

# Public Document Pack



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To: Cllr Ron Hampson (Chairman)

Councillors: Amanda Bragg, David Cox, Paul Cunningham, Peter Curtis, Ron Davies, Rosetta Dolphin, Ian Dunbar, Jim Falshaw, Alison Halford, George Hardcastle, Ray Hughes, Brian Lloyd, Mike Reece and Gareth Roberts

11 December 2015

Dear Councillor

You are invited to attend a meeting of the Community and Enterprise Overview & Scrutiny Committee which will be held at 2.00 pm on Thursday, 17th December, 2015 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 COUNCIL FUND REVENUE BUDGET 2016/2017 (Pages 3 - 8)

Report of Chief Executive and Corporate Finance Manager enclosed.

**Purpose:** The report sets out the initial proposals for the 2016/17 Council Fund Revenue Budget for services within the portfolio of this Overview & Scrutiny Committee.

Yours faithfully

Peter Evans  
Democracy & Governance Manager





## COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 17 <sup>th</sup> December 2015
<b>Report Subject</b>	Council Fund Revenue Budget 2016/2017
<b>Cabinet Member</b>	Leader of the Council; and Cabinet Member for Housing
<b>Report Author</b>	Chief Executive and Corporate Finance Manager
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The report sets out the initial proposals for the 2016/17 Council Fund Revenue Budget for services within the portfolio of this Overview and Scrutiny Committee. The proposals, which are listed in an attachment, will be presented at the Committee meeting for review and challenge with most attention being given to the higher risk proposals.

The Draft Welsh Budget will be announced by Welsh Government on 8 December and the Provisional Local Government Settlement on 9 December. Further budget options for all portfolios may need to be presented for consideration in the New Year, depending on the impact the Settlement would have on Council budgets, as set out in the Medium Term Financial Strategy.

The report also summarises the budget development and consultation process.

### RECOMMENDATIONS

1	To review and comment on the initial budget proposals within the Committee's portfolio.
2	To note the timetable and further consultation stage to follow.

## REPORT DETAILS

1.00	BUDGET CONSULTATION PROCESS FOR 2016/17
1.01	<p>The report sets out the initial proposals for the 2016/17 Council Fund Revenue Budget for services within the portfolio of this Overview and Scrutiny Committee. The proposals, which are listed in an attachment, will be presented at the Committee meeting for review and challenge with most attention being given to the higher risk proposals. The proposals have been developed by each Chief Officer as part of the three year business planning process for the period 2015/16 to 2017/18. The proposals are presented in a standard form, across all Committees, with a risk rating and commentary.</p>
1.02	<p>The initial proposals have been developed to contribute to part one of the three part solution to the annual 'budget gap' within the Medium Term Financial Strategy. The Strategy is published and is within the public domain.</p>
1.03	<p>The Draft Welsh Budget will be announced by Welsh Government on 8 December and the Provisional Local Government Settlement on 9 December. Further budget options for all portfolios may need to be presented for consideration in the New Year, depending on the impact the Settlement would have on Council budgets, as set out in the Medium Term Financial Strategy.</p>
1.04	<p>The budget setting process for 2016/17 is particularly complex given the lateness of the expected Final Local Government Settlement from Welsh Government and the scale of the annual budget reductions the Council has to manage. Members have been briefed and consulted in several phases of workshops from July to November. Group Leaders and Overview and Scrutiny Chairs have had specific briefing meetings.</p>
1.05	<p>The Council has organised a major public consultation – Your Moment-with area public meetings being held in seven locations between mid November and early December.</p>
1.06	<p>A series of formal budget consultation meetings are being held:</p> <p>Monday 7 December 10.00 Environment Overview &amp; Scrutiny Committee Tuesday 8 December 10.00 Organisational Change Overview &amp; Scrutiny Committee Friday 11 December 10.00 Social &amp; Healthcare Overview &amp; Scrutiny Committee Tuesday 15 December 14.00 Education &amp; Youth Overview &amp; Scrutiny Committee Thursday 17 December 14.00 Community &amp; Enterprise overview &amp; Scrutiny Committee Friday 18 December 10.00 Corporate Resources Overview &amp; Scrutiny Committee (for Corporate functions and central finance) Friday, 18 December 14.00 Corporate Resources Overview &amp; Scrutiny Committee (All Members are invited to attend to conclude this stage of the consultation process.)</p>

