASHBOARD
AGE PROFILE - SCHOOLS

Age Range	Count
16 - 24	107
25 - 34	605
35 - 44	884
45 - 49	537
50 - 54	508
55 - 59	372
60 - 64	188
65 - 69	48
70 - 74	28
75 and Over	3

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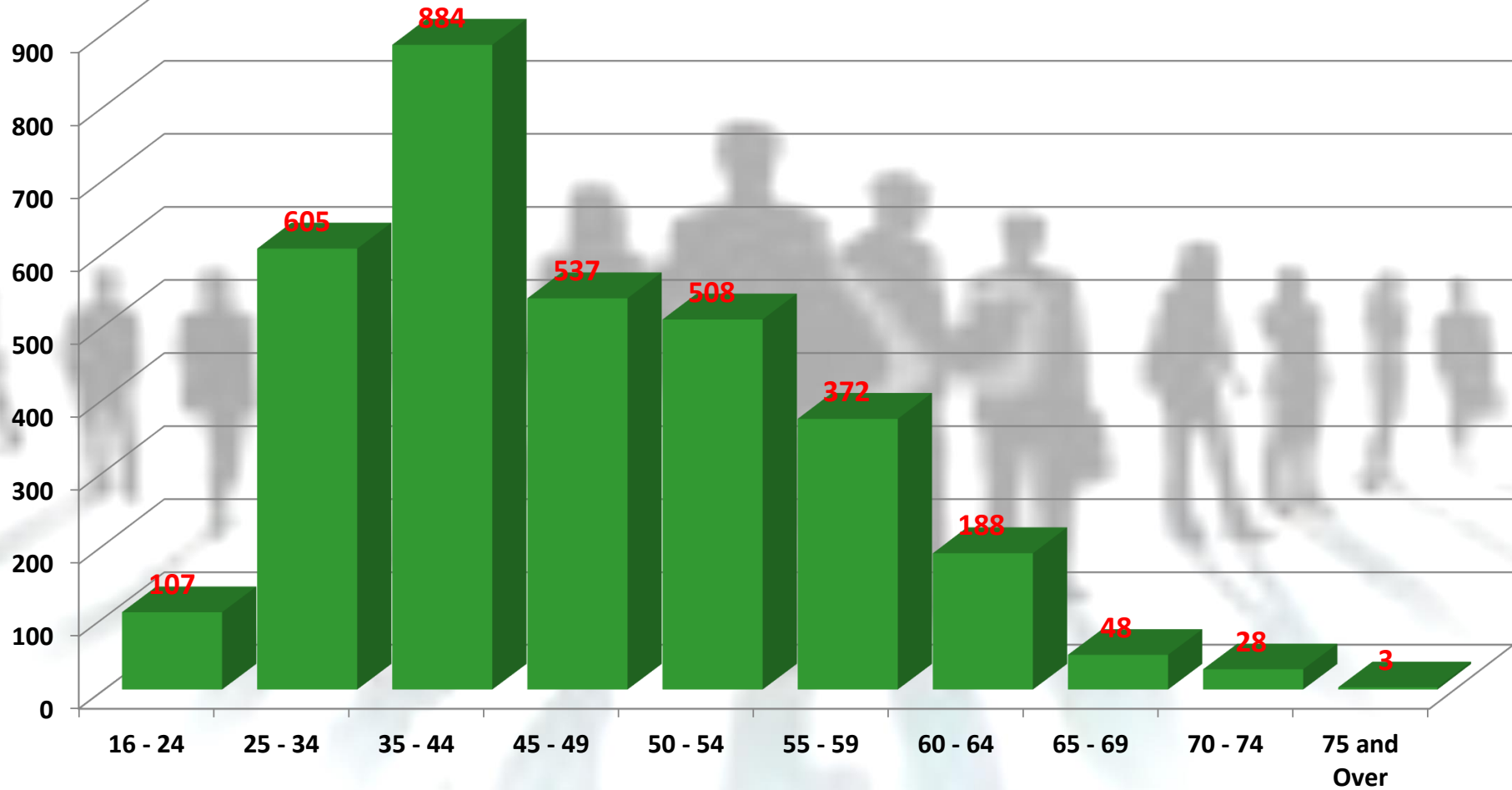
QUARTER 2 2016/17 DASHBOARD
AGE PROFILE - SCHOOLS (TEACHING)

Age Range	Count
16 - 24	33
25 - 34	401
35 - 44	467
45 - 49	180
50 - 54	147
55 - 59	109
60 - 64	38
65 - 69	2
70 - 74	2
75 and Over	0

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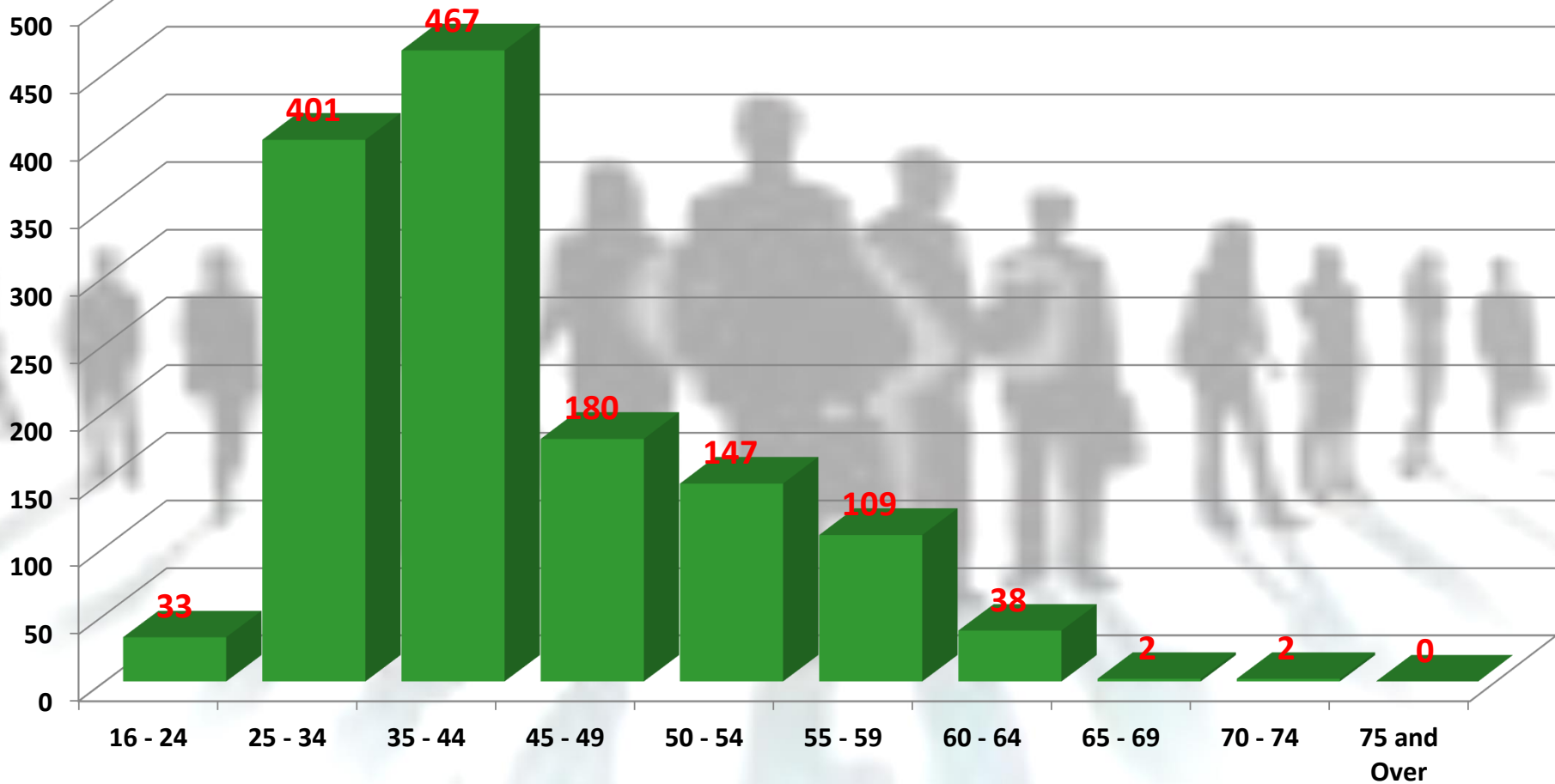
QUARTER 2 2016/17 DASHBOARD
AGE PROFILE - SCHOOLS (NON-TEACHING)

Age Range	Count
16 - 24	74
25 - 34	204
35 - 44	416
45 - 49	357
50 - 54	361
55 - 59	263
60 - 64	150
65 - 69	46
70 - 74	26
75 and Over	3

