

**CABINET**

<b>Date of Meeting</b>	Tuesday, 19 January 2016
<b>Report Subject</b>	Council Fund Revenue Budget 2016/17
<b>Cabinet Member</b>	Leader and Cabinet Member for Finance
<b>Report Authors</b>	Chief Executive and Corporate Finance Manager
<b>Type of Report</b>	Strategic

**EXECUTIVE SUMMARY**

This report presents the Council Fund Revenue Budget for the 2016/17 financial year for adoption by Cabinet and recommendation to Council.

Work on the budget is not yet complete. This is due to a combination of (1) the scale of the savings and efficiencies to be found given the challenge this unprecedented savings target poses and (2) the uncertainty over the national budget position and its impacts on the Council. Therefore, the budget is being presented to Cabinet in two stages over January and February prior to presentation, in a full and final form, to Council on 16 February 2016.

This first stage report presents the majority of the budget. The first phase the proposals contained within the first stage report (see Part B) have been examined and reviewed by the Overview and Scrutiny Committees throughout December 2015. The proposals are listed in the appendices, and individual fact sheets on each proposal will also be made available within January for reference. The second phase of proposals in this report are newly presented (see Part B).

The Provisional Local Government Settlement was announced by the Welsh Government on 9 December 2015. Whilst there is some uncertainty over a number of specific grants which fund individual services the announcement has sufficient detail for the scale of the funding 'gap' to be recalculated and for our budget proposals to be sized accordingly.

The on-going work to move to closing the budget, to be presented in final form in February, is summarised within this report. These further proposals will be examined by the respective Overview and Scrutiny Committees later in January 2016 prior to being formally presented to Cabinet for adoption.

The report at the end of part C presents a remaining budget gap of £1.598M having taken into account all budget proposals, both those pre-reported in December 2015, and those newly presented within this report. This gap rises to around £3.447M when taking into account new and emergent pressures which are listed and are under ongoing review. Should Cabinet approve the recommendations set out below then the ongoing work on the budget will be restricted to the activity described in Parts C and D of the report.

The report is set out in the following parts for the reader to navigate through the chronology of the budget and a complex set of budget proposals and considerations:-

Part A: Initial Forecasting of the Budget 'Gap' for 2015/16-2017/18 (1.01-1.03)

Part B: The Local Government Settlement, A Revised Forecast and the Budget Strategy for 2016/17 (1.04-1.20)

Part C: Plans for Closing the Budget (1.21-1.25)

Part D: Further Work to be Completed to Close the Budget (1.26-1.31)

Part E: Calculation of the Total Revenue Budget And Budget Requirement (1.32-1.36)

A list of tables within the report is set out below as a guide:-

Table 1: Service Business Plan Efficiency Proposal Targets 2016/17

Table 2: Corporate Financial Stewardship Proposal Targets 2016/17

Table 3: Impacts of the Settlement (as announced on 9 December)

Table 4: First Stage – Second Phase Proposals to Balance the Budget

Table 5: Summary of Proposals to Close the Budget Gap

Table 6: New and Emergent Pressures

## **RECOMMENDATIONS**

1. To adopt the first stage – first phase of budget proposals for the Council Fund Revenue Budget 2016/17 for recommendation to Council.
2. To adopt the first stage – second phase proposals for the Council Fund Revenue budget 2016/17 for referral to the respective Overview and Scrutiny Committees, and secondly to Cabinet and then final consideration by Cabinet in February
3. To endorse the strategy for the ongoing work to seek to close the remaining budget 'gap' and recommend a balanced annual budget to Cabinet in February.

## REPORT DETAILS

<b>1.00</b>	<b>Presenting the First Stage of the Council Fund Revenue Budget</b>
	<b>Part A: Initial Forecasting of the Budget 'gap' for 2015/16-2017/18</b>
1.01	In mid to late 2015 the Council published the new version of its Medium Term Financial Strategy (MTFS) in two parts: Part 1: <i>Forecasting the Challenge</i> and Part 2: <i>Meeting the Financial Challenge</i> . (attached as Appendices 1 and 2)
1.02	<p>As set out in <i>Forecasting the Challenge</i>, a cumulative real reduction in resources available to the Council of £52.8M was forecast for the three year period 2015/16 to 2017/18. As explained within the MTFS this gap is a consequence of the combined impacts of:-</p> <ul style="list-style-type: none"> <li>• reductions in the Revenue Support Grant from Welsh Government;</li> <li>• reductions in specific grants from Welsh Government;</li> <li>• no provision within the Local Government Settlement for pay and price inflation;</li> <li>• limited or no provision within the Local Government Settlement for nationally recognised demand-led or policy-led cost pressures in services; and</li> <li>• local service and corporate financing cost pressures.</li> </ul>
1.03	At the time of publishing the MTFS the predicted funding gap for Flintshire for 2016/17 was £20.8M. The biggest determinant of the actual size of this gap is the level of reduction in the Revenue Support Grant to be allocated to Flintshire by Welsh Government as part of the Local Government Settlement.
	<b>Part B: The Local Government Settlement, a Revised Forecast and the Budget Strategy for 2016/17</b>
1.04	The Provisional Local Government Settlement for 2016/17 was announced by Welsh Government on 9 December 2015. As reported to both Cabinet and the Corporate Resources Overview and Scrutiny Committee in December the impacts of the Settlement, which was an improved Settlement on the forecast position, would reduce the predicted gap for 2016/17 by £3.770M to £17.030M.
1.05	The initial proposals for the first stage of the draft budget reported to Cabinet in December 2015, and examined by the Overview and Scrutiny Committees throughout the month, presented corporate efficiencies of £5.0M, and service portfolio efficiencies of £7.755M, (Revised figure) together totalling £12.755M. Prior to the announcement of the Provisional Settlement the remaining gap stood at £8.045M. The remaining gap had been reduced by £3.770M, to £4.275M, as a result of the Settlement.
1.06	A separate report is included within the agenda for this Cabinet meeting which proposes a response to the Settlement. A presentational summary of the Settlement and its impacts on Flintshire is included at Appendix 3.