1.07	A further round of Overview and Scrutiny Committees is to follow from 14-29 January once the Provisional Local Government Settlement has been announced.
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As set out in the Medium Term Financial Strategy.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	This report summarises the consultation process.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	As set out in the Medium Term Financial Strategy.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Business Plan Proposals 2016/17 for Community and Enterprise.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>Medium Term Financial Strategy Parts 1 and 2  <a href="http://www.flintshire.gov.uk/en/Resident/Medium-Term-Financial-Strategy/Medium-Term-Financial-Strategy.aspx">http://www.flintshire.gov.uk/en/Resident/Medium-Term-Financial-Strategy/Medium-Term-Financial-Strategy.aspx</a>  Medium Term Financial Strategy Executive Summary  <a href="http://www.flintshire.gov.uk/en/PDFFiles/Medium-Term-Financial-Strategy/Summary-Medium-Term-Financial-Strategy.pdf">http://www.flintshire.gov.uk/en/PDFFiles/Medium-Term-Financial-Strategy/Summary-Medium-Term-Financial-Strategy.pdf</a>  Flintshire County Council 24<sup>th</sup> October 2015 Report  <a href="http://cyfarfodyddpwyllgor.siryfflint.gov.uk/ieListDocuments.aspx?CId=143&amp;MId=3551&amp;Ver=4&amp;LLL=undefined">http://cyfarfodyddpwyllgor.siryfflint.gov.uk/ieListDocuments.aspx?CId=143&amp;MId=3551&amp;Ver=4&amp;LLL=undefined</a>  Cabinet 15<sup>th</sup> September 2015 Report  <a href="http://cyfarfodyddpwyllgor.siryfflint.gov.uk/ieListDocuments.aspx?CId=391&amp;MId=3537&amp;Ver=4&amp;LLL=undefined">http://cyfarfodyddpwyllgor.siryfflint.gov.uk/ieListDocuments.aspx?CId=391&amp;MId=3537&amp;Ver=4&amp;LLL=undefined</a></p> <p><b>Contact Officer:</b> Colin Everett  Chief Executive  <b>Telephone:</b> 01352 702101  <b>Email:</b> <a href="mailto:chief.executive@flintshire.gov.uk">chief.executive@flintshire.gov.uk</a></p>

7.00	GLOSSARY OF TERMS
7.01	<p><b>Budget:</b> a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p>
7.02	<p><b>Local Government Finance Settlement:</b> This sets out what the Welsh Government is to allocate to each local authority in Wales. It is issued in two stages. This year, the Provisional Settlement is expected on 9<sup>th</sup> December with the final Local Government Finance Settlement being announced on 1<sup>st</sup> March 2016.</p>
7.03	<p><b>Medium Term Financial Strategy (MTFS):</b> 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.</p>
7.04	<p><b>Council Fund:</b> the majority of the Council's revenue expenditure covering all services except Council Housing for which there is a stand-alone and ring-fenced account called the Housing Revenue Account (HRA).</p>
7.05	<p><b>Annual Settlement:</b> the amount of its funds the Welsh Government will allocate annually to local government as a whole, as part of its total budget, and to individual councils one by one. The amount of Revenue Support Grant (see below) each council will receive is based on a complex distribution formula for awarding Aggregate External Finance (AEF). The formula is underpinned by assessments of local need based, for example, of population size and demographics and levels of social deprivation.</p>