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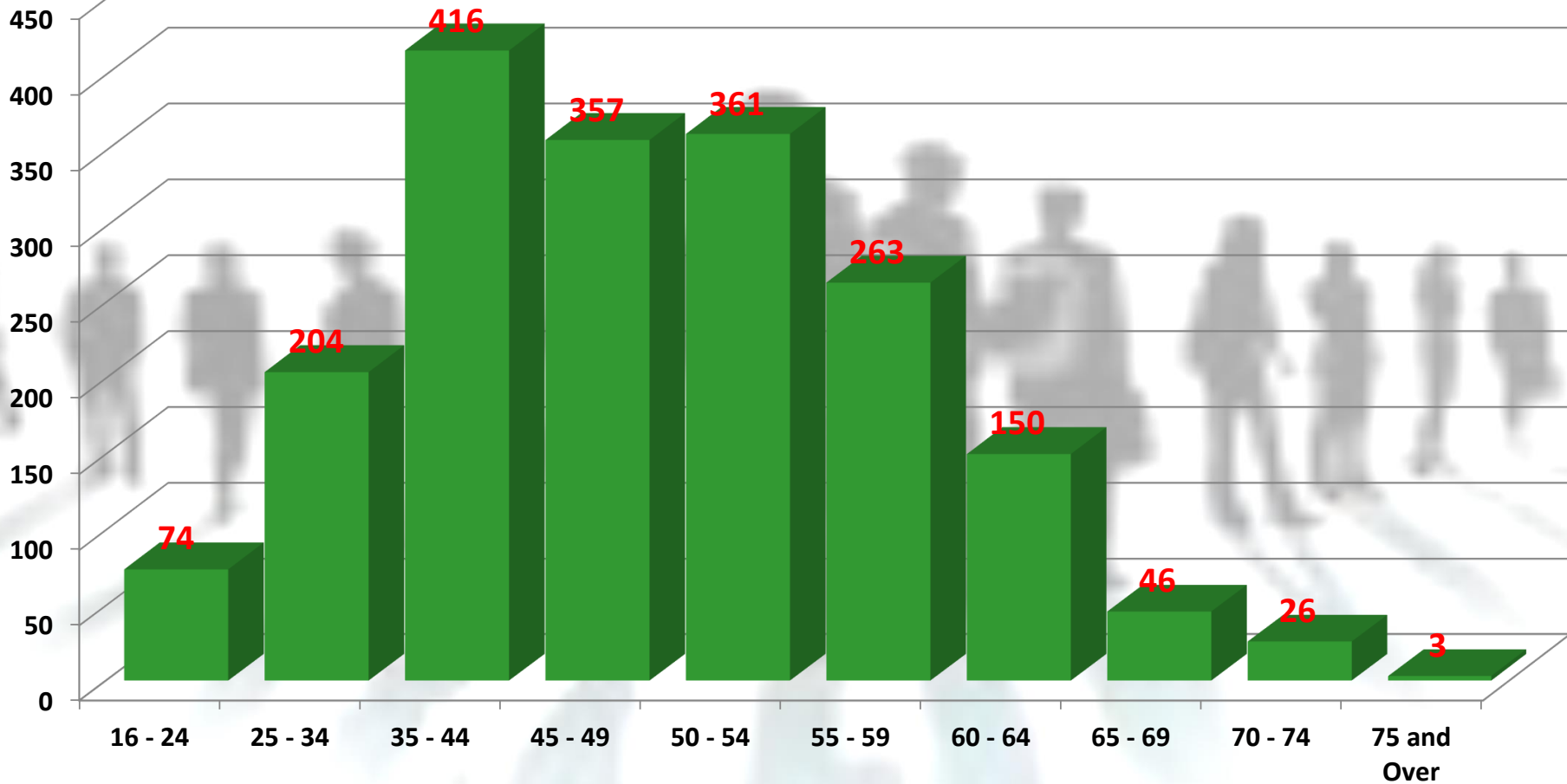
QUARTER 2 2016/17 DASHBOARD
ATTENDANCE - SCHOOLS

DAYS LOST PER FTE AT 30/09/16

30/09/2015
1.23

1.17

30/09/2016
1.17

Improvement of 0.06

TOP 4 REASONS

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

FTE DAYS LOST BY DIRECTORATE

Bar chart:
- Primary Schools: 1.19
- Secondary Schools: 1.02
- Special Schools: 1.55

Legend:
- Directorate Days Lost
- Target FTE (Days Lost)

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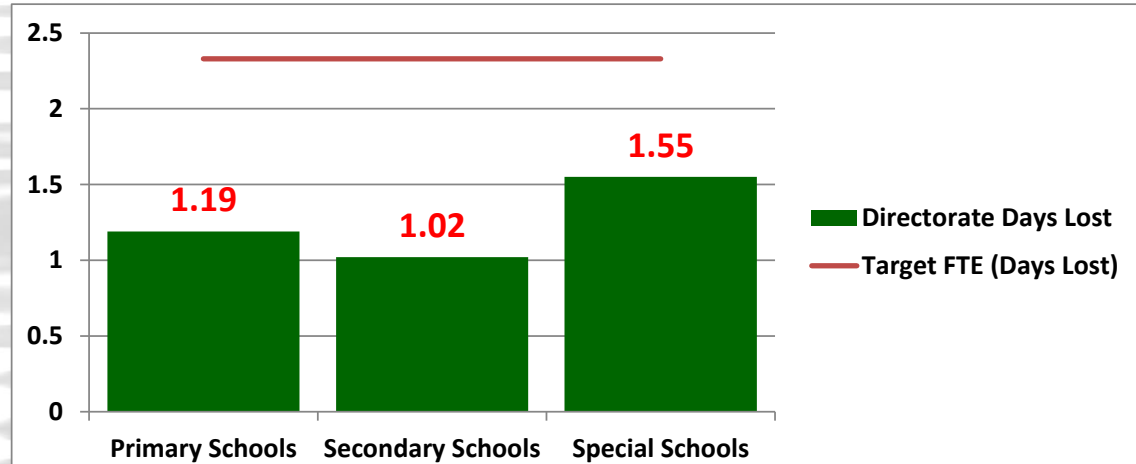
QUARTER 2 2016/17 DASHBOARD
ATTENDANCE - SCHOOLS (TEACHING)

DAYS LOST PER FTE AT 30/09/16

30/09/2015
1.36

0.92

30/09/2016
0.92

Improvement of 0.44

TOP 4 REASONS

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

FTE DAYS LOST BY DIRECTORATE

Primary Schools: 1.12
Secondary Schools: 0.86
Special Schools: 1.70

Legend:
- Directorate Days Lost
- Target FTE (Days Lost)

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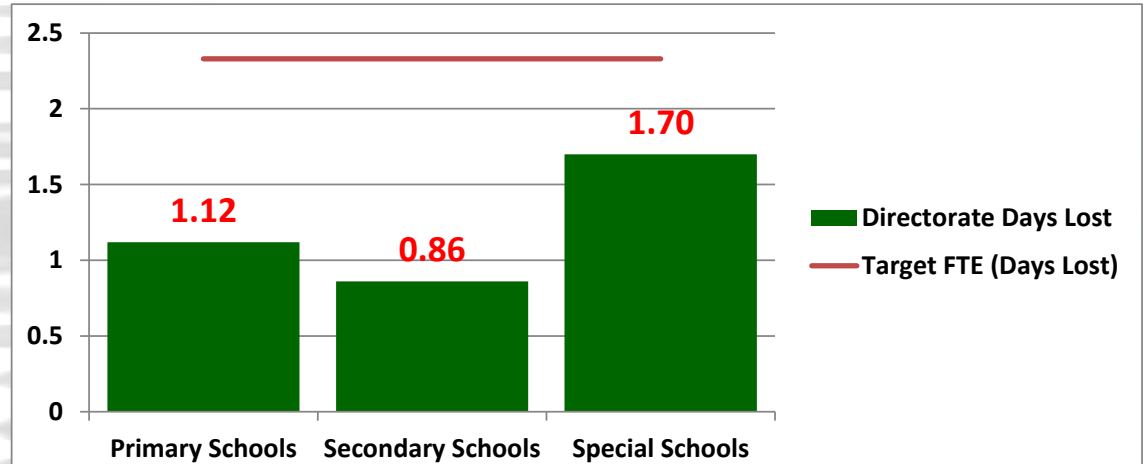
QUARTER 2 2016/17 DASHBOARD
ATTENDANCE - SCHOOLS (NON-TEACHING)

DAYS LOST PER FTE AT 30/09/16

30/09/2015
2.10

1.56

30/09/2016
1.56

Improvement of 0.54

TOP 4 REASONS

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

FTE DAYS LOST BY DIRECTORATE

	Directorate Days Lost	Target FTE (Days Lost)
Primary Schools	1.45	
Secondary Schools	1.32	
Special Schools	3.48	

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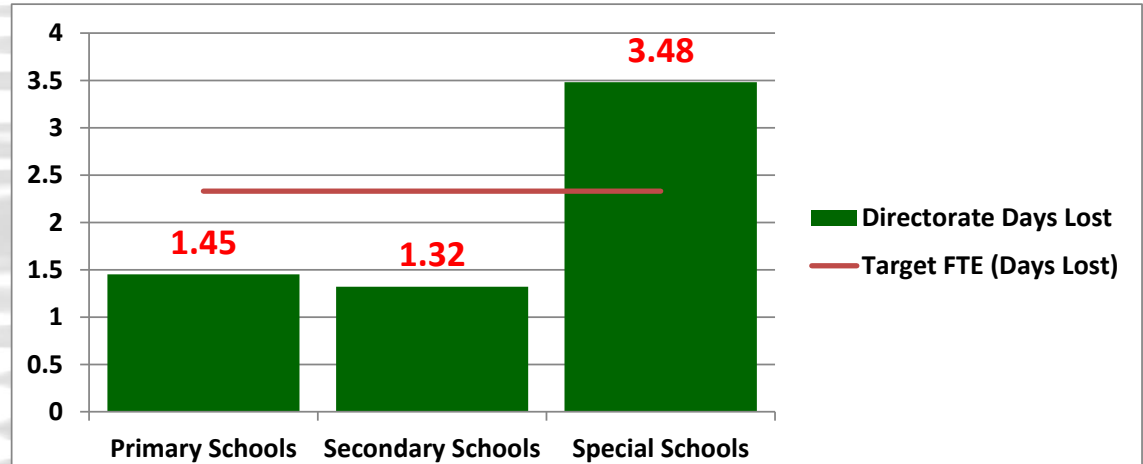
QUARTER 2 2016/17 DASHBOARD
TURNOVER AND STABILITY - SCHOOLS

LEAVERS - Q2
185

LEAVERS - 2016/17
235

LEAVER REASON - Q2

Reason	Count
Death in Service	1
Dismissal - Capability	4
Dismissal - Conduct	0
Dismissal - Other	1
End of Contract Term	28
Left Voluntarily	78
Redundancy - Compulsory	9
Redundancy - Voluntary	30
Retirement - Normal	24
Retirement - Early	4