<b>Budget Strategy: Stage One – First Phase</b>															
1.07	The Council's Budget Strategy, as set out in <i>Meeting the Financial Challenge</i> , builds on the work done within 2015/16 to achieve sizeable organisational change to reduce costs with the aim of protecting local public services. Following the implementation of a new corporate operating model in 2014, and the introduction of new style business plans for the services within each of the new Chief Officer portfolios, the organisation has been reformed at some pace with all service portfolios working to a target of 30% reductions in net costs over three years (with the exception of schools and social services).														
1.08	This three year strategy has been underpinned by the principles of:- <ul style="list-style-type: none"> <li>• planning for the long-term as a whole organisation;</li> <li>• making decisions for local public services which are sustainable;</li> <li>• being ambitious and positive about change to better the organisation;</li> <li>• having a clear philosophy underpinned by social value; and</li> <li>• managing the transition from the current to the future with care.</li> </ul>														
1.09	The twin objectives of this major and sustained programme of change and cost reduction continue to be (1) maximising the financial efficiency of the organisation and better aligning our resources to priorities and (2) modernising the organisation to be lean, productive, efficient, resilient and high performing.														
1.10	For the 2016/17 budget the strategy set out in <i>Meeting the Financial Challenge</i> proposed a three part set of solutions under the headings of:- <ol style="list-style-type: none"> <li>1. Service Reform</li> <li>2. Corporate Finance Stewardship</li> <li>3. Working with Welsh Government</li> </ol>														
1.11	A set of service reform net cost budget reductions drawn from the portfolio business plans with a set of corporate financing cost reductions were drawn together in mid-2015 and then developed throughout the second half of the calendar year as the first contribution to the annual budget for 2016/17. These combined proposals were shared with service management teams, Group Leaders and Chairs and Vice-Chairs then all members of the Council informally, prior to formal presentation to the Overview and Scrutiny Committees, for examination and review, throughout December 2015.														
1.12	These proposals are summarised in Tables 1 and 2 below. <p><b>Table 1: Service Business Plan Efficiency Proposal Targets 2016/17</b></p> <table border="1"> <thead> <tr> <th><b>Portfolio</b></th> <th><b>£M</b></th> </tr> </thead> <tbody> <tr> <td><i>Planning and Environment</i></td> <td>0.413</td> </tr> <tr> <td><i>Streetscene and Transportation</i></td> <td>2.158</td> </tr> <tr> <td><i>Social Care</i></td> <td>0.838</td> </tr> <tr> <td><i>Education and Youth</i></td> <td>0.710</td> </tr> <tr> <td><i>Community and Enterprise</i></td> <td>1.509</td> </tr> <tr> <td><i>People and Resources</i></td> <td>0.250</td> </tr> </tbody> </table>	<b>Portfolio</b>	<b>£M</b>	<i>Planning and Environment</i>	0.413	<i>Streetscene and Transportation</i>	2.158	<i>Social Care</i>	0.838	<i>Education and Youth</i>	0.710	<i>Community and Enterprise</i>	1.509	<i>People and Resources</i>	0.250
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<i>Governance</i>	0.535
<i>Organisational Change</i>	1.272
<i>Chief Executive's</i>	0.070
<b>Total</b>	<b>7.755</b>

*Footnote 1: the detail of individual proposals is set out in Appendix 9*

*Footnote 2: the above figures are based on the finalised costed proposals. The total figure of £7.755M is a reduction of £0.471M on the figures reported previously.*

**Table 2: Corporate Financial Stewardship Proposal Targets 2016/17**

<b>Subject and Proposal</b>	<b>£M</b>
<i>Inflation Management: part absorption of inflation risk</i>	1.0
<i>Corporate Overheads: selective reduction in provisions</i>	1.0
<i>Schools Funding Formula: controlled schools investment</i>	2.5
<i>Local Income: new and increased charging</i>	0.5

*Footnote: the above figures are based on the finalised costed proposals*

1.13 The outcomes of the Overview and Scrutiny examination round of meetings are summarised in the presentation slides given to the Corporate Resources Overview and Scrutiny Committee at the close of this series of meetings (see Appendix 4). All members were invited to this final meeting. Few of the budget proposals were highlighted by the Committees for either clarification or further consideration. Those proposals which were highlighted were re-explained to the satisfaction of the Corporate Resources Overview and Scrutiny Committee at this closing meeting. Therefore, all proposals remain for recommendation and adoption noting that some carry risks of either complexity or time delay in their deliverability.

