

# Public Document Pack



Contact Officer:  
Maureen Potter 01352 702322  
maureen.potter@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

22 September 2016

Dear Councillor

You are invited to attend a meeting of the Corporate Resources Overview & Scrutiny Committee which will be held at 10.00 am on Wednesday, 28th September, 2016 in the Council Chamber, County Hall, Mold CH7 6NA to consider the following items

**Please note: All Members and Co-opted members are invited to attend the meeting.**

## 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 2017/18 STAGE ONE (Pages 3 - 28)

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

**Purpose:** To enable the Committee to consider and comment on the Stage 1 of the Budget for 2017/18 report, based on the Portfolio Business Plans, which was approved by Cabinet at its meeting on Tuesday 20th September 2016. All of the Overview & Scrutiny committees received presentations on the proposals during the Summer. This meeting, which is open to all Members gives an opportunity to all Members of the Council to comment on the final proposals before they are submitted to the Council. A verbal update on the discussions which took place at Cabinet will be provided at the start of the meeting.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Peter Evans', with a long horizontal stroke extending to the right.

Peter Evans  
Democracy & Governance Manager



## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	28 <sup>TH</sup> September 2016
<b>Report Subject</b>	Council Fund Revenue Budget 2017/18 Stage One
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance
<b>Report Author</b>	Chief Executive and Corporate Finance Manager
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

This report was previously considered and approved by the Cabinet at its meeting on 20<sup>th</sup> September. A verbal update on the Cabinet's considerations will be given at the meeting.

The Cabinet reviewed and re-adopted the three part strategy for Medium Term Financial Planning for the period 2016/17-2018/19 in April this year. This was the first step in planning the annual Council Fund Revenue Budget for the 2017/18 financial year and how the then forecast gap of £13.7M might be bridged.

The forecast 'gap' between predicted income levels and the projected expenditure requirement reported in July 2016 stood at £14.4M (an increase of £0.7M) on the April forecast.

The Cabinet has developed a set of service portfolio business plans. These plans had been reviewed extensively by Cabinet Members and Chief Officers and their teams with the annualised efficiency proposals becoming the basis for recommendations for the annual budget. The proposals for budget efficiencies and income charging within the business plans for 2017/18 were reported in full to the Overview and Scrutiny Committees throughout the June/July meeting cycle. The Committees were invited to review the proposals, their acceptability and workability, and their risks. The higher profile and more controversial service planning options, such as schools funding and waste services, had already been the subject of detailed reports to the respective Overview and Scrutiny Committees as part of the business planning process.

The Overview and Scrutiny Committees were supportive of the efficiency and charging proposals overall. The cumulative total of the proposals is estimated to be £5.921M.

The Overview and Scrutiny Committees also received presentations on an assessment of the efficiency and resilience status of the services within their respective portfolios. These assessments reviewed the efficiency of each service, the extent to which each service offers value for money, and the resilience of each service to withstand its cost pressures, demands and obligations. These assessments demonstrated the limited options which remain for achieving further efficiencies of scale without having to reduce services to unacceptable levels of provision or running the risk of service failure.

This report re-presents the service portfolio business plan proposals for 2017/18 for formal recommendation to the Council as the first stage of the Council Fund Budget. The review of the portfolio business plans is the first of the three part strategy for Medium Term Financial Planning:-

- Service reform
- Corporate financial stewardship
- Working with Welsh Government

The report also summarises the ongoing review of the corporate financing options. Corporate financing is the second part of the strategy for Medium Term Financial Planning.

The report concludes with an update on national work around the funding formula and the local government financial settlement. National funding is the third part of the strategy for Medium Term Financial Planning.

The following tables are included within the report:-

Table 1 – Financial Forecast 2017/18 – 2018/19

Table 2 – Service Portfolio Business Plan Projections 2017/18

## RECOMMENDATIONS

1	The committee considers and comments on the report approved by the Cabinet which formally recommends the service portfolio efficiency proposals listed in the appendices for adoption by Council as stage one of setting the Council Fund Revenue Budget for 2017/18.
2	The committee notes the ongoing work on reviewing corporate financing options, and the national activity around the funding formula and Local Government Settlement.

## REPORT DETAILS

<b>1.00</b>	<b>Financial Planning</b>
1.01	The Council has a three year Medium Term Financial Strategy (MTFS) for the period 2015/16-2017/18. Whilst an updated version of the MTFS is being developed for the period 2016/17-2018/19 the Cabinet re-adopted, in April, the three part approach for financial planning set out within the MTFS. This was the

	first step in planning the annual Council Fund Revenue Budget for 2017/18 and how the then forecast gap of £13.7M might be bridged.																																				
	<b>The Financial Forecast</b>																																				
1.02	<p>The original forecast for the 2017/18 financial year, the third and final year of the current MTFS, set a likely 'gap' between the total spending requirement, and anticipated income, of £13.7M. This forecast was updated and reported to the Overview and Scrutiny Committees in July 2016 set out in Table 1 below. The forecast is under continuous review and will be updated for reporting in October/November following:-</p> <ul style="list-style-type: none"> <li>• announcement of the Provisional Local Government Settlement (which is due for publication in mid-October 2016 according to recent Ministerial confirmation);</li> <li>• all cost pressures built into the MTFS having been reassessed and re-profiled; and</li> <li>• the assessment of the impacts of national interest rate trends, investment market developments and inflation having been completed.</li> </ul> <p>An initial forecast has been included for the 2018/19 financial year to provide a three year picture. The 2018/19 forecast will be similarly updated.</p>																																				
1.03	The working forecast for 2017/18-2018/19 is shown in Table 1 below.																																				
1.04	<p><b>Table 1: Financial Forecast 2017/18-2018/19</b></p> <table border="1"> <thead> <tr> <th></th> <th>2017/18</th> <th>2018/19</th> </tr> <tr> <th><b>Expenditure</b></th> <th><b>£m</b></th> <th><b>£m</b></th> </tr> </thead> <tbody> <tr> <td>National Pressures</td> <td>0.7</td> <td>0.3</td> </tr> <tr> <td>Local Pressures</td> <td>6.2</td> <td>1.6</td> </tr> <tr> <td>Inflation</td> <td>3.1</td> <td>3.2</td> </tr> <tr> <td>Workforce Pressures</td> <td>4.1</td> <td>0.7</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <th><b>Income</b></th> <td></td> <td></td> </tr> <tr> <td>Reduction in Revenue Support Grant</td> <td>2.8</td> <td>2.7</td> </tr> <tr> <td>Council Tax increase</td> <td>(2.5)</td> <td>(2.3)</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td>Projected Gap</td> <td>14.40</td> <td>6.20</td> </tr> </tbody> </table> <p><b>Footnotes to Table 1:</b></p> <ol style="list-style-type: none"> <li>1. Revenue Support Grant for 2017/18 and 2018/19 is modelled on an illustrative reduction of 1.5%</li> <li>2. National and local pressures are working estimates based on latest information. The latest revision includes initial estimates of the sizeable increase in care sector costs, and insurance costs</li> </ol>		2017/18	2018/19	<b>Expenditure</b>	<b>£m</b>	<b>£m</b>	National Pressures	0.7	0.3	Local Pressures	6.2	1.6	Inflation	3.1	3.2	Workforce Pressures	4.1	0.7				<b>Income</b>			Reduction in Revenue Support Grant	2.8	2.7	Council Tax increase	(2.5)	(2.3)				Projected Gap	14.40	6.20
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	<ol style="list-style-type: none"> <li>3. Pay inflation is assumed at 1% for 2017/18 and 2018/19. The full cost impacts of the implementation of the Living Wage are being assessed and profiled</li> <li>4. Limited provision is made for price inflation</li> <li>5. Workforce pressures include the ongoing impact of Single Status, Auto-enrolment, the Apprentice Tax Levy and the outcome of the Clwyd Pension Fund Actuarial Review</li> <li>6. Council Tax is illustrated at a 3% annual increase for 2017/18 and 2018/19</li> </ol>
	<b>Meeting the Financial Challenge</b>
1.05	<p>The Council has adopted an MTFs which is underpinned by a principled and risk based approach to solutions to the unprecedented level of budget savings to be found year on year. Flintshire, as a relatively low funded Council under the local government funding formula, and one with modest reserves and balances, has limited efficiency options remaining to find solutions without Welsh Government offering some reprieve from the scale of national funding reductions (for Revenue Support Grant and specific grants combined) first forecast. The Council adopted a three part strategy which has been re-adopted by Cabinet as the basis for planning the annual budget for 2017/18 and the financial years immediately thereafter:-</p> <ul style="list-style-type: none"> <li>• Service Reform;</li> <li>• Corporate Financial Stewardship; and</li> <li>• Working with Welsh Government.</li> </ul>
	<b>Portfolio Business Plans</b>
1.06	<p>The Cabinet has developed a set of service portfolio business plans for the period 2015/16-2017/18. These plans have been reviewed extensively by Cabinet members and Chief Officers and their teams with the annualised efficiency proposals becoming the basis for recommendations for the annual budget. The proposals for budget efficiencies and income charging within the business plans for 2017/18 were reported in full to the Overview and Scrutiny Committees throughout the June/July 2016 meeting cycle. The Committees were invited to review the proposals, their acceptability and their workability, and their risks. The higher profile and more controversial service planning options, such as schools funding and waste services, had already been the subject of detailed reports to the respective Overview and Scrutiny Committees as part of the business planning process. The portfolio efficiency proposals are listed in Appendix A.</p>
1.07	<p>The estimate of the total value of the full set of original efficiency options for 2017/18 first stood at £7.932M. Following the comprehensive review of the business plans, efficiency proposals remain at a total value of £5.921M. This figure has been reduced by:-</p> <ul style="list-style-type: none"> <li>• the removal of or change to options which were not considered to be acceptable and/or workable; and</li> <li>• the review and refinement of detailed cost estimates per proposal based on detailed planning and cost method calculations.</li> </ul>