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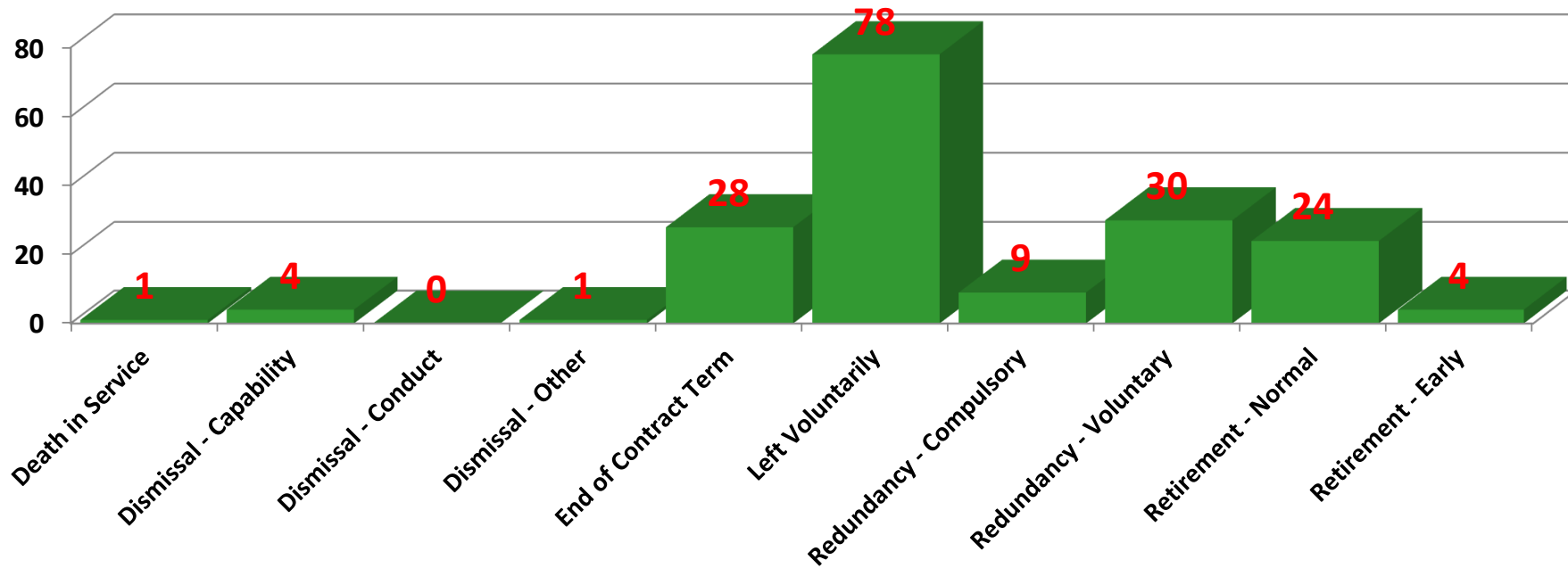
QUARTER 2 2016/17 DASHBOARD
TURNOVER AND STABILITY - SCHOOLS (TEACHING)

LEAVERS - Q2
104

LEAVERS - 2016/17
114

LEAVER REASON - Q2

Reason	Value
Death in Service	0
Dismissal - Capability	0
Dismissal - Conduct	0
Dismissal - Other	1
End of Contract Term	17
Left Voluntarily	42
Redundancy - Compulsory	1
Redundancy - Voluntary	22
Retirement - Normal	16
Retirement - Early	3
Transferred To Another...	2

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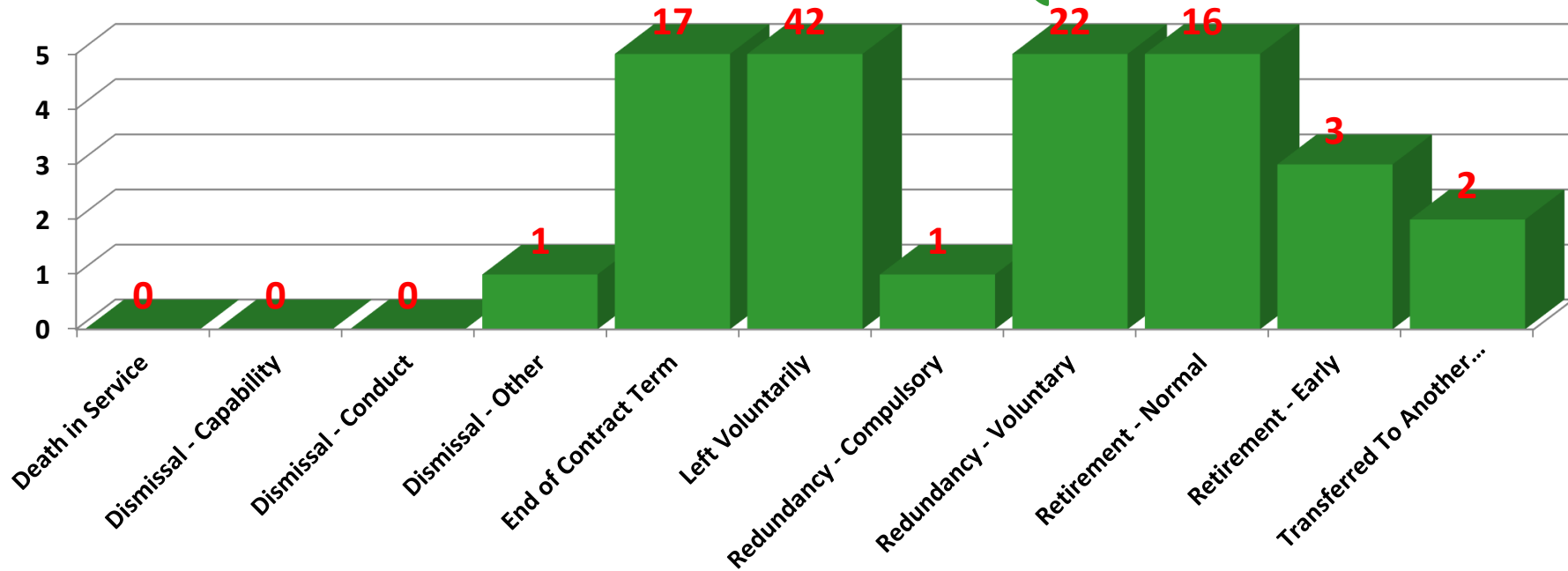
QUARTER 2 2016/17 DASHBOARD
TURNOVER AND STABILITY - SCHOOLS (NON-TEACHING)

LEAVERS - Q2
81

LEAVERS - 2016/17
121

LEAVER REASON - Q2

Reason	Count
Death in Service	1
Dismissal - Capability	4
Dismissal - Conduct	0
Dismissal - Other	0
End of Contract Term	11
Left Voluntarily	36
Redundancy - Compulsory	8
Redundancy - Voluntary	8
Retirement - Normal	8
Retirement - Early	1
Transferred To Another ...	4

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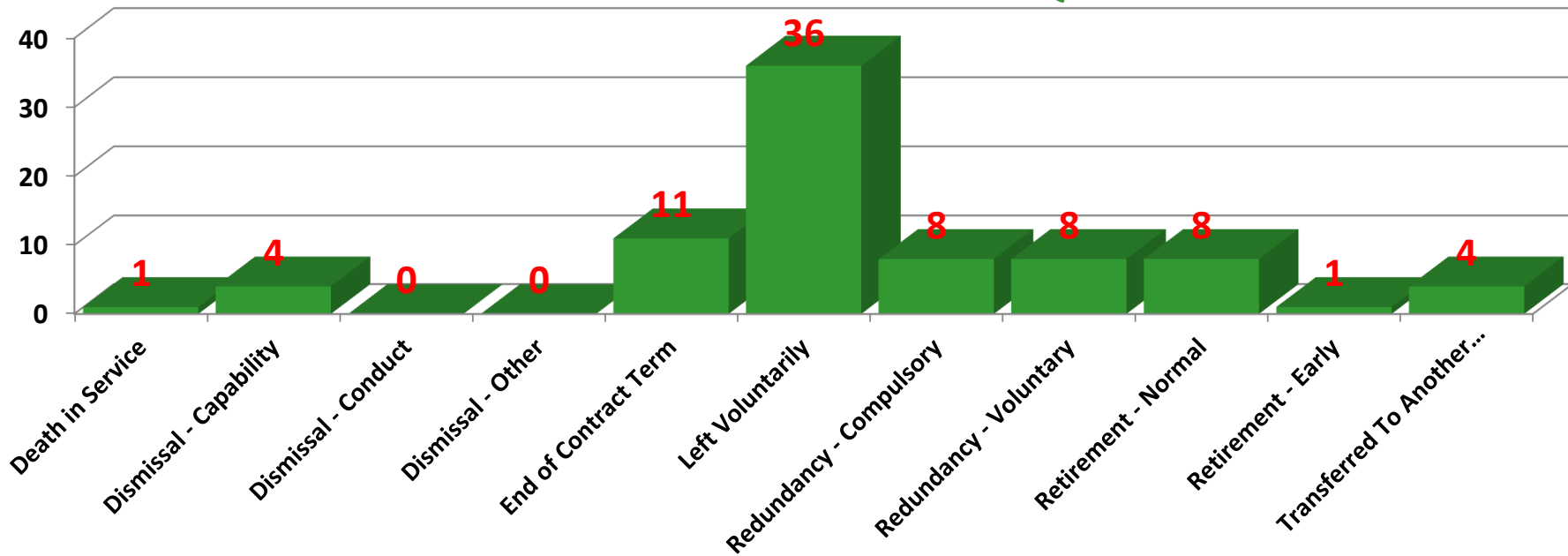
QUARTER 2 2016/17 DASHBOARD
EQUALITY AND DIVERSITY - SCHOOLS