### **National Campaigning**

1.14 For the third part of the strategy Flintshire has engaged in intensive activity in making the case for local government prior to the announcement of the Provisional Local Government Settlement by Welsh Government. This was done through collective campaigning through the Welsh Local Government Association (WLGA), and separately as an individual council exposed to the risks of major reductions in its national funding. The campaigning was based on the coherent arguments made in *Meeting the Financial Challenge*. This campaigning work has proven to be effective with the Welsh Government announcing a better than expected financial settlement for local government. However, several principal issues on which local government and Flintshire campaigned remain unresolved (see the accompanying report on the Provisional Local Government Settlement).

### **Community Engagement**

1.15 For the 2015/16 budget the Council ran a public engagement exercise called *The Big Budget Conversation*. This exercise was largely internet and media based. For 2016/17 the Council built on the learning from this exercise and ran a new community engagement exercise under the heading of *This is Your Moment*. Whilst drawing on internet resources, and making use of the media, the exercise was broadened with seven public meetings being held across the County as the main method of explanation and engagement. A summary report of the community engagement exercise is attached at

	Appendix 5.												
1.16	The Council also drew in local stakeholders in its national campaigning work. A number of local stakeholders from the public, business and voluntary sectors, and from the schools community and Trade Union community, took an active part in making the case for local government and for Flintshire.												
	<b>Budget Strategy: Stage Two – Second Phase</b>												
1.17	As summarised in 1.03 the initial forecast budget ‘gap’ was £20.8M. If the first phase combined corporate budget proposals and service business plans budget proposals were approved, this gap, prior to taking into account the impacts of the Provisional Local Government Settlement, would be reduced to £8.045M based on the figures reported previously.												
1.18	To achieve a balanced budget for recommendation to Council two actions remain. Firstly, to take into full account the impacts of the Provisional Settlement on the assumption that although in draft form and open to consultation, the Final Settlement, to be announced in March 2016, will not worsen the position for Flintshire. Secondly, to identify and examine further options to close the remaining gap.												
1.19	As Table 3 illustrates the Provisional Settlement has had a positive effect in restoring income of £3.770M.  <b>Table 3: Impacts of the Settlement (as announced on 9 December 2015)</b>												
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1.20	The remaining gap (£8.045M) has been reduced by £3.770M, to £4.275M, as a result of the Settlement, before taking into account new and emergent pressures and any revisions to the detailed calculations for the budget proposals reported in December. The original forecast for pressures dates back to mid-2015. The reassessment of pressures, detailed at 1.24 below, will need to be taken into account in resizing the budget gap and in reaching a balanced budget. Additional pressures of a value of £1.849M have been												

	identified and are listed in table 6. Their cost, and the likelihood of the pressures materialising in year, are under review.
	<b>Part C: Plans for Closing the Budget</b>
1.21	A commitment has been made by Cabinet, the Chief Executive and the Chief Officers to aim to close the remaining gap through corporate financing solutions, as far as possible, and to avoid introducing new and late service cost reduction options which would be of concern to elected members and the public.
1.22	Table 4 sets out the second phase of proposals to close the remaining gap.  <b>Table 4: First Stage – Second Phase Proposals to Balance the Budget</b>
<b>A: Further Impacts of the Provisional Local Government Settlement</b>	
<b>Subject</b>	<b>Calculation and Risk Mitigation</b>
<i>Welsh Independent Living Grant (formerly Independent Living Fund)</i>	Late confirmation that the Grant has not been included in the core Settlement and will continue to be funded for a further year as a specific grant. The value of the potential loss of grant to Flintshire is £0.450M and was identified as a national pressure in the MTFS. The net value of this positive confirmation, following deduction of administration costs, is £0.412M.  <i>Acceptability Risk: none</i> <i>Workability Risk: none for 2016/17 noting that the grant is not guaranteed for future years</i>
	<b>£M</b>
	0.412
<b>Sub-Total: £0.412M</b>	
<b>B: Adjustment of Local Pressures</b>	
<b>Subject</b>	<b>Calculation and Risk Mitigation</b>
<i>Recalculation of Schools Based Cost Pressures (Education and Youth)</i>	Recalculation of schools based cost pressures following a detailed reassessment of pressures including pay and pensions based on current employment figures.  <i>Acceptability Risk: none</i> <i>Workability Risk: low as based on latest figures and funding is pass-ported to schools through a modernised and transparent schools funding formula.</i>
	<b>£M</b>
	0.350
<i>Reassessment of cost pressure for care support for transition from childhood to adulthood (Social Care)</i>	The cost pressure for meeting the costs of complex care packages for individuals in the care of the Authority and transitioning from childhood to adulthood, has been reassessed based on (1) the latest information on the individual assessments of need and (2) success in negotiations with Betsi Cadwaladar University Health Board over their funding contributions as a care
	0.451