1.08	<p><b>Table 2: Service Portfolio Business Plan Projections 2017/18</b></p> <table border="1" data-bbox="300 181 1313 936"> <thead> <tr> <th></th> <th>2016/17</th> <th>2017/18</th> </tr> <tr> <th>Portfolio</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Planning &amp; Environment</td> <td>0.413</td> <td>0.205</td> </tr> <tr> <td>Street-scene &amp; Transportation</td> <td>2.158</td> <td>1.350</td> </tr> <tr> <td>Social Care</td> <td>0.838</td> <td>0.690</td> </tr> <tr> <td>Education &amp; Youth</td> <td>0.710</td> <td>0.873</td> </tr> <tr> <td>Organisational Change</td> <td>1.272</td> <td>0.943</td> </tr> <tr> <td>Community &amp; Enterprise</td> <td>1.509</td> <td>0.807</td> </tr> <tr> <td>Corporate Services</td> <td>0.855</td> <td>0.903</td> </tr> <tr> <td>Central &amp; Corporate</td> <td>3.527</td> <td>0.150</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td><b>Total</b></td> <td><b>11.282</b></td> <td><b>5.921</b></td> </tr> </tbody> </table> <p><b>Footnotes to Table 2:</b></p> <ol style="list-style-type: none"> <li>1. 2016/17 column shows approved budgeted efficiencies</li> <li>2. These are subject to in year variation which will be reported as part of in year monitoring</li> <li>3. The projected efficiencies for 2017/18 are subject to ongoing review and refinement</li> </ol>		2016/17	2017/18	Portfolio	£m	£m	Planning & Environment	0.413	0.205	Street-scene & Transportation	2.158	1.350	Social Care	0.838	0.690	Education & Youth	0.710	0.873	Organisational Change	1.272	0.943	Community & Enterprise	1.509	0.807	Corporate Services	0.855	0.903	Central & Corporate	3.527	0.150				<b>Total</b>	<b>11.282</b>	<b>5.921</b>
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1.09	<p>The Overview and Scrutiny Committees were supportive of the efficiency and charging proposals overall and endorsed them as being acceptable and workable. A summary of the relevant Committees is attached as Appendix B.</p>																																				
1.10	<p>The Overview and Scrutiny Committees also received presentations on the assessment of the efficiency and resilience status of the services within their respective portfolios. These assessments reviewed the efficiency of each service, the extent to which each service offers value for money, and the resilience of each service to withstand its cost pressures, demands and duties. These assessments demonstrated the limited options which remain for achieving further efficiencies of scale without having to reduce services to unacceptable levels of provision or running the risk of service failure. A summary of the Red/Amber/Green (RAG) assessment of services is attached as Appendix C.</p>																																				
	<p><b>Corporate Financial Stewardship Options</b></p>																																				
1.11	<p>As the second part of the budget strategy work is ongoing to seek to offset or reduce cost pressures through corporate financial stewardship. Work is concentrated on the following. A report on the outcome of this work will be made to Cabinet in October 2016. Any reductions in the provision required for cost pressures will contribute to lowering the forecast budget 'gap':-</p> <ul style="list-style-type: none"> <li>• inflation;</li> <li>• pay inflation, and incremental pay progression provision;</li> </ul>																																				

	<ul style="list-style-type: none"> <li>• the outcomes of the of the triennial review of the Clwyd Pension Fund currently underway with the Fund Actuary, and the employer funding contributions required for future years;</li> <li>• provision within the Central Loans and Investment Account (CLIA) for capital financing charges including interest on debt and Minimum Revenue Provision for debt repayment and any income returns made from investments;</li> <li>• the use of reserves and balances;</li> <li>• detailed assessment of national and local cost pressures including latest intelligence on risks to the continuation of national specific grants to current levels of funding; and</li> <li>• the impacts of the 2016/17 projected out-turn for 2017/18 and future years.</li> </ul>
1.12	<p>Work is also underway on developing a corporate income policy covering all current and potential fees and charges and the levels at which they are set. External expertise has been commissioned to guide and inform this work with access to extensive information on charging policy and practice in other local authorities across the United Kingdom. The outcome of this work will be reported by December.</p>
	<p><b>National Work on the Settlement and Funding Formula</b></p>
1.13	<p>The Council is actively involved in national discussions over the Welsh Government Budget for 2017/18 including the Local Government Settlement, both as part of the Welsh Local Government Association and as an individual council. Key issues under debate for a new Welsh Government include:-</p> <ul style="list-style-type: none"> <li>• the need for medium term financial planning at national level;</li> <li>• sufficient and sustainable levels of Revenue Support Grant (RSG) and the option for the Welsh Government to set a zero-reduction or 'flat-line' RSG for 2017/18 at 2016/17 levels;</li> <li>• reform of specific grants and retention of sufficient current grant funding levels to maintain services;</li> <li>• relaxing charging levels for services including domiciliary care;</li> <li>• meeting cost pressures of national legislative and public demand in key services such as social care;</li> <li>• recognition of the workforce cost impacts of the Living Wage in both directly provided services and commissioned services; and</li> <li>• local retention of Non Domestic Rate Relief (NNDR) growth by the collecting authority. (Growth is defined as the annual inflation in the NNDR yield for existing businesses plus additional contributions from new or expanding businesses within a county).</li> </ul>
1.14	<p>There are high expectations that a new Welsh Government will adopt a sustainable strategy for the financing of the public sector. Early engagement between the Welsh Local Government Association and its member councils and the new Welsh</p>



	Government have been positive.
1.15	Flintshire, as a low funded council, continues to make the case that it is particularly exposed to the impacts of the significant annualised reductions in public sector funding to meet current and new cost burdens. The risks to Council performance posed by the financial position are being set out clearly to new Government Ministers and civil servants, the Welsh Local Government Association, and other national bodies including the Wales Audit Office.
<b>2.00</b>	<b>Council Fund Revenue Budget 2017-18</b>
2.01	By adopting the service portfolio efficiency proposals listed in the appendices for adoption the Cabinet is in effect recommending the first stage of setting the Council Fund Revenue Budget for 2017/18. A detailed timetable and process for completing the budget setting between October 2016 and February 2017 will follow. The ability to complete a balanced budget for recommendation to Council in February 2017 will depend on a combination of the scale of the feasible options for corporate financing solutions and the extent of financial support and relief offered by Welsh Government in the Provisional Local Government Settlement.