GENDER BREAKDOWN

MALE
510
(15.54%)

FEMALE
2,769
(84.46%)

GENDER BREAKDOWN (%)

15.54%

84.46%
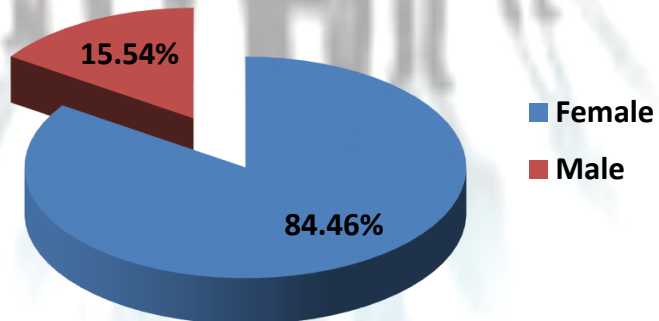
- Female
- Male

ETHNICITY

BME - **7**

WHITE - **1,69**

NOT STATED - **1,576**

ETHNICITY BREAKDOWN (%)

7

1697

1576

- BME
- White
- Not Stated

SEXUAL ORIENTATION

4 30 1 3 1

603

2,637

- Bisexual - 1
- Gay Man - 3
- Gay Woman/Lesbian - 1
- Heterosexual/Straight - 603
- Not Stated - 2,637
- Other - 4
- Prefer Not To Say - 30

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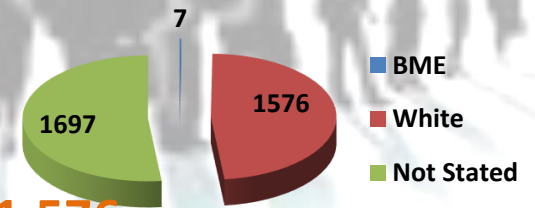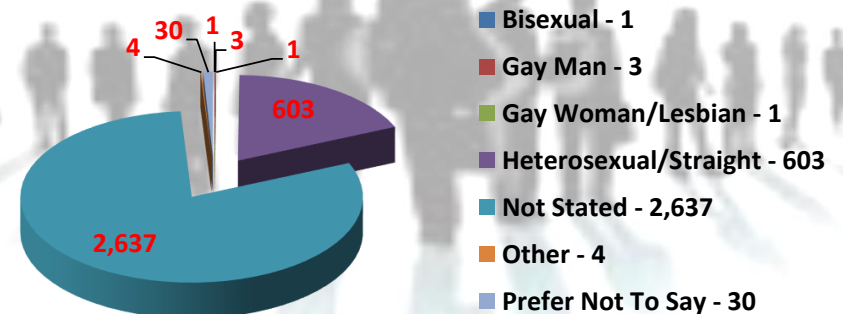
QUARTER 2 2016/17 DASHBOARD
EQUALITY AND DIVERSITY - SCHOOLS (TEACHING)

GENDER BREAKDOWN

MALE	FEMALE
350	**1,029**
(25.38%)	(74.62%)

GENDER BREAKDOWN (%)

- 25.38%
- 74.62%
- ■ Female
- ■ Male
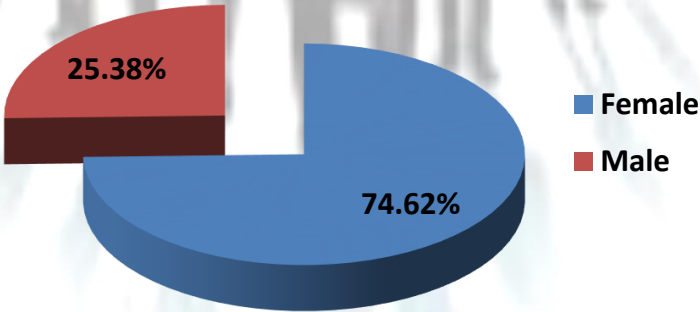
ETHNICITY

BME - **3**

WHITE - **680**

NOT STATED - **696**

ETHNICITY BREAKDOWN (%)

3
696
680
- ■ BME
- ■ White
- ■ Not Stated

SEXUAL ORIENTATION

1 10 3
226
1,139

- ■ Gay Man - 3
- ■ Heterosexual/Straight - 226
- ■ Not Stated - 1,139
- ■ Other - 1
- ■ Prefer Not To Say - 10

CYNGOR
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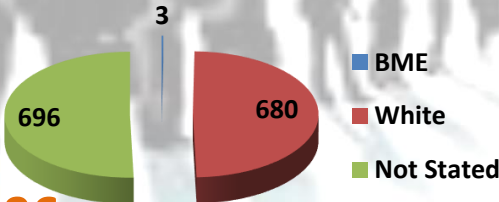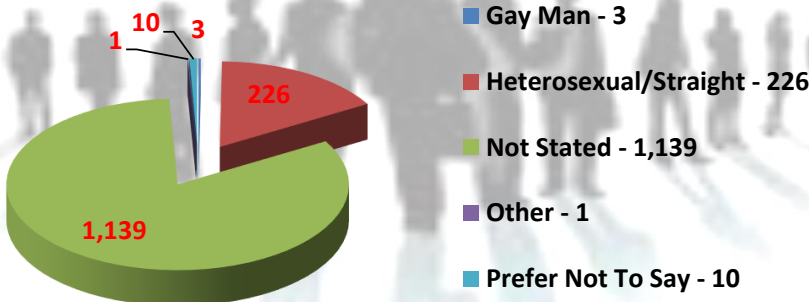
QUARTER 2 2016/17 DASHBOARD
EQUALITY AND DIVERSITY - SCHOOLS (NON-TEACHING)

GENDER BREAKDOWN

MALE
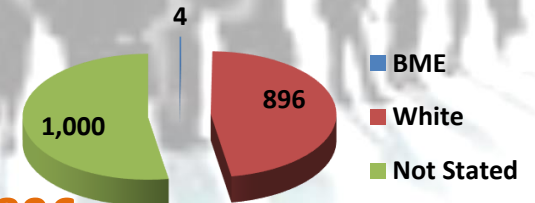**160**
(8.42%)

FEMALE
1,740
(91.58%)

GENDER BREAKDOWN (%)

8.16%

91.84%

- Female
- Male
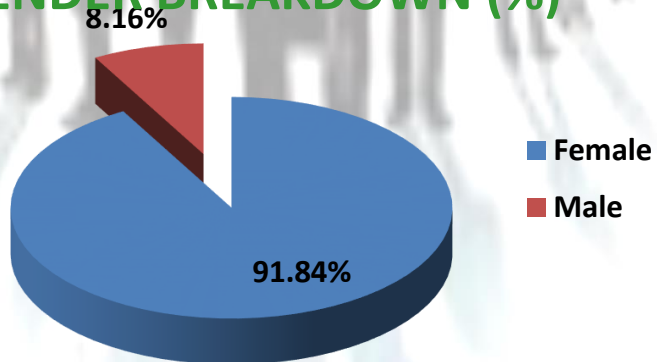
ETHNICITY

BME - 4

WHITE - 1,000

NOT STATED - 896

ETHNICITY BREAKDOWN (%)
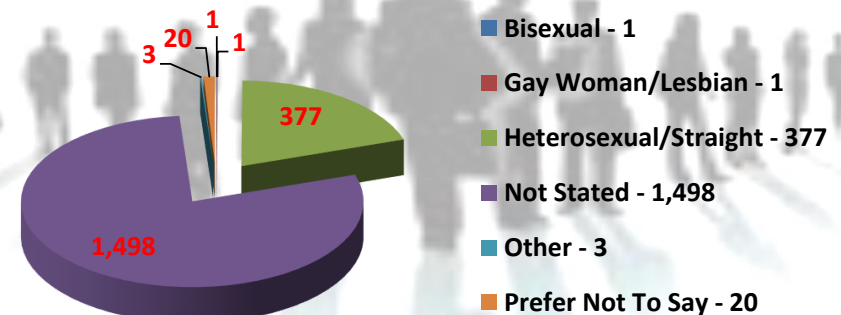
4

896

1,000

- BME
- White
- Not Stated

SEXUAL ORIENTATION

3   20   1   1

377

1,498

- Bisexual - 1
- Gay Woman/Lesbian - 1
- Heterosexual/Straight - 377
- Not Stated - 1,498
- Other - 3
- Prefer Not To Say - 20

CYNGOR
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CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday 12th January, 2017
Report Subject	Revenue Budget Monitoring 2016/17 (Month 8)
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 8).

RECOMMENDATIONS	
1	That the committee considers and comments on the Revenue Budget Monitoring 2016/17 (Month 8) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.

REPORT DETAILS

1.00	EXPLAINING THE REVENUE MONITORING POSITION 2016/17 (MONTH 8)
1.01	The Revenue Budget Monitoring 2016/17 (Month 8) report will be presented to Cabinet on Tuesday 17 January 2017. A copy of the report is attached as Appendix A to this report.

2.00	RESOURCE IMPLICATIONS
2.01	As set out in Appendix; Revenue Budget Monitoring 2016/17 (Month 8).

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 8).

5.00	APPENDICES
5.01	Appendix A: Revenue Budget Monitoring 2016/17 (Month 8).

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

7.00	GLOSSARY OF TERMS
7.01	(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. (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.

Sir y Fflint
Flintshire
COUNTY COUNCIL

CABINET	

Date of Meeting	Tuesday, 17 January 2017
Report Subject	Revenue Budget Monitoring 2016/17 (month 8)
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 both the Council Fund and Housing Revenue Account.

The report is based on actual income and expenditure as at Month 8 of the financial year. The report also projects how the budget would stand at the close of the financial year if all things remained equal.