	<p>partner (a £0.300M gain). The calculated case cost pressures are identified as a local pressure in the MTFS. The total value of the pressure was forecast to be £0.923M for 2016/17. The pressure can now be reduced to £0.472M.</p> <p><i>Acceptability Risk:</i> none  <i>Workability Risk:</i> low as based on latest case by case projections and funding agreements between the Council and Betsi Cadwaladar University Health Board.</p>	
<i>Employer Pension Contributions</i>	<p>The obligations upon the Council as an employer to fund the Clwyd Pension Fund are under continuous review. No more so than in a period of organisational change where (1) the workforce is being reduced in number through a combination of organisational re-design and employees choosing to leave through voluntary redundancy or retirement and (2) the impacts of change such as the Single Status Agreement are being worked through. Employer pension contributions are identified as a workforce pressure in the MTFS. The total value of the combined pensions pressures was forecast to be £5.655M for 2016/17. The pressure can now be reduced by £0.460M based on the latest review.</p> <p><i>Acceptability Risk:</i> none  <i>Workability Risk:</i> low as based on latest workforce number projections.</p>	0.460
<b>Sub-Total: £1.261M</b>		
<b>C: Corporate Financing Risk Management</b>		
<b>Subject</b>	<b>Calculation and Risk Mitigation</b>	<b>£M</b>
<i>Inflation Provision for 2015/16</i>	<p>The centrally held provision for meeting inflation costs has not been called upon in full, within 2015/16, as the Council has been able to either mitigate or absorb the costs within its base budgets allocated to services. There is also an underspend remaining for Non Standard Inflation (NSI) provided as part of a carry-forward from 2014/15. This is no longer required in the base. The provision can therefore be revised by £0.350 for a recalculation for 2016/17.</p> <p><i>Acceptability Risk:</i> none  <i>Workability Risk:</i> low as based on actual trends in inflation in costs as opposed to forecasts.</p>	0.350
<i>Price and Non Standard Inflation (NSI)</i>	<p>The Council holds a central provision for Non Standard Inflation (NSI) to cover fluctuations in energy, fuel and food (mainly</p>	0.654



	<p><i>Provision for 2016/17</i></p>	<p>schools catering) market prices. Full provision was made in the inflation forecasted figure within the MTFS to meet NSI cost pressures. Market intelligence suggests zero inflation or deflation in the fuel market, and reasonable levels of predictability for energy and food prices which may have peaked. Based on current inflation trends, and the organisational 'appetite' for absorbing inflation pressures in part, the provision can be removed.</p> <p>The Council has in the past met the forecast costs of specific service inflationary pressures in full. These costed pressures are also included in the forecast for Inflation Pressures included in the MTFS. Based on a similar assessment to that summarised above for NSI, the provision can be reduced by 50%.</p> <p>The combined value of these reductions in provision for inflation is £0.654M.</p> <p><i>Acceptability Risk:</i> low as based on a calculated risk assessment between the Chief Officer Team and the Finance Team  <i>Workability Risk:</i> medium as full provision for predicted inflation is no longer provided.</p>																												
		<b>Sub-Total: £1.004M</b>																												
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1.23	<p>The combined total of the initial proposals to close the remaining budget gap, as set out in Table 4 above, is £2.677M. Therefore, the remaining gap, before taking into account new and emergent pressures, is £1.598M, as shown in Table 5.</p> <p><b>Table 5: Summary of Proposals to Close the Budget Gap</b></p> <table border="1" data-bbox="320 1597 1385 2011"> <thead> <tr> <th>Source</th> <th>Calculation</th> <th>£M</th> </tr> </thead> <tbody> <tr> <td>MTFS</td> <td>Original Forecast Gap</td> <td>- 20.800</td> </tr> <tr> <td>Table 1</td> <td>Service Business Plans Proposals</td> <td>+7.755</td> </tr> <tr> <td>Table 2</td> <td>Corporate Financial Stewardship Proposals</td> <td>+5.000</td> </tr> <tr> <td>Table 3</td> <td>Impacts of the Settlement</td> <td>+3.770</td> </tr> <tr> <td>Table 4A</td> <td>Further Impacts of the Provisional Local Government Settlement</td> <td>+0.412</td> </tr> <tr> <td>Table 4B</td> <td>Adjustment of Local Pressures</td> <td>+1.261</td> </tr> <tr> <td>Table 4C</td> <td>Corporate Financing Risk Management</td> <td>+1.004</td> </tr> <tr> <td colspan="2" style="text-align: right;"><b>Remaining Gap Based on the Original Forecast:</b></td> <td><b>-£1.598M</b></td> </tr> </tbody> </table>			Source	Calculation	£M	MTFS	Original Forecast Gap	- 20.800	Table 1	Service Business Plans Proposals	+7.755	Table 2	Corporate Financial Stewardship Proposals	+5.000	Table 3	Impacts of the Settlement	+3.770	Table 4A	Further Impacts of the Provisional Local Government Settlement	+0.412	Table 4B	Adjustment of Local Pressures	+1.261	Table 4C	Corporate Financing Risk Management	+1.004	<b>Remaining Gap Based on the Original Forecast:</b>		<b>-£1.598M</b>
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1.24

The new and emergent pressures which have been identified over the winter months since the MTFs forecast, and which are currently under examination, are set out below. The cost calculation for each pressure, and the likelihood of each pressure materialising in-year and if so their impacts, are being assessed in detail. A full report will be made to Cabinet in February 2016 on the outcome of this work and the need for budget provision to be set aside to protect the Council from in-year pressures.