<b>3.00</b>	<b>RESOURCE IMPLICATIONS</b>
3.01	The financial resource implications are significant. The Medium Term Financial Strategy will continue to carry many risks. Careful risk assessment in planning and decision-making will continue to be a central feature of review and debate.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
4.01	Consultation with Group Leaders, Overview and Scrutiny Committees and external partners have been held to date in the development of the business plans, budget proposals and resilience assessments.

<b>5.00</b>	<b>RISK MANAGEMENT</b>
5.01	All parts of the financial forecast, and all budget solutions, are risk assessed stage by stage. An overall risk assessment and risk management statement will be produced both for the revised MTFs and the draft annual budget for 2017/18. Services have already been assessed against efficiency, value for money and resilience with the assessment being reported to the Overview and Scrutiny Committees throughout July 2016.
<b>6.00</b>	<b>APPENDICES</b>
6.01	Appendix A: Service Portfolio Efficiency Proposals 2017/18 Appendix B: Summary of Overview and Scrutiny Committee observations on the portfolio business plan efficiency proposals Appendix C: Summary of Red/Amber/Green resilience assessments of services

<b>7.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
7.01	<p><a href="#">Medium-Term-Financial-Strategy-Part-1</a>  <a href="#">Medium-Term-Financial-Strategy-Part-2-September-2015</a></p> <p><b>Contact Officers:</b> Colin Everett and Gary Ferguson  <b>Telephone:</b> 01352 702101  <b>E-mail:</b> <a href="mailto:gary.ferguson@flintshire.gov.uk">gary.ferguson@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<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>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 choice can be limited by guidelines set by Government.</p> <p><b>Specific Grants:</b> An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.</p> <p><b>Central Loan and Investment Account (CLIA):</b> brings together the revenue costs of all Council's borrowing and investment activity. Contains; interest on debt, MRP (see below), Treasury Management costs (staff, advisors, software etc, charges for debt rescheduling undertaken in earlier years and income generated from investments. Also referred to as Capital Financing Charges.</p> <p><b>Minimum Revenue Provision (MRP):</b> method for charging (debt-funded) capital expenditure to the revenue account in local authority accounts. Full Council sets an MRP policy annually selecting from a range of options contained with Welsh Regulations set by Welsh Government.</p> <p><b>Welsh Local Government Association:</b> the representative body for unitary councils, fire and rescue authorities and national parks authorities in Wales.</p>

**Summary of Business Planning Proposals and Options**

Category	1	2	3	Total	1	2	3	Total
Portfolio	2016/17 £m	2016/17 £m	2016/17 £m	2016/17 £m	2017/18 £m	2017/18 £m	2017/18 £m	2017/18 £m
Planning & Environment	0.262	0.151	0.000	0.413	0.125	0.080	0.000	0.205
Streetscene & Transportation	0.360	1.223	0.575	2.158	0.075	0.350	0.925	1.350
Social Care	0.272	0.366	0.200	0.838	0.000	0.340	0.350	0.690
Education & Youth	0.493	0.030	0.187	0.710	0.258	0.245	0.370	0.873
Organisational Change	0.728	0.544	0.000	1.272	0.498	0.445	0.000	0.943
Corporate Services	0.235	0.620	0.000	0.855	0.000	0.633	0.270	0.903
Community & Enterprise	0.725	0.784	0.000	1.509	0.197	0.610	0.000	0.807
Central & Corporate	2.027	0.500	1.000	3.527	0.000	0.150	0.000	0.150
<b>Total</b>	<b><u>5.102</u></b>	<b><u>4.218</u></b>	<b><u>1.962</u></b>	<b><u>11.282</u></b>	<b><u>1.153</u></b>	<b><u>2.853</u></b>	<b><u>1.915</u></b>	<b><u>5.921</u></b>

Page 11

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.

**Business Planning Efficiencies for Planning and Environment Portfolio**

Specific 2016/17 Proposals and 2017/18 Options	Type	16-17 PROPOSALS £m	16-17 MANDATORY duties	16-17 RISK status of ACCEPTABILITY and DELIVERABILITY	17-18 Outline OPTIONS £m	17-18 MANDATORY duties	17-18 RISK status of ACCEPTABILITY and DELIVERABILITY	Categorisation of financial robustness	Explanation
Staffing - management restructure	Structural Review	0.105	The mandatory duties to provide a planning service and regulatory services such as animal and pest control are not compromised by these efficiencies		0.125	The mandatory duties to provide a planning service is not compromised by this efficiency		1	Reduction of Team Leader posts within the Trading Standards and Building Control functions. These savings would ideally be delivered through collaboration although further options are being explored to deliver this saving. In 17/18 this relates to a reduction in Service Managers.
Staffing - service review	Structural Review	0.127			-	-	-	1	Over two years, the Service Review will result in a reduction of 9.5 posts below team leader level. Releasing vacancies and fulfilling early voluntary retirement requests in addition to bringing forward Alternative Delivery Model work within the drainage and energy areas will assist in achieving the savings proposal.
Self financing for Public Protection Services - Animal & Pest Control - Licencing Charging	Income Generation	0.050			0.030	The mandatory duties to provide these services is not compromised by this efficiency		2	Incremental fee increases over the three year period will ensure that the animal and pest control function can at least operate on a self-financing basis. Proposed fees reflect favourably against neighbouring authorities and the private sector.
Increase in planning fees (15% WG increase) and applications	Income Generation	0.101			0.015	The mandatory duties to provide these services is not compromised by this efficiency		2	Planning (Wales) Bill introduced a 15% increase from 01/10/15 on all planning application fees.
Increase in number of planning applications	Income Generation			0.035		2	Estimated increase in the volume of planning applications as the economy continues to recover.		
Additional elements of charging for Planning Work	Income Generation			-	-	-	2	Planning (Wales) Bill proposes to increase the types of activities for which a planning fee can be charged as described within the proposal. Estimate of saving is based on an analysis of volume of work currently undertaken in these areas.	
Pre planning advice	Structural Review / Service Efficiency			-	-	-	2	Planning (Wales) Bill will introduce the provision of mandatory pre-application services, clarify what the Local Planning Authority has to provide and set standard service charges across Wales.	
Reduce cost of newspaper advertising	Structural Review / Service Efficiency	0.010			-	-	-	1	Continue to review the requirement to place public notices within local newspapers for all of the Planning and Environment portfolio. Secondary legislation related to Planning (Wales) Bill suggests that this may become less onerous.
Savings from Development Management process improvements	Service Efficiency	0.020			-	-	-	1	Continue to undertake a full LEAN review of the Development Management process drawing on best practice and increased use of electronic delivery of the service.
<b>TOTAL</b>		<b>0.413</b>				<b>0.205</b>			
<b>CUMULATIVE</b>					<b>0.618</b>				

PLANNING & ENVIRONMENT	
Total value of Business Plan proposals	0.618

CATEGORISATION KEY	Count Number	Total 16-17	Total 17-18
1 = Fully Costed and Safe - Very detailed costings/modelling undertaken and the accuracy can be relied upon not to change significantly	4	0.262	0.125
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.	5	0.151	0.080
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.	0	0.000	0.000
<b>Total</b>		<b>0.413</b>	<b>0.205</b>