The projected year end position, without any further action to reduce cost pressures or to identify new efficiencies would be as follows:-

Council Fund

- The net in year position comprises of an operating deficit of £1.810m - an increase in the deficit of £0.039m from the position reported last month.

- However, the overall projected in-year position has improved by £2.886m due to the change in accounting policy for MRP as agreed by County Council. This has the effect of eliminating the operating deficit.

- Projected contingency reserve balance of £4.268m

Housing Revenue Account

- Net in year expenditure forecast to be £0.037m higher than budget
- Projected closing balance as at 31 March 2017 of £1.061m

RECOMMENDATIONS	
1	To note the overall report and the projected Council Fund contingency sum as at 31st March 2017 and continue to support the work on actions and options for mitigating action.
2	To note the projected final level of balances on the Housing Revenue Account.

REPORT DETAILS

1.00	EXPLAINING THE MONTH 8 POSITION
1.01	The operating deficit reported is £1.810m above budget which is an increase of £0.039m from the deficit reported last month. As resolved by Cabinet work is ongoing to identify actions and options to reduce the operating deficit through detailed analysis of overspending areas.
1.02	The operating deficit in-year is in effect 'written-off' by the change in the Council's policy for accounting for Minimum Revenue Provision (MRP) which was reviewed and approved by Council on 6 December 2016 as part of the 2017/18 budget proposals. This has resulted in a positive impact of £2.886m on the 2016/17 budget as part of providing a major efficiency for 2017/18, and means that the projected spend is now £1.076m less than the budget.
1.03	**Transport Costs** The Council, along with neighbouring councils, was given notice in July that one of its contracted transport operators, was going into immediate liquidation. Urgent action was required to secure the school and public transport subsidised routes operated by the transport operator.
1.04	The procurement of full replacement service providers is projected to incur an additional cost of £0.440m for the remainder of 2016/17. The Welsh Government has offered a provisional grant award to the three local authorities affected for 2016/17. Negotiations are ongoing with Welsh Government and the neighbouring authorities over distribution of the grant. Negotiations should be concluded in time for the grant income to be reported in the month 9 report.

1.05	Council Fund Latest in Year Forecast
	The table below shows the projected position by portfolio.

TOTAL EXPENDITURE AND INCOME	Original Budget £m	Revised Budget £m	Projected Outturn £m	In-Year Over / (Under) spend £m
Social Services	58.534	60.829	61.425	0.595
Community & Enterprise	12.035	12.437	11.941	(0.496)
Streetscene & Transportation	27.011	28.527	29.306	0.779
Planning & Environment	4.978	5.130	5.451	0.321
Education & Youth	11.225	11.404	11.405	0.000
Schools	86.162	87.762	87.762	0.000
People & Resources	4.319	4.646	4.646	0.000
Governance	8.159	7.716	7.781	0.064
Organisational Change 1	5.560	5.972	6.045	0.073
Organisational Change 2	2.244	2.572	2.196	(0.376)
Chief Executive	3.204	3.176	3.134	(0.042)
Central & Corporate Finance	28.552	21.814	19.818	(1.995)
Total	**251.984**	**251.984**	**250.908**	**(1.076)**

1.06	The reasons for the projected variances are summarised within Appendix 2 with key significant portfolio variances explained in paragraphs 1.09 to 1.12.
1.07	**Significant Budget Movements between Original and Revised Budget** As stated in the month 7 report a review of Corporate Administration has been completed which agreed to transfer portfolio administration teams together into a combined service, under a single manager, that serves County Hall and Flint offices. This has resulted in a budget movement from Governance (£0.078m), Community & Enterprise (£0.026) and Planning & Environment portfolios (£0.251m) to Social Services in month 8.
1.08	The Education ICT budget has been delegated to schools from the ICT Service, this has resulted in a transfer of £0.389m from Governance to Schools.
1.09	**Streetscene and Transportation** There is a significant variance within the portfolio of £0.779m which is a

	decrease of £0.099m from month 7. As referenced in 1.04, negotiations with Welsh Government for a proportion of additional grant funding are due to be concluded before Month 9 which will further reduce this variance. Full details of all other variances are given in Appendix 2.
1.10	**Social Services** Within Social Services there is a reported overspend of £1.320m for Children's Services which mainly relates to Out of County Placements (£0.626m) and Professional Support (£0.686m).
1.11	The reported overspend for Out of County Placements is due to a number of complex cases and the new Social Services and Wellbeing Act which has led to a higher number of court outcomes and placements which will need to be tracked. A critical review of a number of placements made by court order is being undertaken. The financial impact of this emerging pressure will need to be considered as part of the Medium Term Financial Strategy (MTFS). Legal and Social Services managers are working together to make a compelling case for alternative care arrangements to placements at forthcoming court cases, and so reduce the level of out of county placement being made.
1.12	The Professional Support service currently has a small number of permanent social work vacancies. Given the high levels of demand, and complexity of work, there is insufficient capacity to support the children/families within existing staffing compliment. Processes are in place for recruitment to the vacant posts but, like other authorities, we are experiencing challenges in recruiting experienced qualified social workers. In the short term we have a small number of posts covered by agency staff whilst we work to attract appropriately qualified, experienced and high calibre staff. Work is being undertaken to develop a strategic approach to managing demand through service development as well as attracting and supporting permanent staff.
1.13	**Programme of Efficiencies** 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.
1.14	Appendix 3 provides detail on the latest position where there is a variation to the level of efficiency achievable compared to the budget.
1.15	This shows that it is currently projected that £9.398m (89%) will be achieved resulting in a net underachievement of £1.123m - a decrease of £0.072m. The changes in efficiency assumptions since month 7 are summarised below:

Portfolio	Original Efficiency 2016/17 £(m)	Previous Month Revised Efficiency 2016/17 £(m)	Current Month Revised Efficiency 2016/17 £(m)	Increase/ (Decrease) between months 2016/17 £(m)
Planning & Environment Self-financing for Public Protection Services. - Animal & Pest Control. - Licencing Charging.	0.050	0.020	0.050	0.030
Various Planning Efficiencies;	0.101	0.101	0.000	(0.101)
People & Resources Finance Modernisation	0.135	0.093	0.092	(0.001)

1.16	**Inflation** Included within the 2016/17 budget are provision for pay (£0.936m), targeted price inflation (£0.573m) and income (£0.185m).
1.17	Following the allocation to portfolios of the provisions described in paragraph 1.16 there is a remaining balance of £0.070m which is included within the overall outturn figure.
1.18	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.
	Reserves and Balances
1.19	**Un-earmarked Reserves** 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.
1.20	Taking into account the current projected overspend at Month 8 and previously agreed allocations the balance on the Contingency Reserve at 31 March 2017 is projected to be £4.268m as detailed in appendix 4.
1.21	**Earmarked Reserves** 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.

1.22	A summary of earmarked reserves as at 1 April 2016 and an estimate of projected balances as at the end of the financial year will be included in the month 9 report.
1.23	**Housing Revenue Account** 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.
1.24	The 2016/17 budget for the HRA is £31.979m which includes a movement of £0.080m from reserves.
1.25	The Month 8 monitoring for the HRA is projecting in year expenditure to be £0.037m higher than budget and a closing balance as at 31 March 2017 of £1.061m, which at 3.3% 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 eight months and the risks as known.

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	None required.

4.00	**RISK MANAGEMENT**
4.01	**Achievement of Planned In-Year Efficiencies** 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 89% of the efficiencies would be achieved. There is an ongoing risk that the shortfall cannot be mitigated other than by drawing on temporary funding from the Contingency Reserve. There is a further risk that any ongoing under-achievement 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: stable/green risk for 2016/17 only.
4.02	**In-Year Reductions in Government Specific Grants** 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 though variations should not occur at this late stage of the financial year. Although the in-year risk has now reduced a significant risk still exists for 2017/18 onwards. Risk status: stable/green risk for 2016/17 only.
4.03	**Cost Pressures in Residential and Domiciliary Care** 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, if additional funding was not available to fund these increases. The Council has secured £0.500m from the Intermediate Care Fund (ICF) to part fund these costs. This will mean that only an amount of £0.146m will need to be met 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 cumulative cost pressures in this sector. Risk status: stable/amber risk for 2016/17 only.
4.04	**Municipal Mutual Insurance (MMI)** 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 in 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. MMI have recently published their 2016 Accounts which indicate no further increase in the levy at this time. The in-year risk is therefore closed although this risk will remain next year as the risk of a further increase in the levy remains open as legal work on claims is protracted with uncertain outcomes. Risk status: stable/green risk.
4.05	**Historic Child Abuse Settlements** 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 not possible to estimate the full financial impact of these at this stage. The financial

	provision set aside may not prove to be sufficient to meet the total liabilities of all cases when closed. Within the month 3 report a contribution from the contingency reserve was agreed to meet the settlement costs paid along with any future costs. The settlement costs incurred to date total £0.146m. Risk status: unstable/amber risk.
4.06	**Landfill Site Energy Income** 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 and a budget pressure has been included from 2017/18. Risk status: stable/green risk.
4.07	**Orphaned Industrial Site at Sandycroft** The contract for the removal of all Isosorbide Dinitrate (ISDN) chemical deposits, site cleansing and site close-down will come to a conclusion in the early winter. The contract has had to be flexible to meet the unforeseen nature of the materials and how they were left and stored given the unique circumstances of this case (the former Euticals company). The contract to remove the higher level risk (ISDN) has been completed at the end of December 2016. Final site works will be completed in the early new year in readiness for site disposal. Risk status: unstable/amber risk.
4.08	**Infrastructure for improvement works at Bagillt** Flooding events in the Bagillt area resulted in a number of properties being flooded. Drainage works have been carried out to improve the existing system and further investigatory works are being undertaken which are revealing further issues that are being addressed. This risk is now closed.
4.09	**Procurement of Transport Services** As explained in 1.04 above there is an in-year budget risk of an additional procurement cost of £0.440m for local transport services. The Welsh Government has offered a provisional grant award to the three North East Wales local authorities for 2016/17 only. Negotiations are ongoing with Welsh Government and the neighbouring authorities on grant distribution. Risk status: unstable/amber risk.
4.10	**Minimum Revenue Provision (MRP)** The Council has reviewed its policy of accounting for MRP in conjunction with its Treasury Management Advisors. This has resulted in a reduction to the in-year amount and is reflected in the outturn position. This risk is now closed.
4.11	**Out of County Placements**

	The risk is the volatility in demand and the impacts on service costs which cannot be predicted with any certainty. There is always a risk of significant variances occurring although this area continues to be closely monitored. The main influence on this increase is the new Social Services and Wellbeing Act which has led to a higher number of court outcomes and placements has increased the financial pressure on this service area. Legal and Social Service Managers are working together to make a compelling case for alternative care arrangements to placements at forthcoming court cases, and so reduce the level of Out of County placement being made. Risk status: unstable/red risk.
4.12	**Children's Services** Children's Services are experiencing high levels a demand including child protection work and the need for intensive support for older children with complex needs. Priorities are being developed to help respond to increasing service demand and to provide a greater range of targeted community support. Risk status: unstable/red risk.