**Table 6: New and Emergent Pressures**

<b>Income Pressures</b>	<b>Detail</b>	<b>£M</b>
<i>Recycling Income</i>	Fall in income from the sale of recyclates (plastic, metals etc) due to an oversupply in the global recycling market.	0.419
<i>Sustainable Recycling Grant</i>	Reduction in the level of grant funding allocated to local authorities by Welsh Government for 2016/17 within the new Single Environment Grant in 2016/17.	0.276
<i>Animal Health &amp; DEFRA Grant</i>	Shortfall due to ending of a partnership with Wrexham County Borough Council.	0.044
<i>Leisure Income</i>	Lower than projected income levels achieved for the customer use of Deeside Ice Rink, Deeside Leisure Centre.	0.070
<i>Housing Benefit Subsidy</i>	Loss of subsidy claimable from Government for Housing Benefit paid out to claimants (this claim is still under review and the position may improve).	0.193
<b>Unachieved Efficiencies Carried Forward from 2015/16</b>		
<i>Workforce Efficiency Proposal</i>	Unable to achieve proposed annual leave 'buy back' and extended use of pool car schemes due to the workability of the schemes (the reduction of car use costs may be re-included in the 2016/17 draft budget).	0.200
<i>Review Model/Costs contract for Catering</i>	Efficiency deferred due to ongoing work to move to an Alternative Delivery Model (ADM) for the catering service (final business case to be presented in February	0.050

		2016).	
	<i>Regional Approach to Advocacy</i>	The regional tendering exercise did not deliver the level of projected financial savings in full.	0.048
	<i>Funding to Voluntary Sector (Social Care)</i>	Adjustment to the forecast efficiency following review of the portfolio of funded provider organisations.	0.138
	<i>Remittance Advice to Landlords</i>	Adjustment to original efficiency based on the workability of the scheme,	0.041
	<b>New Pressures</b>		
	<i>Procurement</i>	Increased cost of the Joint Procurement Service with Denbighshire County Council based on service needs to achieve procurement income targets and apportionment of costs with the partner council.	0.028
	<i>Matrix (Sub-regional contract for procuring agency workers)</i>	Reduction in costs savings per agency worker employed achieved through a more competitive procurement framework due to the lower levels of agency workers being taken on by the Council as an employer.	0.050
	<i>Animal Feed Control</i>	Pressure due to the funding transferring out of the Provisional Settlement for 2015/16.	0.022
	<b>Sub total</b>		<b>1.579</b>
	<b>Transitional Funding Adjustment 2015/16 Budget</b>		
	Funding from Reserves	As part of the 2015/16 budget strategy a temporary amount of £0.270m was utilised to balance the budget. This technical adjustment reverses the impact on the base budget for 2016/17.	0.270
	<b>Total</b>		<b>1.849</b>
1.25	Taking into account the new and emergent pressures the remaining budget gap therefore increases to £3.447M. However, the pressures included at this stage will be subject to review and challenge as part of the finalisation of the budget and any changes included in the final report in February 2016.		
	<b>D: Further Work to be Completed to Close the Budget</b>		

1.26	Work is ongoing to identify further budget reduction options in the areas of workforce costs, and the use of reserves and balances. The new and emergent pressures are also being reviewed in detail. The outcomes of this work will similarly be reported to Cabinet in February 2016.
	<b>Council Tax Income</b>
1.27	The MTF5 forecast was based on a working assumption that Council Tax would be increased in 2016/17 by 3%. As set out in the MTF5, explained in presentations in meetings within the Council, and tested with the public in the community engagement meetings, the Council can set an annual taxation rise up to a 5% maximum. The final taxation figure will need to be considered by Cabinet and then Council in February 2016.
1.28	Given the remaining budget gap, as set out in Table 5, and the outstanding work on the examination of new and emergent pressures, the level at which Council Tax will need to be set will require serious consideration. For planning purposes a rise of 5% will need to be built in to assumptions. The difference in value between a 3% Council Tax rise, and a 5% Council Tax rise, having deducted a provision to meet the additional benefits contributions to those eligible under the Council Tax Reduction Scheme (CTRS), would be £1.131M. A number of Welsh Councils are under a similar budget pressure and are considering a maximum annual Council Tax rise at 5%.
1.29	In setting its budget on 16 February the Council will need to decide the level of Council Tax increase it is going to make for 2016/17. The Council will meet again on 1 March to pass the formal resolution for levying the Council Tax once it has received the notification of the precepts from the town and community councils. Intelligence on the Final Local Government Settlement should become available in between the two meetings. Keeping the option open to set an annual rise of 5% will be important should the Council's financial position be worsened by any change to the Final Settlement which would have the effect of creating an additional financial pressure to be reconciled in setting the budget.
1.30	A full risk assessment of the final budget proposals will be presented to Cabinet and Council in February 2016. Risks that will require detailed consideration include:- <ul style="list-style-type: none"> <li>• the impacts of specific grant reductions;</li> <li>• mitigating inflationary impacts;</li> <li>• achieving income targets;</li> <li>• achievement of efficiencies on time and to financial target;</li> <li>• the capacity of the organisation to manage large scale and complex change programmes;</li> <li>• new and emergent pressures;</li> <li>• use and reliance on reserves and balances; and</li> <li>• the availability of limited remaining reserves to meet unforeseen pressures in-year.</li> </ul>
1.31	The Chief Finance Officer and Chief Executive will advise Cabinet and Council in February 2016 with their risk assessments in their formal statutory