## Business Planning 2016/17

### Summary of Business Planning Proposals and Options

Category	1	2	3	Total
Portfolio	2016/17 £m	2016/17 £m	2016/17 £m	2016/17 £m
Community & Enterprise	1.509	0.000	0.000	1.509
<b>Total</b>	<b><u>1.509</u></b>	<b><u>0.000</u></b>	<b><u>0.000</u></b>	<b><u>1.509</u></b>

#### Category

1. Fully Costed and Safe - Very detailed costings/modelling undertaken and the the accuracy can be relied upon not to change significantly
2. Reasonably costed will need refining - The level of detail behind the costing/modelling is reasonable although further work will be required to ensure robustness and to deal with any changes e.g. markets
3. High level costing requires detailed further modelling - The figures are included at a high level with uncertainty around some of the significant detail e.g. further work required to develop a specific proposal such as rationalising services/buildings.

These Business Plan proposals for 2016/17 build on the work shared with Group Leaders and Chairs of Scrutiny committees and more recently with all Members at the Member workshops.

The tables on the following pages have headings which are familiar.

A new heading refers to the 'Mandatory' duty to provide particular services. It should be noted that all services/functions provided by the Council are provided under many statutory duties. Within these statutory duties a 'mandatory' service or function **'must'** be provided.

All 'mandatory' services/functions have been RAG assessed to determine if any 'duty' would be compromised should the business plan proposal be adopted. These are all noted with an 'M' plus an explanation as to the RAG assessment. All 'non-mandatory' services/functions are noted as NM.