**Business Plan Efficiencies for Streetscene and Transportation Portfolio**

Specific 2016/17 Proposals and 2017/18 Options	Type	16-17 PROPOSALS £m	16-17 MANDATORY duties	16-17 RISK status of ACCEPTABILITY and DELIVERABILITY	17-18 Outline OPTIONS £m	17-18 MANDATORY duties	17-18 RISK status of ACCEPTABILITY and DELIVERABILITY	Categorisation of financial robustness	Explanation
Privatisation of entire front line Streetscene operational service OR Transfer all operational front line services to a mutual	ADM	-	-	-	0.400			3	Currently the service is provided predominantly in house. The proposal is to engage with an external partner to deliver all of the front line services on our behalf OR alternatively, an employee owned business will provide greater engagement, improve efficiency and reduce waste.
<b>Totals</b>		<b>0.000</b>			<b>0.400</b>				
Introduce an integrated transport unit	Structural Review	0.200	NM	Operating systems still to be confirmed		NM	Potential loss of service in Rural areas	2	County wide transport service includes - Public, Social care and Schools transport
Operational Changes linked to ITU					0.300	NM		2	Recommendations from JMP Report. Total savings of £600k by 2018/19.
Shared Specialist Plant with neighbouring authority	Collaboration	0.050	NM	No discussions taking place to facilitate		NM		2	The opportunity exists to share specialist plant, e.g. streetlighting equipment, traffic management equipment with another Council.
Staffing Structure following Organisation Design review	Structural Review	0.150	NM	New team delivering a huge change programme and day to day operations	0.075	NM		1	The recent OD review has brought together a number of services under the new Portfolio and the staff will be reviewed in order to reduce numbers and provide more generic roles operating to the new business plan.
Introduce non-generic streetscene roles (3 year plan)	Structural Review	0.115	NM	Concerns from TU's re the introduction of a two tier workforce	-	-	-	2	The Council introduced a generic Streetscene operative role in 2012. The new role requires the staff to work across the sections of Streetscene services in return for an increased salary. Whilst there are clear benefits in this arrangement, having operated this for a period of two years, it has become clear that a generic workforce across the overall service is unnecessary. The intention therefore is to replace any service leavers or new starters with non-generic (service specific) roles on lower salaries.
<b>Totals</b>		<b>0.515</b>			<b>0.375</b>				
Develop energy production at landfill	Income Generation	0.100	NM	1. Subject to Planning 2. Funding to be confirmed 3. Works need to be completed by April 2016 4. Changes to Feed Tariff payments announced by Chancellor may impact on scheme viability.	0.100	NM		3	The landfill sites at Brookhill and Standard currently produce energy through gas turbines. The gas supply is reducing resulting in capacity in the connection to the mains grid. With investment, it is intended to increase the level of energy produced by introducing PV panels to both landfill sites. The potential to extend the energy source to Alltarni depot opens the opportunity for utilising the energy to power the fleet (£1.7M INVESTMENT REQUIRED)
Rationalise Household Recycling Centres provision and provide the service through a performance based contract which would include bulky collections.	Service Reduction	0.250	NM	Subject to achieving necessary recycling levels and further review of site numbers	0.000	NM		3	The Council currently operates 7 Household Recycling Centre sites. The sites are operated utilising in-house labour. The proposal is: (1) to reduce the number of sites in the County to three, suggested locations to be decided based on optimising resident access to the sites  (2) contract the management of the sites based on an incentivised contract which will improve the recycling levels at the sites. The opportunity to tender the work to a Social Enterprise will be considered.
Introduce 7 day working and no Christmas collection catch up	Service Efficiency	0.050	NM	Public opposition to the proposals	-	-	-	2	Currently we collect waste over a six day period and the proposal is to extend that to seven days. The saving will be generated by the reduced number of vehicles within Waste.
Diagnostic proposals waste	Service Review	0.050	NM	Improving productivity - TU opposition to proposals	0.000	NM		1	Following the template of the Fleet Review we have engaged with a diagnostic partner to carry out a review of all operations within the waste service and make recommendation to improve efficiencies. Implementation of these changes will be on a no win/no
Suspend garden waste collections November to February	Service Reduction	0.025	NM	Public opposition to the proposals Reduced Recycling Levels	-	-	-	3	During this period there is a limited amount of garden waste material made. The proposal is to cease all garden waste material collections whilst maintaining the black bin collections.
Remove the existing policy of returning for missed bin waste collections	Service Reduction	0.075	NM	Public opposition to the proposals	-	-	-	3	The Council will not in future return to collect any containers not collected in the original visit to that area.
Review of Bulky Waste Collection	Service Reduction	0.025	NM	Public opposition to the proposals	-	-	-	2	Charging all residents / Contracting the service to Social Enterprise
Construction of a waste handling facility at Greenfield	Service Reduction	0.100	NM	1. Subject to planning 2. Funding still outstanding	0.050	NM		2	Waste handling facility will reduce fleet mileage and fuel costs.
Introduce enforcement of side waste	Income Generation	-	-	-	0.075			3	Enforcing side waste will reduce the level of residual waste and increase recycling waste
Car Parking Charges	Income Generation	0.200	NM	Full year effect of charges - Public opposition to the proposals	-	-	-	2	Revise the Councils Car Parking Strategy introducing parking charges to all town centre car parks in Flintshire
<b>Totals</b>		<b>0.875</b>			<b>0.225</b>				
Replace Demand Responsive Transport with non-subsidised service	Service Reduction	0.250	NM	Full year effect of 2015/16 proposal	-	-	-	2	Deeside Shuttle - Demand for the service has grown to the extent that a regular and potentially non-subsidised defined route can replace the existing arrangements. The savings would be generated by a reduction in back office staff costs. Full year effect
Charge maintenance of Bus Shelters to Community & Town Councils	Income Generation	0.025	NM	Part of CAT's	-	-	-	1	Discussions will commence with Town & Community Councils in respect of taking maintenance responsibility for shelters.
Review subsidised bus routes	Service Reduction	0.075	NM	Public opposition to the proposals	0.350	NM	Public opposition to the proposals	3	Remove current subsidised bus services and work with Town & Community Councils and the local community to deliver local community based travel arrangements
<b>Totals</b>		<b>0.350</b>			<b>0.350</b>				
Remove the subsidy for the Community Rail Officer	Service Reduction	0.010	NM	Regional partners concerns	-	-	-	1	FCC currently provides £10k towards the funding of the post

Specific 2016/17 Proposals and 2017/18 Options	Type	16-17 PROPOSALS £m	16-17 MANDATORY duties	16-17 RISK status of ACCEPTABILITY and DELIVERABILITY	17-18 Outline OPTIONS £m	17-18 MANDATORY duties	17-18 RISK status of ACCEPTABILITY and DELIVERABILITY	Categorisation of financial robustness	Explanation
Externalise the Stores Managed Service	Service Reduction	0.050	NM	Business case still to be developed	-	-	-	2	Align stores delivery to external provision or utilise Housing tender
Review operating arrangements and provision of Post 16 Transport	Service Reduction	-	-	Subject to the outcome of policy decisions from the Task & Finish Group	-	-	-	3	
Improve transportation arrangements through staggering School Hours	Service Reduction	-	-		-	-	-	3	
Review of the Travel arrangements for Music Service	Service Reduction	-	-		-	-	-	3	
Review of the transport arrangements for Faith Schools	Service Reduction	-	-		-	-	-	3	
<b>Totals</b>		<b>0.060</b>			<b>0.000</b>				