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	<b>Part E: Calculation of the Total Revenue Budget And Budget Requirement</b>																																						
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1.32	<p>At this point in the budget planning there is a remaining budget gap on the recurring base budget of 3.447MM as detailed in the table below:</p> <p>Sections 1.33- 1.46 below set out further details and assumptions made:-</p> <table border="0"> <thead> <tr> <th style="text-align: left;"><b><u>Funding</u></b></th> <th style="text-align: right;"><b>£M</b></th> </tr> </thead> <tbody> <tr> <td>Aggregate External Funding (AEF)/RSG NNDR</td> <td style="text-align: right;">184.743</td> </tr> <tr> <td>Council Tax</td> <td style="text-align: right;">66.275</td> </tr> <tr> <td><b>SSA/Budget Requirement</b></td> <td style="text-align: right;"><b>251.018</b></td> </tr> <tr> <td>Specific Grants (Estimated)</td> <td style="text-align: right;">34.159</td> </tr> <tr> <td><b>Total Funding</b></td> <td style="text-align: right;"><b>285.177</b></td> </tr> <tr> <td colspan="2"> </td> </tr> <tr> <th style="text-align: left;"><b><u>Expenditure</u></b></th> <th></th> </tr> <tr> <td>Base Budget Rolled Forward</td> <td style="text-align: right;">287.605</td> </tr> <tr> <td>Prior Yr Budget Decisions Recurring (Appendix 6)</td> <td style="text-align: right;">8.845</td> </tr> <tr> <td>Prior Yr Budget Decisions One off dropping out (Appendix 6)</td> <td style="text-align: right;">(0.730)</td> </tr> <tr> <td>Inflation (Appendix 7)</td> <td style="text-align: right;">2.193</td> </tr> <tr> <td>Pressures &amp; Investments Recurring (Appendix 8)</td> <td style="text-align: right;">1.964</td> </tr> <tr> <td>Efficiencies - Business Planning (Appendix 9)</td> <td style="text-align: right;">(7.755)</td> </tr> <tr> <td>Efficiencies - Corporate Finance (Appendix 10)</td> <td style="text-align: right;">(2.510)</td> </tr> <tr> <td>Less Specific Grants 2015/16</td> <td style="text-align: right;">(35.147)</td> </tr> <tr> <td>Plus Specific Grants 2016/17 (Estimated Appendix 11)</td> <td style="text-align: right;">34.159</td> </tr> <tr> <td><b>Total Expenditure</b></td> <td style="text-align: right;"><b>288.624</b></td> </tr> <tr> <td><b>Shortfall</b></td> <td style="text-align: right;"><b>3.447</b></td> </tr> </tbody> </table>	<b><u>Funding</u></b>	<b>£M</b>	Aggregate External Funding (AEF)/RSG NNDR	184.743	Council Tax	66.275	<b>SSA/Budget Requirement</b>	<b>251.018</b>	Specific Grants (Estimated)	34.159	<b>Total Funding</b>	<b>285.177</b>	 		<b><u>Expenditure</u></b>		Base Budget Rolled Forward	287.605	Prior Yr Budget Decisions Recurring (Appendix 6)	8.845	Prior Yr Budget Decisions One off dropping out (Appendix 6)	(0.730)	Inflation (Appendix 7)	2.193	Pressures & Investments Recurring (Appendix 8)	1.964	Efficiencies - Business Planning (Appendix 9)	(7.755)	Efficiencies - Corporate Finance (Appendix 10)	(2.510)	Less Specific Grants 2015/16	(35.147)	Plus Specific Grants 2016/17 (Estimated Appendix 11)	34.159	<b>Total Expenditure</b>	<b>288.624</b>	<b>Shortfall</b>	<b>3.447</b>
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1.33	Total resources of £285.177M include funding from Revenue Support Grant (RSG), National Non Domestic Rates (NNDR), Council Tax and Specific Grants. The provisional settlement confirmed that the former unhypothecated Outcome Agreement Grant would cease in 2016/17, although there is no financial impact on the overall budget as it has transferred into the Settlement at the same value (£1.479m).
1.34	Currently, the amount to be raised from Council Tax is assumed as an increase in the Band D Council Rate of 3.0% (excluding Police and Town/Community Council precepts) and a 99% collection rate. This equates to an increase of £30.76 on 2015/16 and a Band D rate of £1,056.03. At 3%, this assumption is at the lower end based on the Council's local taxation policy set out in the Medium Term Financial Strategy and, as such, will need to be one of the factors to be reviewed in closing the remaining budget gap (see part D)
1.35	A 3.0% increase in the Band D Rate results in a Budget Requirement of £251.018m.
1.36	As the Council's proposed increase in the Band D rate differs from that assumed by Welsh Government when calculating Flintshire's Standard Spending Assessment (SSA), the budget requirement is £2.713M below its calculated SSA of £253.731m as notified in the Provisional Settlement. The specific grants figure of £34.159M is provisional, with the Welsh Government yet to advise of the 2016/17 level for a number of grants. However, in line with the Council's MTFS, expenditure levels need to be managed within the final figures announced by the Welsh Government. Appendix 11 details the information received from Welsh Government to date.
	<b>Expenditure</b>
1.37	<i>Previous Year Growth / Items Dropping Out</i> Each year indicative amounts for previous year's pressures and investments and efficiencies are included in the budget for the following two years. In the current budget the net effects of the changes agreed in 2014/15 and 2015/16 equate to a net increase of £8.845m for recurring items and a reduction of £0.730m in relation to one-off items of expenditure as detailed in Appendix 6. These amounts have been reviewed as part of the 2016/17 budget and where appropriate an adjustment made to reflect the current position.
1.38	<i>Pay and Price Inflation</i> Inflation of £2.193m is shown in detail in Appendix 7
1.39	The proposals at this stage assume a 1% increase on pay from April 2016, although the outcome of national negotiations has yet to be agreed.
1.40	Price inflation of £0.573m has been included in the draft proposals for some targeted service areas following a detailed assessment.
1.41	Based on market intelligence and recent spend history there is no above