5.00	**APPENDICES**
5.01	Appendix 1: Council Fund – Movement in Variances from Month 7 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

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

7.00	**GLOSSARY OF TERMS**
7.01	**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. **Council Fund:** the fund to which all the Council's revenue expenditure is charged. **Financial Year:** the period of twelve months commencing on 1 April.

Housing Revenue Account: the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on 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.

Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.

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.

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.

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.

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.

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.

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.

Minimum Revenue Provision (MRP): A charge made to the Council Fund to repay borrowing taken out for capital expenditure. Authorities must determine their own prudent MRP charge each year, taking into consideration statutory guidance issued by the Government.

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £25k
Social Services		
Older People		
Localities	0.074	Budget realignment to Learning Disabilities to partly address pressures within external care provision.
Resources & Regulated Services	(0.164)	Residential Care Homes (£0.093m) - including reduction in catering recharges, Home care - reduced pay cost projections (£0.045m), extra care - vacancy savings (£0.010m), Day centres - vacancy savings (£0.016m).
Other Minor Variances	(0.003)	
Disability Services		
Resources & Regulated Services	(0.121)	Virement of budget for Fee Increases & Inflation from Older People Service.
Administrative Support	0.123	Admin vacancy savings now transferred to Business Support service.
Transition & Disability Services	(0.053)	Agency staff costs transferred to Childrens Services Professional Support Service.
Other Minor Variances	0.004	
Mental Health Services		
Voluntary Sector Services	0.018	Minor variances.
Intensive Support	(0.022)	Minor variances.
Residential Placements	(0.105)	The reduction in overspend is due to additional joint funding contributions from the Health Board which were not previously agreed.
Employment & Occupation	0.028	£0.010m British Gas invoices. £0.004m Gardening services adj to net nil.
Ring-fenced budget	(0.020)	Minor variances.
Other Minor Variances	(0.002)	
Children's Services		
Family Placement	(0.046)	Reduction in projected cost of payments to Foster parents.
Grants	(0.019)	Minor variances.
Professional Support	0.177	There has been difficulty recruiting to vacant social worker posts, coupled with an increase in service demand this has resulted in a necessary increase in agency staff - this includes costs transferred from Transition and Disability Services.
Out of County Placements	0.141	Further increases in placement costs - now validated following an extensive review process.
Other Minor Variances	0.011	
Development & Resources		
Charging Policy income	0.023	Minor variances.
Business Support Service	(0.118)	This is a new service created within the Social Services portfolio as the final outcome of the cross Organisation review of Admin. These savings were previously reported partly within other Social Services areas and partly within other portfolios and relate to short term vacancy savings and other non staff budget savings such as stationery.
Finance /Deputyship	(0.014)	Minor variances.
Safeguarding Unit	(0.013)	Minor variances.
Good Health	(0.016)	Minor variances.
Other Minor Variances	(0.004)	
Total Social Services	**(0.121)**	

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £25k
Community & Enterprise		
Customer And Housing Services	0.011	Contact centre review shortfall £0.075m. Customer Services minor variances (£0.017m). Connects minor variances (£0.015m). Customer and Housing services minor variances (£0.032m).
Council Fund Housing	(0.030)	Vacancy savings identified to offset Telecare pressures (£0.108m). Increased Telecare monitoring charges £0.020m. Additional equipment costs and repairs £0.030m. Reduction in Telecare income £0.054m. Minor Variances (£0.026m).
Regeneration	(0.037)	Reduction in market income shortfall £0.009m. Grant recharges £0.036m.
Revenues & Benefits	(0.020)	Further underspend on the Council Tax Reduction Scheme provision (£0.016m). Movement in surplus on the Council Tax Collection Fund (£0.005m).
Housing Programmes	0.032	SHARP feasibility works at Flint Police Station £0.055m. Other minor variances (£0.023m).
Total Community & Enterprise	**(0.044)**	
Streetscene & Transportation		
Ancillary Services & Performance		
Waste Collection	0.018	Minor variances.
Bereavement Services	(0.014)	Minor variances.
Highways Network		
Highways Network	(0.075)	£0.061m of improvement works on the Bagillt flooding event has been capitalised in the land drainage programme.
Transportation & Logistics		
Transportation	(0.025)	Minor variances.
Other Minor Variances	(0.003)	
Total Streetscene & Transportation	**(0.099)**	
Planning & Environment		
Business		
Pollution Control	0.014	Minor variances.
Minor Variances	(0.004)	
Community		
Licensing	(0.034)	Increase in Licensing Income
T/S Investigations	0.017	Minor variances.
Minor Variances	0.002	
Development		
Land Charges	0.023	Lower than expected Search Fee income received in Period 08.
Development Management	0.111	Revised outturn for Planning Fee Income.
Minor Variances	0.001	
Access		
Public Rights Of Way	0.017	Minor variances.
Minor Variances	(0.004)	
Strategy		
Minor Variances	0.012	
Management Strategy		
Other Minor Variances	0.001	
Total Planning & Environment	**0.156**	

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £25k
Education & Youth		
Integrated Youth Provision	(0.021)	Minor variances.
Other Minor Variances	0.002	
Total Education & Youth	**(0.018)**	
Schools	**(0.000)**	
People & Resources		
HR & OD	(0.009)	Minor variances.
Corporate Finance	0.001	Minor variances.
Total People & Resources	**(0.008)**	
Governance		
Legal Services	0.012	Minor variances.
Democratic Services	0.026	A new structure for Democratic Services has been approved and implemented, the financial implications of which are reflected in this month. The new structure came into effect later in the year than expected which has led to a higher level of workforce expenditure being incurred.
Internal Audit	(0.062)	A number of vacancies have occurred this financial year. Whilst options for future service delivery were being considered the in-year vacancy savings were unable to be accurately reported until this month.
Procurement	0.004	Minor variances.
Business Support	0.030	The budget and projected expenditure for this service has been transferred to Social Services as part of the review of Corporate Administration. The underspend which had been previously reported is now within the Social Services portfolio.
ICT	(0.000)	No variance.
Total Governance	**0.010**	
Organisational Change 1		
Public Libraries & Arts, Culture & Events	(0.001)	Minor variances.
Museums	0.000	Minor variances.
County Archives	(0.002)	Minor variances.
Leisure	0.001	Minor variances.
Community Assets	0.000	Minor variances.
Total Organisational Change 1	**(0.002)**	
Organisational Change 2		
Administrative Buildings	(0.032)	In-year efficiency on utility bills through the closure of Phases 3 and 4 County Hall.
CPM & Design Services	(0.046)	Additional design fees secured by the service.
Catering	(0.041)	Additional catering income through leaner processes within primary schools.
Minor Variances	0.004	
Total Organisational Change 2	**(0.115)**	
Chief Executive	**0.010**	Minor variances.

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £25k
Central and Corporate Finance	(2.615)	As a result of changes to the Minimum Revenue Provision (MRP) policy, as agreed by Council on 6th December 2016 (£2,886m). Pension deficit recovery increase £0.100m. Increased costs on commercial property £0.035m. Support Services recharge £0.140m, as a result of the reduction in services across the Council the annual support service recharges will be less than in previous years. Minor Variances (0.004m).
Grand Total	(2.847)	

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Social Services						
Older People						
Localities	15.880	15.218	(0.662)	(0.736)	Domiciliary Care reflects a projected underspend of (£0.203m) based on existing clients. Other main influences on this projected underspend include Minor Adaptations (£0.099m) for which the local demand is currently being met by the Intermediate Care Fund. Additional one-off income has been received from Intermediate Care Fund (ICF) to contribute to provider fee increases. Other underspends are as a result of full year vacancy savings from within the Single Point of Access team (£0.136m). Residential Care has a projected underspend of £0.146m including property income of (£0.023m) and client contributions of (£0.056m). Locality teams staffing reflects a projected underspend of £0.070m due to short term vacancy savings. Overall net minor variances of £0.008m.	Keep under review with consideration for further potential realignment.
Reablement Services	0.441	0.388	(0.053)	(0.045)	Projected underspend is due to unbudgeted additional Continuing Health Care funding from Betsi Cadwaladr University Health Board (BCUHB).	