Externalise grass cutting service	Service Efficiency	0.025	NM	Contractor standards below in house and needs managing	-	-	-	1	The majority of area grass cutting is carried out by the in-house service with agency assistance to support existing staff. The operation requires a large amount of specialised plant and equipment which is not owned by the Council and hired at great expense. The intention is to incrementally tender the full function over a three year period - market testing against internal provision at each stage.
7 day operations across all service areas	Structural Review	0.025	NM	TU opposition to proposals	-	-	-	1	Following the Streetscene Review in 2012, Streetscene now operates a six day working week. The intention is to extend operations to Sunday which will require all staff to work some weekends during the year. The savings would be driven by reduction of vehicle fleet and plant.
Extend night working	Structural Review	0.025	NM	Pay enhancement needs reviewing	-	-	-	1	Streetscene introduced an evening shift in 2012. A small number of people work through the night (365 days a year) dealing with emergencies and small amounts of planned works. The proposal will see this level of work increase with operations such as gully emptying, town centre sweeping etc carried out during the evening and overnight period. The saving will be generated by reduction of plant and equipment.
Reduced Street Lighting Resource	Service Reduction	0.013	NM		-	-	-	2	The current standard of three days for the repair of every light, demands that a fixed level of resources is required by the service. By significantly reducing the standard for the majority of lights in the County whilst retaining it for those lights adjacent to vulnerable residents, e.g. sheltered homes - the number of staff required to operate the service and the number of vehicles can be reduced.
Remove second grass cut for highways verges	Service Reduction	0.020	NM		-	-	-	2	The current standard is to cut all highway verges twice a year. The proposal will be to reduce the standard to just once, retaining all cuts on visibility splays at the current frequency.
Final phase of public convenience review	Service Reduction	0.020	NM	Public opposition to the proposals	-	-	-	2	Implement final phase of the service review as previously approved by Cabinet.
Pass Maintenance Liability and Cleanliness of Cemeteries to Town & Community Councils	Service Reduction	0.050	NM	Part of CAT's proposal	0.000	NM	Part of CAT's proposal	3	The proposal is to pass all liability for the long term maintenance of cemeteries to Community Councils.
Reducing cleaning standard in the towns and enforce zero tolerance for littering	Service Reduction	0.000	NM	Subject to a reduction in littering	-	-	-	1	The Council currently has both CPE and Environmental Enforcement teams. Whilst numbers will reduce as part of the service review - this proposal would reduce or remove the service completely.
Diagnostic proposals Streetscene	Structural Review	0.050	NM	Productivity improvements - TU opposition to proposals	-	NM		1	Following the Fleet Review the proposal is to engage a diagnostic partner to carry out a review of the operations within the highway service and make recommendation to improve efficiencies. Implementation of these changes will be on a no win / no fee basis.
Probation Service to take on Litter Collections in some areas	Service Reduction	0.100		TU opposition to proposals	0.000			2	Currently all cleaning operations are carried out by full time Council employees. The proposal is to engage the Probationary Service to provide a resource on the Community payback Scheme to carry out this service on an SI A.
Part night lighting in all residential areas	Service Reduction	0.030	NM	Public opposition to the proposals	-	NM	Public opposition to the proposals	2	Introduce part night lighting in all residential areas. Subject to risk assessment lights will be turned off between 12pm and 5am.
<b>Totals</b>		<b>0.358</b>			<b>0.000</b>				

2.158

1.350

STREETSCENE & TRANSPORTATION	
Total value of Business Plan proposals	3.508

\* £1.7 m Capital Investment required for PV panels at Brookhill and Standard

CATEGORISATION KEY	Count Number	Total 16-17	Revised Total 17-18
1 = Fully Costed and Safe - Very detailed costings/modelling undertaken and the accuracy can be relied upon not to change significantly	8	0.360	0.075
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.	14	1.223	0.350
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	6	0.575	0.925

2.158

1.350

**Business Plan Efficiencies for Social Care Portfolio - update for 2017/18**

Specific 2016/17 Proposals	Type	16-17 PROPOSALS £m	16-17 MANDATORY duties	16-17 RISK status of ACCEPTABILITY and DELIVERABILITY	17-18 Outline OPTIONS £m	17-18 MANDATORY duties	17-18 RISK status of ACCEPTABILITY and DELIVERABILITY	Categorisation of financial robustness	Explanation
<b>Older People</b>									
<b>Learning Disabilities</b>									
Rationalise the number of sites where In-House short term care is provided	Service Reduction	0.140	M The duty to provide short term care is not compromised by this full year effect of the change introduced last year.	Rationalisation of sites has been achieved	Closed	M The duty to provide short term care is not compromised by this full year effect of the change introduced last year.		1	Rationalisation of short term care sites has been achieved and will bring about a full year benefit in 2016/17.
Consult on the potential to commission provision currently provided by In House Supported Living houses	Service Efficiency	0.065	M Duty to provide services for people with Learning Disabilities in appropriate settings; this model should achieve this.	Process of negotiation with families, service users and workforce underway; to be completed.	0.075	M Duty to provide services for people with Learning Disabilities in appropriate settings; this model should achieve this.	The process of negotiation with families, service users and workforce is ongoing. Outsourcing is becoming expensive due to NLW and Employer Pension Costs. Revise from £150k to £75k in 2017/18.	2	Criteria developed to identify Supported Living projects that may have the potential to be effectively delivered by the independent sector. There are 6 projects that are being considered. The number of projects that can be appropriately recommissioned from the independent sector, precise savings and timings will be clear once consultation has taken place alongside market capacity analysis. Indicative savings are subject to consultation.
Develop a 'progression' model for Supported Living	Service Efficiency	0.250	M Duty to provide services for people with Learning Development in appropriate settings; these models should achieve this.	Process of negotiation with families, service users and workforce underway; to be completed.	0.250	M Duty to provide services for people with Learning Development in appropriate settings; these models should achieve this.	Process of negotiation with families, service users and workforce is ongoing.	2	Adopt the progression model which supports people to live as independent lives as possible. This includes: <ul style="list-style-type: none"> <li>• maximising technology as part of the support plan (telecare)</li> <li>• providing 'just enough support' in ways that build autonomy and personal resilience</li> <li>• maximise the use of Direct Payments</li> <li>• ensure progression is a key feature of 'transitional' arrangements for young people who have eligible needs</li> </ul> This approach should improve peoples' quality of life as well as appropriately reducing support packages and the cost of support
Develop alternative approaches to in house day services and work opportunity schemes	Revenue Efficiencies	0.200		Process of negotiation with families, service users and workforce underway; but more progress is needed before assurity about delivery.	0.250		Process of negotiation with families, service users and workforce underway; but more progress is needed before assurity about delivery.	3	There is a variance in the care and support arrangements for clients across the day care and work opportunity settings. Some schemes support people with more moderate needs and have greater potential to move to alternative delivery models. Some of the services support people with very complex needs and the speed at which alternative models can be delivered varies along with the timescales and pace for releasing efficiencies. During the ADM challenge process it was suggested that due to the sensitivity of the service and reputational risks the full saving of £431K may not be achieved in 2017/18; therefore we are taking a phased approach and spreading the saving over 2 years.
<b>Children's Services</b>									
Service redesign in children's services	Structural Review	0.032	M Duty to provide Childrens and Safeguarding Services will not be be compromised by this redesign.	Consultation with workforce underway.	Closed	M Duty to provide Childrens and Safeguarding Services will not be be compromised by this redesign.		1	Review and realign structure within Childrens/ Safeguarding services.
Review commissioning with Action for Children	Voluntary Sector	0.035	NM	Potential for agreement made in 2015/16 to not be adhered to.	Closed	NM		2	Bring together contracts with Action for Children with a view to negotiating a reduction of 10% for the Arosfa and Family Project contracts and ending the funding for the summer playscheme and the therapeutic service



Managing the Childcare market	Voluntary Sector	0.016	M Duty to provide services for childcare sufficiency in appropriate settings in line with CSSIW regulations; this model should achieve this.	Living wage costs and more stringent regulatory requirements for child care providers mean that the market may become more fragile.	0.015	M Duty to provide services for childcare sufficiency in appropriate settings in line with CSSIW regulations; this model should achieve this.	Living wage costs and more stringent regulatory requirements for child care providers mean that the market may become more fragile.	2	Renegotiate the level of service commissioned from early years child care providers/organisations (3rd sector) with support provided to those parents with greatest/critical need
Align expenditure to critical statutory provision in Children's Services	Service Reduction	0.100	M Critical areas of provision will be protected within this proposal	Service review details to be worked through.	Closed	M Critical areas of provision will be protected within this proposal		1	Review and realignment of structure within Children's / Safeguarding service area.
<b>Other/Generic</b>									
Increase uptake of direct payments					0.100		We have increased the number of people receiving a direct payment over the last 3 years, and are reaching a ceiling as the rate of uptake is slowing. The figure for 2017/18 is a realistic projection.		