	standard inflation allocation required for 2016/17.
1.42	Income inflation amounting to £0.185M has been assumed on the yield from existing fees and charges.
1.43	The inflation figures referred to above exclude inflation on specific grant income and related expenditure as the specific grant figures are indicative only at this stage. Adjustments will be applied when the figures are confirmed by the Welsh Government but this will be cost neutral to the Council.
1.44	There were no transfers in to the Settlement in relation to former Specific Grants.
1.45	Appendix 8 sets out the recurring pressures and investment of £1.964M included in the 2016/17 budget over and above the impact of previous year decisions and includes the new and emergent pressures that will be subject to further review.
1.46	Information on the efficiency proposals are detailed in Appendix 9 with an amount of £7.755M arising from the portfolio Business Plans and £2.510M arising from the Corporate Financing options.
	<b>Schools Budget</b>
1.47	Under the School Funding (Wales) Regulations 2010, local authorities are required to notify Welsh Government of the proposed budget for schools for the forthcoming year by 14th February each year. The First Minister has indicated his commitment to protect schools funding in 2015/16 by 1% above the change in the overall Welsh Government budget. For 2016/17 this equates to 1.85%. It should be noted that the protection expectation is relative to Welsh Government's funding from the UK Treasury and not the level of Individual Council settlements from Welsh Government.
1.48	The current budget proposals meet the First Minister's expectation of protecting schools, although the Council will continue to review investment in schools, particularly for inflationary pressures. The Council is also committed to increasing the amount of the school budget delegated to schools progressively. This is within the strategic framework which embraces the school modernisation programme, numbers of children in school (demographic change) and investment through the 21st Century Schools Programme.
1.49	The Welsh Government has indicated that in line with ongoing plans to streamline the education grants regime the Education Improvement Grant (EIG) will transfer into RSG in 2016/17, the formula basis of distribution of this grant through RSG has yet to be announced. Welsh Government have indicated that it is likely that the funding for EIG will be reduced but the amount of this reduction is not known at this time.
1.50	Based on recent intelligence on Post 16 funding levels we are anticipating a flat line budget in 2016/17. However, it should be noted that as post 16 provision in certain schools will cease in September 2016 when the new post 16 hub opens at Coleg Cambria the total funding Flintshire receives will

	be reduced.
1.51	Welsh Government have announced an increase of £100 per pupil eligible for Pupil Deprivation Grant (PDG). Based on the number of pupils eligible for Free School Meals this equates to an increase in funding of £0.275M in 2016/17. The total increase in funding for schools in Flintshire for PDG in 2016/17 arising from the per pupil increase and due to the overall increase in pupils eligible for Free School Meals is £0.477M (18%).
	<b>Equality Impact Assessment</b>
1.52	The Council has an obligation to assess the potential equalities impact of its budget proposals to ensure that there is no discrimination or disadvantage to either service users or employees. The Council has included consideration of any equalities impacts within its risk assessment process for the budget proposals. Reference to the risk assessments is made in the factsheets which provide detail behind each budget proposal.
	<b>EARMARKED AND UNEARMARKED RESERVES</b>
	<b>Base Level of Unearmarked Reserves</b>
1.53	The Council's Medium Term Financial Strategy confirms the Council's commitment to maintaining a base level of reserves of 2% of turnover. The current base level of reserves is £5.769m as reported in the monthly budget monitoring reports. Despite the fact that funding has reduced in 2016/17 over 2015/16 it is proposed that un-earmarked reserves are maintained at the same level for 2016/17 which will provide an additional safeguard in the current uncertain financial climate.
	<b>Contingency Reserve</b>
1.54	When the 2015/16 budget was set the Contingency Reserve was estimated to be £3.955M at 31 March 2015. As a result of the net underspend reported in the final outturn for 2014/15 the actual amount in the Contingency Reserve at the year-end was £4.746mm.
1.55	The 2015/16 Month 7 Budget Monitoring report which is also on this agenda, shows an estimated balance of £4.923mm in the contingency reserve as at 31 March 2016, although there are two specific recommendations in the report which if approved will reduce the amount to £4.023M.
1.56	Whilst the base level of reserves is a known sum which is set aside, the level of contingency reserve is based on the current estimate and is subject to change at the end of the financial year.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The resource implications of the budget position are significant. These are explained within this report, previous reports, and the MTFS.