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Community Equipment Contribution	0.477	0.323	(0.154)	(0.155)	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.	Maintain underspend in current financial year, pending realignment from 2017/18 to meet revenue costs of Flint Extra Care Scheme.
Resources & Regulated Services	6.035	5.785	(0.250)	(0.086)	Short term vacancy savings within provider day care services and extra care schemes plus reduced projections for internal catering recharges at Residential Care homes.	
Minor Variances	0.195	0.196	0.000	(0.004)		
Disability Services						
Resources & Regulated Services	18.258	19.089	0.831	0.952	Service user demand level is in excess of current provision. At period 08 costs have been realigned within the LD budget and projections revised.	Continue to monitor and review costs.
Disability Services	1.309	1.213	(0.097)	(0.105)	Reflects current projected placement costs.	Continue to monitor and review costs.
Forensic budget	0.529	0.318	(0.211)	(0.206)	There is a significant underspend of (£0.211m) at period 8 revised outturn based on current projected costs and increased income from Joint funded packages.	Keep under review - potential volatile service area.
Administrative Support	(1.359)	(1.112)	0.247	0.124	Shortfall in Supporting 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.	

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Transition & Disability Services	0.627	0.564	(0.063)	(0.010)	Reduced service user demand and vacancy savings.	
Minor Variances	0.069	0.071	0.003	0.002		
Mental Health Services						
Residential Placements	0.844	0.883	0.039	0.144	Reflects current projected placement costs.	Keep under review.
Substance Misuse	0.274	0.340	0.066	0.073	Pay cost pressures in a number of areas together with a reduced income commitment for the Substance Misuse Action Fund (SMAF) grant.	Work being undertaken to review.
Employment & Occupation	0.444	0.406	(0.038)	(0.066)	Short term vacancy savings on work schemes.	
Minor Variances	2.046	2.050	0.004	0.023		
Children's Services						
Family Placement	2.394	2.441	0.047	0.094	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 overspends within the service.
Prevention & Support	0.196	0.156	(0.040)	(0.050)	Savings on legal fees and S17 permanency allowances.	
Residential Placements	0.398	0.471	0.073	0.086	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	4.638	5.324	0.686	0.509	Increasing overspend in Duty and Assessment team which is due to the need to deploy staff to address key risks within this area of service. An allocation of £0.100m has been made from Contingency reserve as approved by Cabinet to help alleviate this pressure.	Continue to monitor and review.

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Out of County Placements	3.434	4.060	0.626	0.485	There has been an unprecedented increase in the number of Child and Parent placements, of which 7 have been the subject of court/legal determinations. The main influence on this is the new Social Services and Wellbeing Act which enables judges to require Local Authorities to demonstrate that the needs of parents are being met and that there is a proactive investment in removing barriers/supporting parents to be able to care for their children.	Continue to monitor and review.
Minor Variances	1.076	1.004	(0.072)	(0.067)		
Development & Resources						
Charging Policy income	(1.929)	(2.059)	(0.130)	(0.153)	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
Business Support Service	1.223	1.105	(0.118)	0.000	This is a new service bringing together generic admin. capacity from a number of portfolios following the cross organisation review of Admin. The savings arise mainly from vacancies plus an element of non-staff savings such as Stationery.	Continue to monitor and review

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Safeguarding Unit	0.821	0.914	0.093	0.105	The projected overspend is a combination of additional legal and medical costs associated with the Deprivation of Liberty Safeguards (DOLS) assessments and a shortfall of budget income from Supporting People Grant. and a contribution to the North Wales Safeguarding Board.	Continue to monitor and review
Good Health	0.915	0.780	(0.136)	(0.120)	The underspend is mainly due to short term vacancy savings and reductions in payments to voluntary organisations.	Continue to monitor and review.
Minor Variances	1.593	1.498	(0.095)	(0.077)		
Total Social Services	**60.829**	**61.425**	**0.595**	**0.717**		

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Community & Enterprise						
Customer And Housing Services	1.320	1.311	(0.009)	(0.020)	Implementation of the Contact Centre Review is expected to begin towards the end of the 2016/17 financial year resulting in a shortfall of £0.075m. Customer Services and Flintshire Connects service efficiencies of £0.039m. Other Customer and Housing Services efficiencies identified resulting from vacancy and other service savings of £0.045m.	Continue to monitor and review.
Council Fund Housing	(0.324)	(0.331)	(0.008)	0.023	Accommodation Support vacancy savings of £0.108m identified to offset the pressures on Telecare resulting from increased call monitoring charges (£0.020m), equipment purchase and repairs (£0.030m) and reduced Telecare income (£0.054m). Other minor variances of £0.004m.	Continue to monitor and review.
Regeneration	0.377	0.407	0.031	0.067	Estimated shortfall of £0.047m in markets due to income targets increasing in line with inflation each year, where charges have not increased at the same rate. Regeneration efficiency due to the reallocation of officer time to specific grants (£0.036m). Other minor variances £0.015m.	Continue to monitor and review.
Revenues & Benefits	10.886	10.341	(0.545)	(0.525)	Projected underspend on the budgeted provision for the Council Tax Reduction Scheme of (£0.279m). Projections indicate an anticipated surplus on the Council Tax Collection Fund of (£0.300m). Other minor variances £0.034m.	Continue to monitor closely as these areas are highly volatile and projections are likely to change.

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Programmes	0.178	0.213	0.035	0.003	Pressure of £0.055m on the SHARP programme relating to feasibility works at the Flint Police Station site. If the scheme is approved prior to year end, this cost will be capitalised. Other minor variances of £0.020m.	Continue to monitor and review.
Total Community & Enterprise	12.437	11.941	(0.496)	(0.452)		

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation						
Ancillary Services & Performance						
Waste Collection	7.425	7.672	0.247	0.228	Solar Energy Production at Landfill commenced from October, resulting in an in-year shortfall of £0.065m. Adverse variance of £0.240m relating to reduced electricity sales from reducing levels of gas extraction at the Standard and Brookhill landfill sites. Final part-year reduced payment of prudential borrowing for black bins (£0.100m). Improved position from recycling income of £0.120m. Additional costs for disposal of hazardous waste from HRC sites £0.050m. Additional plant hire costs across the service of £0.040m and cumulative minor variances within waste services of £0.065m.	Gas engine income levels being monitored monthly and contracts being prepared for the service to be outsourced. Reported in Programme Tracker Pressure in 2017/18 relating to the ESD grant. WG have confirmed a 6.7% reduction in the grant .
Other Minor Variances	0.653	0.647	(0.006)	0.009		

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Highways Network						
Highways Network	7.461	7.542	0.081	0.155	Due to ongoing discussions on Community Asset Transfers (CATs), the maintenance liability being transferred for Cemeteries to Town/Community Councils totalling £0.050m has not yet been implemented. Probation Service Litter Collection will be implemented later than anticipated, totalling £0.050m. £0.061m of improvement works on the Bagillt flooding event has been capitalised in the land drainage programme. Additional costs and staff time still being picked up by the area teams for ongoing maintenance works.	Keep under review as part of MTFS Reported in Programme Tracker.
Transportation & Logistics						
Logistics & Resource Services	4.524	4.602	0.078	0.081	Neighbouring Authorities not willing to share specialist plant, £0.050m. Further overspends relate to minor variances across the service area.	Keep under review as part of MTFS Reported in Programme Tracker.
School Transport	4.972	5.100	0.128	0.126	Estimated additional subsidy costs following re-procurement for covering former GHA services for school transport following the company going into liquidation, £0.125m.	WG have been consulted upon with regard to funding the additional costs. Funding highly unlikely due to Statutory provision requirements. Therefore, consideration will be required in the MTFS 2017/18 taking account of full year effect.

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Transportation	1.928	2.206	0.277	0.302	Estimated additional subsidy costs following re-procurement of services following the previous transport provider going into liquidation, £0.285m. This includes the costs of former commercial services routes.	Consideration in MTFS 2017/18 if no WG funding is forthcoming after 2016/17, taking account of full year effect.
Other Minor Variances	1.563	1.537	(0.026)	(0.023)		
Total Streetscene & Transportation	**28.527**	**29.306**	**0.779**	**0.878**		

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Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Planning & Environment						
Business						
Pollution Control	0.474	0.538	0.063	0.049	for 2x temporary EHO posts (funding due from Corporate) plus 1 EHO post funded by SLA with Community & Enterprise.	
Minor Variances	1.158	1.137	(0.021)	(0.018)		Continue to monitor committed expenditure and reduce/remove commitments where possible.
Community						
Minor Variances	0.916	0.804	(0.112)	(0.096)		Continue to monitor committed expenditure and reduce/remove commitments where possible.
Development						
Development Management	(0.339)	(0.051)	0.288	0.177	High Risk of further possible shortfall from Planning Application Fee income. At period 08 the shortfall is estimated to be £0.215m as the economy has not continued to recover to the extent which the 3 year Business Plan forecast. This has resulted in a lesser volume of applications being submitted than previously predicted.	
Minor Variances	0.190	0.191	0.002	(0.022)		Continue to monitor committed expenditure and reduce/remove commitments where possible.
Access						
Minor Variances	1.322	1.294	(0.028)	(0.042)		Continue to monitor committed expenditure and reduce/remove commitments where possible.
Shared Services						
Minor Variances	0.165	0.165	0.000	(0.000)		Continue to monitor committed expenditure and reduce/remove commitments where possible.
Strategy						

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Minor Variances	0.832	0.876	0.044	0.032		Continue to monitor committed expenditure and reduce/remove commitments where possible.
Management Strategy	0.412	0.497	0.085	0.084		Continue to monitor committed expenditure and reduce/remove commitments where possible.
Total Planning & Environment	**5.130**	**5.451**	**0.321**	**0.164**		
Education & Youth						
Inclusion & Progression	7.055	7.121	0.066	0.058	Movement in Out of County projected expenditure, which follows receipt of Individual Placement Agreements (templates).	A Task and 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. Detailed review of all placements is on going.
Minor Variances	4.349	4.284	(0.065)	(0.040)		
Total Education & Youth	**11.404**	**11.405**	**0.000**	**0.019**		
Schools	87.762	87.762	(0.000)	(0.000)		