<b>Totals</b>	-	<b>0.838</b>			<b>0.690</b>				
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#### Further proposals in progress for 2017/18

Seeking ICF monies to fund care provision; we need to establish: - the final allocation of ICF - what it can be used for - an integrated Single Point of Access, fully implemented					0.500		Further work to be done		This is a work in progress in partnership with BCUHB
Negotiations with WG regarding the maximum charge for domiciliary care may release some monies. Subject to agreement we may become a pilot site for the re-introduction of charges. however, even if negotiations are successful, implementation will not impact on the full year for 2017/18. Therefore a notional value of £0.4M has been applied.					0.400		Further work to be done		Even if negotiations are successful, implementation will not impact on the full year for 2017/18. Therefore a notional value of £0.4M has been applied.



**Business Planning Efficiencies for Education and Youth Portfolio**

Specific 2016/17 Proposals	Type	16-17 PROPOSALS £m	16-17 MANDATORY duties	16-17 RISK status of ACCEPTABILITY and DELIVERABILITY	17-18 Outline OPTIONS £m	17-18 MANDATORY duties	17-18 RISK status of ACCEPTABILITY and DELIVERABILITY	Categorisation of financial robustness	Explanation
School Modernisation	Structural Review	0.187	M Reduction in over-capacity in school's network will be achieved through this programme		0.370	M Reduction in over-capacity in school's network will be achieved through this programme		3	School modernisation is subject to formal process and political decision and so outcomes cannot be identified at this stage with any certainty. Efficiency savings are based on estimated formula funding savings net of any costs. Impact of transport costs at
Primary & Early Years Education - Maximising Deployment of Early Entitlement Foundation Phase Grant (including new model for provision of 10% teacher time in funded early years settings).	Service Efficiency	0.017	NM					1	
Further remodelling of Music Service to move to "full cost recovery"	Service Efficiency	0.030	NM		0.035	NM		2	Increase charges for parents may result in reduction of number of learners which may impact on the viability of the service and may also result in adverse press and public comment.
Reduction in administrative IT support.	Structural Review	0.040	NM					1	
Additional Learning Needs	Service Efficiency	0.020	M Children & young people with additional learning needs will continue to be supported either by school action or school action plus					1	
English as an additional language/Gypsy Traveller Support - Current vacancy removal of post and remodelling of service delivery.	Service Efficiency	0.045	M Service remodelling to ensure ongoing mandatory compliance					1	
Speech & Language Service - Reduction in Service provision	Service Efficiency	0.007	M Children & young people with additional learning needs will continue to be supported either by school action or school action plus		0.040	M Children & young people with additional learning needs will continue to be supported either by school action or school action plus		1	As people leave the service loses expertise and resilience. Increasing pressure on schools to accept additional responsibility without additional resource.
Educational Psychology Service - Current vacancy removal of post	Service Efficiency	0.070	M Children & young people with additional learning needs will continue to be supported either by school action or school action plus					1	
Inclusion Welfare Service - current vacancies - reduction in full time equivalent posts to 8.5 officers.	Service Efficiency	0.040	M Service remodelling to ensure ongoing mandatory compliance					1	

Looked After Children Support	Service Efficiency	0.030	M Service remodelling to ensure ongoing mandatory compliance					1	
Youth Services - Youth Justice Service Staffing Reduction	Structural Review	0.025	M Service remodelling does not compromise ongoing mandatory compliance		0.022	M Service remodelling does not compromise ongoing mandatory compliance		1	Service has had a significant reduction in grant funding in 16/17 and this may impact on ability to make further efficiency savings.
Youth Services - reduction in caretaking	Structural Review	0.035	NM					1	
Youth Service Planned Management Reductions & Vacancy Management	Structural Review	0.037	M Service remodelling does not compromise ongoing mandatory compliance		0.083	M Service remodelling does not compromise ongoing mandatory compliance		1	Service aims to move to a 3rd sector commissioning model of delivery which will deliver a range of efficiencies.
SMIT reduction in staffing.	Structural Review	0.047	NM		0.019	NM		1	Achievement will be subject to the progress of the Regional Schools Management Information Team.
Education & Youth Portfolio Service Review Reduction in Management Structure	Structural Review	0.080	NM					1	
Home Tuition Service	Structural Review				0.042	M Service remodelling does not compromise ongoing mandatory compliance		1	Reduction in service provision impacting on young people
Pupil Referral Service	Structural Review				0.210	M Service remodelling does not compromise ongoing mandatory compliance		2	Full achievement of savings will be subject to the re-modelling of the pupil referral service. The timing of delivery of savings is a risk and is linked to issues around school modernisation programme.
Sensory Impairment	Structural Review	-	NM		0.052	M Service remodelling does not compromise ongoing mandatory compliance		1	Reduction in service provision impacting on young people
<b>TOTAL</b>		<b>0.710</b>			<b>0.873</b>				

Page 18

<b>EDUCATION AND YOUTH</b>	
<b>Total value of Business Plan proposals</b>	<b>0.710</b>

<b>CATEGORISATION KEY</b>	<b>Count Number</b>	<b>Total 16-17</b>	<b>Total 17-18</b>
1 = Fully Costed and Safe - Very detailed costings/modelling undertaken and the accuracy can be relied upon not to change significantly	15	0.493	0.258
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.	2	0.030	0.245
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	1	0.187	0.370
		<b>0.710</b>	<b>0.873</b>

**Business Planning Efficiencies for Organisational Change Portfolio**

ORGANISATIONAL CHANGE 1									
Specific 2016/17 Proposals and 2017/18 Options	Type	16-17 PROPOSALS £m	16-17 MANDATORY duties	16-17 RISK status of ACCEPTABILITY and DELIVERABILITY	17-18 Outline OPTIONS £m	17-18 MANDATORY duties	17-18 RISK status of ACCEPTABILITY and DELIVERABILITY	Categorisation of financial robustness	Explanation
Deeside Library Relocations	Service Reduction	0.030	Statutory duty for a comprehensive and efficient library service; proposals do not compromise this requirement.		0.020	Statutory duty for a comprehensive and efficient library service; proposals do not compromise this requirement.		1	Re-locate Mancot, Hawarden and Queensferry Libraries to Deeside Leisure Centre, offset by £20k one off funding in year 1
Community Asset Transfers	Service Reduction	0.544			-		-	2	Community Asset Transfer of i)Connahs Quay Pool, ii)Holywell Leisure Centres iii)potentially rural libraries iv)building transfer of Holywell and Broughton libraries
Alternative Delivery Models	Structural Review	-		NM	-		0.415		2
<b>Totals</b>		<b>0.574</b>			<b>0.435</b>				
<b>Clwyd Theatr Cymru</b>									
Proposal to reduce shows and increase productivity	Service Reduction/ Service Efficiency/ Income Generation	0.150	NM		-	-	-	1	Reduction in shows from 8 to 6, combined with a reduction in staffing costs, and increases in income from productions and related activities
<b>Total Organisational Change 1</b>		<b>0.724</b>			<b>0.435</b>				