<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Consultations have been undertaken internally with elected members, senior officers and their service teams, and Trade Unions. Consultations have been undertaken externally via the publication and distribution of the MTFs, and with the public as set out in the report and in the appendices.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	The national reductions in funding for local government pose the greatest risk to the governance, performance and sustainability of the Council since the previous reorganisation in the mid-1990s. This risk is being mitigated through a twofold approach. Firstly, the Council continuing to streamline and innovate. Secondly, by working with Welsh Government to seek some support and relief from budget reductions based on a reasoned case. This twofold approach is set out in the Part 2 of the MTFs <i>Meeting the Challenge</i> .
4.02	The risks posed to the plans to change and innovate within specific services are managed through assessing the risks and impacts of change as part of framing options and making decisions. Effective programme management arrangements are in place to oversee the implementation of the Chief Officer portfolio business plans and to manage these risks in close detail, with reports being made to Cabinet and Overview and Scrutiny at key stages of decision-taking and, later, performance reporting and evaluation.

<b>5.00</b>	<b>APPENDICES</b>
5.01	<p><b>Set One: General Background</b></p> <p>Appendix 1: Draft Medium Term Financial Strategy 2015-2018 Part 2: <i>Meeting the Challenge</i></p> <p>Appendix 2: Published Medium Term Financial Strategy 2015-2018 Part 1: <i>Forecasting the Challenge</i></p> <p>Appendix 3: Summary of the Provisional Local Government Settlement 2016/17 as presented to Cabinet in December 2015</p> <p>Appendix 4: The presentation materials for the Corporate Resources Overview and Scrutiny Committee which met at the close of the examination round of the first stage budget proposals in late December</p> <p>Appendix 5: Report of the Community Engagement Activity November-December 2015</p>
5.02	<p><b>Set Two: Detailed Budget Financial Appendices</b></p> <p>Appendix 6: Prior Year Budget Decisions</p> <p>Appendix 7: Inflation</p> <p>Appendix 8: Pressures and Investments</p> <p>Appendix 9: Business Plan Efficiency Proposal Spreadsheets (in support of Table 1 of the report)</p> <p>Appendix 10: Efficiencies Corporate Financing</p> <p>Appendix 11: Specific Grants</p>

6.00	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<ol style="list-style-type: none"> <li>1. The agendas, minutes and presentation materials from previous Cabinet and Overview and Scrutiny Committee meetings from mid-2015 onwards (all available on <a href="http://www.flintshire.gov.uk">www.flintshire.gov.uk</a>)</li> <li>2. The separate report on the Provisional Local Government Settlement also on the Cabinet agenda for 19.01.16 (available on <a href="http://www.flintshire.gov.uk">www.flintshire.gov.uk</a>)</li> <li>3. The Provisional Local Government Settlement 2016/17 <a href="http://gov.wales/about/cabinet/cabinetstatements/2015/lgsettlement1617/?lang=en">http://gov.wales/about/cabinet/cabinetstatements/2015/lgsettlement1617/?lang=en</a></li> </ol>

7.00	<b>GLOSSARY OF TERMS</b>
	<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> <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> <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> <p><b>Aggregate External Finance (AEF):</b> the total amount of support the Welsh Government provides to councils each year. The total is made up of Revenue Support Grant (see below), a share of the national 'pool' of National Non-Domestic Rates (see below) and a number specific grant where funds are provided for councils to spend on specified services to achieve pre-set outcomes for example in education or waste collection.</p> <p><b>Local Government Funding Formula:</b> the system through which the annual funding needs of each council is assessed at a national level, and from which each council's annual AEF (see above) is derived. The formula is very complex. In summary, using information such as statistics on local population change and deprivation, the formula sets a guide for each council's funding needs called the Standard Spending Assessment (SSA).</p> <p><b>Revenue Support Grant:</b> the annual amount of money the Council receives from Welsh Government to fund what it does alongside the Council Tax and other income the Council raises locally. Councils can decide how to use this grant across services although their freedom to allocate according to local</p>

choice can be limited by guidelines set by Government.

**National Non-Domestic Rates:** the business equivalent of the Council Tax where companies pay a property based tax for local services. Each council as the local collection authority collects the tax from companies, pays it into a national 'pool', and then receives a share back as part of its Annual Settlement (see above).