**Business Planning Efficiencies for  
Community and Enterprise Portfolio**

No	Specific 2016/17 Proposals	Type	16-17 PROPOSALS £m	16-17 MANDATORY duties	16-17 RISK status of ACCEPTABILITY and DELIVERABILITY	Categorisation of financial robustness	Explanation
<b>CUSTOMER SERVICES</b>							
1	Close the personal answering service for main switchboard telephone calls	Structural Review	0.065	NM		1	Full year effect of 15/16 saving
4	Review of Fees and Charges for Registration Service	Income Generation	0.010	NM		1	Increased fees for weddings
5	Telephone Contact Centre savings	Structural Review	0.100	NM		2	Range of options under consideration to deliver savings - part year effect
7	Customer Services Team Restructure	Service Efficiency	0.014	NM		1	Reduction in team costs
8	Review of Flintshire Connects budgets	Service Efficiency	0.040	NM		1	Reduction in office costs
<b>Total Customer Services</b>			<b>0.229</b>				
<b>HOUSING REGENERATION</b>							
1	Energy Efficiency Framework	Income Generation	0.050	NM		2	Charge partners for use of council's framework
2	Housing Regen and Strategy further Capitalisation	Service Efficiency	0.030	NM		1	Capitalisation of staff costs
3	SHARP Framework	Income Generation	0.020	NM		1	Charge partners for use of council's framework
<b>Total Housing Strategy</b>			<b>0.100</b>				
<b>COMMUNITY SUPPORT SERVICES</b>							
1	Welfare Rights Team Review	Structural Review	0.048	NM		2	Consider model of service delivery to safeguard provision of welfare rights service and deliver savings
3	Community Support Services - Management Restructure	Structural Review	0.012	NM		1	Full year effect of reduction of 1 Manager post
4	Community Centres	Income Generation	0.048	NM		1	Charge Housing Revenue Account for usage
5	Community Based Accommodation Support Service	Structural Review	0.062	NM		1	Reduction of 3 posts over 2 years through voluntary redundancy and vacancy management. Service supplemented by volunteers providing good neighbour service
6	Increased use of leased properties to reduce B&B expenditure	service efficiency	0.060	M This proposal does not compromise our mandatory duty to support people who are homeless		1	Maximising Housing Benefit income through property leasing. Reduce B&B expenditure
7	Response Service for Older People	service efficiency	0.020	NM		2	Alternative model for out of hours response service
10	Bed & Breakfast Charging	Income Generation	0.005	M This proposal does not compromise our mandatory duty to support people who are homeless		1	Year 2 of charging to partially offset service cost
11	Supporting People restructure	Structural Review	0.015	NM		1	Reduce staff costs to reflect grant reductions
12	Galw Gofal Contract Fees	Service Efficiency	0.030	NM		1	Reduction in fee paid to Galw Gofal
14	Review of Financial Assessments	Structural Review	-	-		2	Joined up financial assessment service to deliver improved customer experience. 1 post saved
<b>Total Community Support Services</b>			<b>0.300</b>				
<b>REVENUES AND BENEFITS</b>							
1	e billing / administration / budget costs	Service Efficiency	0.039	M This proposal does not compromise our mandatory duty to administer or collect local taxes		2	Saving in admin costs as more people receive e bills together with proposals to reduce revenue budget in specific budget lines
3	Staff restructure to match staff costs to Department of Works and Pensions grant for benefits	Structural Review	0.100	M This proposal does not compromise our mandatory duty to administer Housing Benefit		1	Reduction in posts could pose a financial risk through potential subsidy loss. There is also a further financial risk due to an ever decreasing subsidy administration grant from DWP
4	In-house bailiff service	Income Generation	0.060	NM		1	Income target already agreed by Cabinet - summer '14. Second year of trading should produce additional surplus as stated, especially with potential joint working with other local authorities
11	200% charge on long term empty properties	Income Generation	-	-		2	Utilisation of new powers for empty and second homes
12	Cessation of NNDR charitable reliefs	Service Efficiency	-	-		2	Reduction in scale of support provided with enhanced hardship fund
13	Fraud expenditure budget reduction	Service Efficiency	0.045	NM		1	Service outsourced. Budget saving identified
14	Council Tax Reduction Scheme	Service Efficiency	0.329	M This proposal does not compromise our mandatory duty to provide people with support for a Council Tax reduction		2	Match budget to recent spend. Liable to in year risk
<b>Total Revenues and Benefits</b>			<b>0.573</b>				
<b>BUSINESS DEVELOPMENT</b>							
2	Supplies and Services reduction	Service Efficiency	0.003	NM		1	Admin cost saving
3	Business Development Restructure	Structural Review	0.020	NM		1	Service restructure
<b>Total Business Development</b>			<b>0.023</b>				
<b>SUPPORT SERVICES</b>							
1	Reduction in Training Admin	Structural Review	0.010	NM		1	Service restructure
<b>Total Support Services</b>			<b>0.010</b>				
<b>REGENERATION (PLACES)</b>							
1	Reduction in scale of service	Structural Review	0.045	NM		2	Service restructure
4	Reduce community environmental projects	Voluntary Sector	0.009	NM		1	Reduced budget for third sector commissioning of environmental projects
5	Earned Income recharge of management costs to Regeneration Projects	Service Efficiency	0.012	NM		1	Capitalise or recharge staff costs to project income
<b>Total Regeneration (Places)</b>			<b>0.066</b>				
<b>SENIOR MANAGEMENT RESTRUCTURE</b>							
1	Reduction in scale of service	Structural Review	0.055	NM		1	Full year effect of management restructure
3	20% Recharge of Wardens Service to HRA	Service Efficiency	0.153	NM		2	Charging for Housing Management Service carried out by support staff
<b>Total Senior Management Restructure</b>			<b>0.208</b>				
<b>TOTAL COMMUNITY AND ENTERPRISE</b>			<b>1.509</b>				

<b>Community &amp; Enterprise</b>	
<b>Total value of Business Plan proposals</b>	<b>1.509</b>

CATEGORISATION KEY	Total 16-17
1 = Fully Costed and Safe - Very detailed costings/modelling undertaken and the accuracy can be relied upon not to change significantly	0.725
2= Reasonably costed will need refining - The level of detail behind the costings/modelling is reasonable although further work will be required to ensure robustness and to deal with any changes in circumstances e.g. market conditions.	0.784
3= High level costing requires detailed further modelling - The figures are included at a high level with uncertainty around some of the significant detail e.g. further work required to develop a specific proposal such as rationalising services/building	0.000

1.509