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
People & Resources						
HR & OD	2.258	2.183	(0.074)	(0.066)	The projected underspend is mostly due to current workforce vacancies.	Continue to monitor and review.
Corporate Finance	2.388	2.462	0.075	0.074	The projected overspend comprises of a shortfall in the Grant Income recharge target and an in-year underachievement on the Finance Modernisation Efficiency.	Continue to explore alternative income maximisation opportunities and progress the finance modernisation project.
Total People & Resources	**4.646**	**4.646**	**0.000**	**0.008**		
Governance						
Legal Services	0.642	0.678	0.036	0.024	Minor variances.	Continue to monitor and review.
Democratic Services	1.872	1.894	0.022	(0.004)	Minor variances.	Continue to monitor and review.
Internal Audit	0.434	0.366	(0.068)	(0.006)	The projected underspend is due to workforce vacancies.	Current vacancies are expected to remain vacant until the end of the financial year while the level of service is being assessed with this reduced capacity.
Procurement	0.166	0.197	0.031	0.026	Minor variances.	Continue to monitor and review.
Business Support	0.001	0.001	0.000	(0.030)	No variance.	
ICT	4.602	4.645	0.043	0.043	Minor variances.	Continue to monitor and review.
Total Governance	**7.716**	**7.781**	**0.064**	**0.054**		

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Organisational Change 1						
Public Libraries & Arts, Culture & Events	1.656	1.640	(0.016)	(0.015)	Minor variances.	Continue to monitor and review.
Museums	0.064	0.064	0.000	0.000	Minor variances.	Continue to monitor and review.
County Archives	0.281	0.277	(0.004)	(0.002)	Minor variances.	Continue to monitor and review.
Leisure	3.946	4.039	0.093	0.092	The CAT transfer at Holywell Leisure Centre is now expected to be phased between the end of December 2016 and 1st March 2017. This results in a pressure of £0.070m this year which is associated with continuing to operate the centre as a Council prior to full handover to the community to ensure continuity of operation. Other minor variances of £0.023m.	Continue to monitor and review.
Community Assets	0.024	0.024	0.000	0.000	Minor variances.	Continue to monitor and review.
Total Organisational Change 1	**5.972**	**6.045**	**0.073**	**0.075**		
Organisational Change 2						
Administrative Buildings	1.227	1.192	(0.035)	(0.003)	(£0.035m) in year utility savings realised from the closure of phase 3 and 4 County Hall. Adverse weather conditions over the coming months may impact on this saving.	Close Monitoring required.
Agricultural Estates	(0.168)	(0.162)	0.005	0.003	Minor variances.	
Property Holdings	0.015	0.015	(0.000)	0.000	Minor variances.	
Property Asset And Development	0.590	0.310	(0.280)	(0.281)	In-year salary savings as a result of the proposed staffing restructure.	
CPM & Design Services	0.703	0.572	(0.130)	(0.084)	Additional design fees secured by the team over an above the income target.	
Industrial Units	(1.239)	(1.058)	0.181	0.169	Shortfall in rental income (offset by in-year savings).	

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Catering	0.792	0.695	(0.097)	(0.056)	(£0.561m) additional income projected above income target. (£0.041m) Leaner processes within the primary schools have contributed towards this saving.	
Caretaking & Security	0.299	0.299	(0.000)	0.000	Minor variances.	
Facilities HQ	0.200	0.200	0.001	(0.000)	Minor variances.	
Cleaning	0.006	(0.031)	(0.037)	(0.035)	Minor variances.	
CCTV & Open Spaces	0.192	0.210	0.018	0.028	Minor variances.	
Total Organisational Change 2	**2.572**	**2.196**	**(0.376)**	**(0.261)**		
Chief Executive	3.176	3.134	(0.042)	(0.052)	Minor variances.	Continue to monitor and review.

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Central and Corporate Finance	21.814	19.818	(1.995)	0.619	An underspend of (£2.998m) within the Central Loans and Investment Account, (£0.111m) is due to reduced level of borrowing, and higher than projected income from investments, (£2.886m) is due changes to the Minimum Revenue Provision (MRP) policy as agreed by Cabinet on 6th December 2016.	Central Loans and Investment Account, keep under review.
					Additional Matrix rebate income of (£0.120m).	Matrix Rebate income, continue to monitor.
					Workforce efficiencies showing an underachievement of £0.278m.	Workforce Efficiencies, continue to identify further savings.
					Additional income generating activities, an underachievement of £0.300m, though work is continuing to identify areas of opportunity.	Additional Income Generating Activities, in year pressure only.
					In year pressure £0.178m due to non domestic rates liability on a commercial property.	Commercial Property liability, in year pressure.
					In year underspend on Audit Fees of (£0.088m)	Audit Fees reduced, additional identified efficiency

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Central and Corporate Finance					Windfall income, in year pressure £0.125m.	Windfall Income, keep under review.
					Pension deficit recovery pressure of £0.250m, due to opt out rates.	Pension Deficit Recovery, keep under review and consider impact alongside actuarial review.
					There is an underspend of (£0.070m) on centrally held inflation.	Pay related Inflation, keep under review in case of any emerging in year issues.
					Support Service areas have decreased, impacting on the recharge £0.140m.	Support Services, work is ongoing to review the impact.
					Minor variances £0.010m.	
Grand Total	251.984	250.908	(1.076)	1.771		

2016/17 Efficiencies Outturn - Under or Over Achieved

Portfolio	Original Efficiency 2016/17 £(m)	Revised Efficiency 2016/17 £(m)	(Under)/Over Achievement 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	0.092	(0.043)
Total People & Resources	**0.135**	**0.092**	**(0.043)**
Education & Youth			
School Modernisation.	0.187	0.123	(0.064)
Total Education & Youth	**0.187**	**0.123**	**(0.064)**
Organisational Change 1			
Community Asset Transfers.	0.544	0.474	(0.070)
Total Organisational Change 1	**0.544**	**0.474**	**(0.070)**
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			
Telephone Contact Centre savings.	0.100	0.025	(0.075)
Galw Gofal Contract Fees.	0.030	0.015	(0.015)
Council Tax Reduction Scheme.	0.329	0.591	0.262
Total Community & Enterprise	**0.459**	**0.631**	**0.172**
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)
Various Planning Efficiencies.	0.101	0.000	(0.101)
Total Planning & Environment	**0.228**	**0.088**	**(0.140)**

	%	£
Total 2016/17 Budget Efficiencies		11.282
Met from Contingency Reserve		0.761
Revised Efficiency Target	100	10.521
Total Projected 2016/17 Budget Efficiencies Underachieved	11	1.123
Total Projected 2016/17 Budget Efficiencies Achieved	89	9.398

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		(0.146)
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 - allocation from contingency reserve to meet the resource requirements for specialist social work for child protection		(0.100)
Plus - projected underspend as at Month 8		1.076
Total projected Contingency Reserve as at 31st March 2017		**4.268**

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(31.796)	(31.906)	(0.110)	(0.046)	The projected underspend of £0.110m relates to additional rent income of £0.034m. This is partly because tenants have moved into Custom House properties earlier than expected and also because void rent loss is less than budgeted. £0.077m relates to savings on revenue costs associated with void properties such as council tax and costs of respite. These are included in the income line to show the total rent loss for voids. This saving will be used to fund the additional WHQS costs on void properties.	
Capital Financing - Loan Charges	7.285	7.098	(0.187)	(0.161)	The projected underspend of £0.187m relates to a reduction in the anticipated borrowing costs apportioned to the HRA. This is due to the reduction in Flintshires total borrowing requirement and the reduction in interest rates following the BREXIT referrendum	
Estate Management	1.530	1.499	(0.031)	(0.021)	Minor variance	
Landlord Service Costs	1.207	1.206	(0.001)	(0.000)	Minor variance	
Repairs & Maintenance	9.546	9.419	(0.127)	0.203	The projected underspend of £0.127m consists of £0.106m savings on staff costs because of vacant positions. £0.065m relates to anticipated savings on fleet recharges. This is because some of the expenditure relating to work on disabled adaptations can be capitalised. £0.036m relates to reduced expenditure on materials. £0.080m relates to a reduction in recharges to other departments.	
Management & Support Services	2.232	2.271	0.040	0.062	Minor variance	

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 8 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Capital Expenditure From Revenue (CERA)	10.077	10.530	0.453	(0.000)	The movement of £0.453m relates to a contribution from revenue budgets towards WHQS work on void properties. £0.386m of this was previously reported as void revenue expenditure and has been re-classified as capital. The remaining £0.067m is using the movements on other areas of the HRA to contribute to these costs to avoid the costs of having to borrow.	
Contribution To / (From) Reserves	(0.080)	(0.118)	(0.037)	(0.037)	Minor variance	
Total Housing Revenue Account		(0.000)	(0.000)	0.000		

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 12th January, 2017
Report Subject	Forward Work Programme
Cabinet Member	Not applicable
Report Author	Democratic Services 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: 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?

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	None. **Contact Officer:** Robert Robins Democratic Services Manager **Telephone:** 01352 702320 **E-mail:** robert.robins@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	**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.

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

DATE		O&S Focus	REPORT FROM
Friday 20th January 2017 10.00 budget Meeting	Capital programme – all members to be invited to attend this meeting.	Consultation	Chief Executive, Gary Ferguson, Liz Thomas
Thursday, 9th February 2017 10.00	Revenue Budget monitoring 2016/17	Monitoring	Sara Dulson
	Corporate Safeguarding	Assurance and comment	Fiona Mocko
	Workforce Q3 Report	Assurance and comment	Andrew Adams
	Welsh Language Policy	Assurance and comment	Fiona Mocko
	Forward work Programme	Approval and development	Robert Robins
Thursday, 9th 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
Thursday 6th April 2017 10.00			
Thursday 15th June 2017 10.00			

Thursday 15th July 2017 10.00			