ORGANISATIONAL CHANGE 2									
<b>Catering</b>									
Work process changes and office efficiency	Service Efficiency	0.005	NM		0.005	NM		1	Review of the office processes and paperwork flows drawing on best practice and increased use of electronic delivery.
Staff structural change	Structural Review	0.019	NM		-	-	-	1	Review of the catering service resources delivered to High Schools, Primary Schools, Residential Homes and Day Care Centres and the way the current service is delivered.
Stock management and control	Service Efficiency	0.077	NM		0.030	NM		1	Stock control management system has now been purchased and its use is being embedded within the service to deliver increased efficiencies.
Increase meal numbers (income)	Service Efficiency	0.080	NM		0.080	NM		1	Current performance and take up in schools is currently 39% with a recent study indicating that 43% should be a target that is achievable. This requires improved marketing and promotion of the catering service to increase take up.
Debt recovery (income)	Service Efficiency	0.010	NM		-	-	-	1	Manage more effectively the levels of debt relating to school meals and take appropriate action to tackle debt levels. This deliverable is now linked to a new debt process.
<b>Totals</b>		<b>0.191</b>			<b>0.115</b>				
<b>Increased Growth</b>									
Grow cleaning service into other areas such as leisure services, schools, care facilities.	Income Generation	0.003	NM		0.006	NM		1	
Different model of delivery (mobile)	Income Generation	0.004	NM		0.005	NM		1	Deliver a peripatetic cleaning service to areas of the County and in addition increase external market contracts.
<b>Totals</b>		<b>0.007</b>			<b>0.011</b>				
<b>Security/Caretaking</b>									
Staff reductions	Service Reduction	0.056	NM		-	-	-	1	Review undertaken for County Hall and close down at County Hall in place augmented by improved CCTV coverage around the campus.
Lock Down and Shift Pattern modifications	Service Efficiency	0.020	NM		-	-	-	1	Review position at Flint and modify service. Continue to review Mold service.
<b>Totals</b>		<b>0.076</b>							
<b>CCTV</b>									
Staff reductions	Service Reduction	0.040	NM		-	-	-	1	Rationalise service following a review to create efficiencies.
Income increase	Income Generation	0.010	NM		0.010	NM		1	A number of strands relating to recovery of fee income from system users based upon a more responsive and peripatetic provision, and reductions in system maintenance costs.
<b>Totals</b>		<b>0.050</b>			<b>0.010</b>				
<b>Other</b>									
Campus Management	Structural Review	0.030	NM		-	-	-	1	Rationalise service following a service review to create efficiencies.
Maintenance	Service Efficiency	0.005	NM		0.005	NM		1	Review budgets and reduce the level of maintenance to the main campus facility.
<b>Totals</b>		<b>0.035</b>			<b>0.005</b>				
<b>Valuations &amp; Estates</b>									
Lease renewals	Income Generation	0.023	NM		0.021	NM		1	Increases in rental income on new leases, renewal of leases, agricultural rents and grazing licences.
<b>Totals</b>		<b>0.023</b>			<b>0.021</b>				
<b>Office management</b>									
Office management	Service Efficiency	0.002	NM		0.002	NM		1	Undertake a LEAN review of the office processes and paperwork flows drawing on best practice and increased use of electronic delivery of the service.
Estate management cost recovery (dilapidations etc)	Income Generation	0.005	NM		0.005	NM		1	Increased and more effective recovery from tenants of dilapidation costs following tenant
<b>Totals</b>		<b>0.007</b>			<b>0.007</b>				
<b>Property Maintenance &amp; Design</b>									
Reduce maintenance budget	Structural Review	0.150			0.150	NM		1	Review of the councils existing corporate maintenance budgets in conjunction with a reducing property estate, through
<b>Totals</b>		<b>0.150</b>			<b>0.150</b>				
<b>Office running costs</b>									
Office running costs	Service Efficiency	0.004	NM		0.004	NM		1	Undertake a review of the office running costs, reducing accommodation space and service cost.
Office management	Service Efficiency	0.005	NM		0.005	NM		1	Undertake a review of office processes and paperwork flows drawing on best practice.
<b>Totals</b>		<b>0.009</b>			<b>0.009</b>				
<b>Valuations &amp; Estates</b>									
Staff Reductions	Service Reduction		NM		0.150	NM		1	Salary savings within Valuation & Estates, subject to a review.
Property Maintenance & Design	Income Generation		NM		0.030	NM		2	A new SLA with schools to manage their school
<b>Totals</b>		<b>0.159</b>			<b>0.339</b>				
<b>Total Organisational Change 2</b>		<b>0.548</b>			<b>0.508</b>				

**TOTAL ORGANISATIONAL CHANGE** 1.272 0.943

ORGANISATIONAL CHANGE	
Total value of Business Plan proposals	2.215

CATEGORISATION KEY	Count Number	Total 16-17	Total 17-18
1 = Fully Costed and Safe - Very detailed costings/modelling undertaken and the accuracy can be relied upon not to change significantly	22	0.728	0.498

**Business Planning Efficiencies for Corporate Services**

Specific 2016/17 Proposals and 2017/18 Options	Type	16-17 PROPOSALS £m	16-17 MANDATORY duties	16-17 RISK status of ACCEPTABILITY and DELIVERABILITY	17-18 Outline OPTIONS £m	17-18 MANDATORY duties	17-18 RISK status of ACCEPTABILITY and DELIVERABILITY	Categorisation of financial robustness	Explanation
<b>PEOPLE &amp; RESOURCES - FINANCE</b>									
Implementation of Collaborative Planning Software to finance to improve and automate our processes thus enabling workforce efficiencies	Service Efficiency		M			M		3	The new budget monitoring software is being rolled out to fully automate the process from 2016/17. A review of the finance operating model is also being undertaken in 2016/17 which will incorporate the outcomes of the software together with a review of other processes.
Phased roll out of new finance model.	Structural Review		M			M			
<b>Totals</b>		<b>0.135</b>			<b>0.270</b>				
<b>PEOPLE &amp; RESOURCES - HUMAN RESOURCES &amp; ORGANISATIONAL DESIGN</b>									
Effective people management skills to increase levels of Managers' self sufficiency	Service Efficiency		-			-			Demand management exercise to upskill managers to become increasingly self sufficient in managing their people /teams.
Redefine clear roles and responsibilities for Human Resources (HR) / managers	Service Efficiency		-			-			Complements the exercise above in that the roles and responsibilities of HR and managers need to be redefined for the future and will reduce reliance on HR resources.
Review of Human Resources & Organisational Design operating model and job roles	Structural Review		-			-			To review the operating model and structure for Human Resources & Organisational Design to better meet the organisation's future requirements.
Further roll-out (50%) of Flexible & Agile Working arrangements (phase 1)	Service Efficiency		-			-			Promotion and implementation of flexible and agile to reduce accommodation space.
Implementation of iTrent Self Service to Schools	Service Efficiency	0.115	-		0.148	-		2	Reduction of reliance on corporate and Schools administrative processes thereby creating efficiencies in workforce.
DBS Recharges	Income Generation	-	-	-	0.080	M		2	Carrying out DBS checks is a mandatory duty; but recharging for doing them isn't.
<b>Totals</b>		<b>0.115</b>			<b>0.228</b>				
<b>GOVERNANCE - LEGAL</b>									
Increase income	Income Generation	0.015	M		0.000	-	-	1	To increase the fees recharged to developers etc entering legal agreements with the council in line with other councils in Wales (the income earned as a % of the service budget is approximately half that of other councils).
Staffing service review	Structural Review	-	-	-	0.000	M		2	Legal Services consists of 2 teams which will be combined under a single manager. Work will be collaboratively shared with Wrexham to increase skills mix and spread peaks/troughs in demand.
<b>Totals</b>		<b>0.015</b>			<b>0.000</b>				
<b>GOVERNANCE - ICT</b>									
Reduction in management, staff and non pay costs	Structural Review	0.300	NM		0.350	NM		2	The service will review licencing costs based on the reducing council workforce and has reduced technology costs by re-procuring some suppliers. The service is also increasing income through hosting services and the digital print room. The service will also be reducing the retained capacity for change and transformation, and future projects will need to be specifically resourced.
Education ICT	Service Efficiency	0.220	NM		0.000	-	-	1	Remodelling of service to create efficiencies.
<b>Totals</b>		<b>0.520</b>			<b>0.350</b>				
<b>CHIEF EXECUTIVE'S</b>									
Voluntary Sector Grants review	Service Efficiency	0.070	NM		0.055	NM	Some Social Services arrangements may not be delivered; needing collaboration agreement.	2	Revised core funding agreements with voluntary sector partners to reflect new models of delivery and revised funding arrangements.
<b>Totals</b>		<b>0.070</b>			<b>0.055</b>				

<b>TOTAL CORPORATE SERVICES</b>	<b>0.855</b>	<b>0.903</b>
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<b>CORPORATE SERVICES</b>	<b>2.483</b>
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CATEGORISATION KEY	Count Number	Total 16-17	Total 17-18
1 = Fully Costed and Safe - Very detailed costings/modelling undertaken and the accuracy can be relied upon not to change significantly	2	0.235	0.000
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.	6	0.620	0.633
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.	0	0.000	0.270

0.855 0.903

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

Specific 2016/17 Proposals and 2017/18 Options	Type	16-17 PROPOSALS £m	16-17 MANDATORY duties	16-17 RISK status of ACCEPTABILITY and DELIVERABILITY	17-18 Outline OPTIONS £m	17-18 MANDATORY duties	17-18 RISK status of ACCEPTABILITY and DELIVERABILITY	Categorisation of financial robustness	Explanation
<b>CUSTOMER SERVICES</b>									
Close the personal answering service for main switchboard telephone calls	Structural Review	0.065	NM		-	-	-	1	full year effect of 15/16 saving
Review of Fees and Charges for Registration Service	Income Generation	0.010	NM		-	-	-	1	Increased fees for weddings
Telephone Contact Centre savings	Structural Review	0.100	NM		-	-	-	2	Range of options under consideration to deliver savings - Part Year Effect
Customer Services Team Restructure	Service Efficiency	0.014	NM		-	-	-	1	Reduction in team costs
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>									
Energy Efficiency Framework	Income Generation	0.050	NM		-	-	-	2	Charge partners for use of councils framework
Housing Regen and Strategy further Capitalisation	Service Efficiency	0.030	NM		-	-	-	1	Capitalisation of staff costs
SHARP Framework	Income Generation	0.020	NM		-	-	-	1	Charge partners for use of councils framework
<b>Total Housing Strategy</b>		<b>0.100</b>							
<b>COMMUNITY SUPPORT SERVICES</b>									
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
Community Support Services - Management Restructure	Structural Review	0.012	NM		-	-	-	1	Full year effect of reduction of 1 Manager post
Community Centres	Income Generation	0.048	NM		-	-	-	1	Charge Housing Revenue Account for usage
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
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
Response Service for Older People	service efficiency	0.020	NM		-	-	-	2	Alternative model for out of hours response service
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
Supporting People restructure	Structural Review	0.015	NM		0.015	NM		1	Reduce staff costs to reflect grant reductions
Galw Gofal Contract Fees	Service Efficiency	0.030	NM		0.020	NM		1	Reduction in fee paid to Galw Gofal
Review of Financial Assessments	Structural Review	-	-	-	0.030	M		2	Joined up financial assessment service to deliver improved customer experience. 1 post saved
Out of Hours	Service Efficiency	-	-	-	-	-	-		Consideration of options around joint working with Streetscene
<b>Total Community Support Services</b>		<b>0.300</b>			<b>0.065</b>				
<b>REVENUES AND BENEFITS</b>									
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
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		0.100	M		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
In-house bailiff service	Income Generation	0.060	NM		0.010	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
150% charge on long term empty properties	Income Generation	-	-	-	0.500	M		2	Utilisation of new powers for empty and second homes
Reduction in NDR charitable reliefs	Service Efficiency	-	-	-	0.080	NM		2	Reduction in scale of support provided with enhanced hardship fund
Fraud expenditure budget reduction	Service Efficiency	0.045	NM		-	-	-	1	Service outsourced. Budget saving identified
Council Tax Reduction Scheme	Service Efficiency	0.329	M This proposal does not compromise our mandatory duty to provide people with support for a Ctax reduction		-	-	-	2	Match budget to recent spend. Liable to in year risk
<b>Total Revenues and Benefits</b>		<b>0.573</b>			<b>0.690</b>				
<b>BUSINESS DEVELOPMENT</b>									
Supplies and Services reduction	Service Efficiency	0.003	NM		0.003	NM		1	Admin cost saving
Business Development Restructure	Structural Review	0.020	NM		-	-	-	1	Service restructure
<b>Total Business Development</b>		<b>0.023</b>			<b>0.003</b>				
<b>SUPPORT SERVICES</b>									
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>									
Reduction in scale of service	Structural Review	0.045	NM		-	-	-	2	Service restructure
Reduce community environmental projects	Voluntary Sector	0.009	NM		0.009	NM		1	Reduced budget for third sector commissioning of environmental projects
Earned Income recharge of management costs to Regeneration Projects	Service Efficiency	0.012	NM		0.013	NM		1	Capitalise or recharge staff costs to project income
<b>Total Regeneration (Places)</b>		<b>0.066</b>			<b>0.022</b>				
<b>SENIOR MANAGEMENT RESTRUCTURE</b>									
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>0.027</b>				
<b>TOTAL COMMUNITY AND ENTERPRISE</b>		<b>1.509</b>			<b>0.807</b>				

<b>Community &amp; Enterprise</b>	
<b>Total value of Business Plan proposals</b>	2.316

CATEGORISATION KEY	Count Number	Total 16-17	Total 17-18
1 = Fully Costed and Safe - Very detailed costings/modelling undertaken and the accuracy can be relied upon not to change significantly	22	0.725	0.197
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.	11	0.784	0.610
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.	0	0.000	0.000

1.509 0.807

**Corporate Finance Efficiencies**

No	Specific 2016/17 Proposals and 2017/18 Options	Type	16-17 PROPOSALS £m	16-17 MANDATORY duties	16-17 RISK status of ACCEPTABILITY and DELIVERABILITY	17-18 PROPOSALS £m	17-18 MANDATORY duties	17-18 RISK status of ACCEPTABILITY and DELIVERABILITY	Categorisation of financial robustness	Explanation
<b>Central and Corporate Finance</b>										
1	Essential Car User Allowance and use of pool cars	Service Efficiency	0.500	NM		0.150	NM		2	Efficiency from removal of Essential Car User allowance and further use of pool cars
2	Reduction in provision for increase in pension contributions in 15/16 and 16/17	Service Efficiency	1.360	NM		-	-		1	Due to reducing workforce numbers the costs of the employers pension contributions is projected to underspend as part of the 15/16 revenue monitoring (£0.900m) and this position also impacts on the pressure for 16/17 (£0.460m)
3	Removal of Historical NSI Provision	Service Efficiency	0.350	NM		-	-		1	Removal of Historical NSI Provision. Underspend from 14/15 £0.240m and current estimate underspen of £0.110m in the current year due to continuing low inflation rates impacting on demand.
4	Welsh Independent Living Fund efficiency	Service Efficiency	0.300	NM		-	-		1	Grant will continue to be funded for a further year as a specific grant. This was a pressure within Social Services but has been moved in year to Central & Corporate due to it not being required in 15/16.
5	Workforce Efficiency	Service Efficiency	0.500	NM		-	-		3	
6	Additional Income Generating Activities	Income Generation	0.500	NM		-	-		3	
7	Reduced Contributions	Service Efficiency	0.017	NM		-	-		1	Reduced contribution
<b>Totals</b>			<b>3.527</b>			<b>0.150</b>				
<b>TOTAL CENTRAL AND CORPORATE FINANCE</b>			<b>3.527</b>			<b>0.150</b>				

<b>CENTRAL AND CORPORATE FINANCE</b>	
Total value of Business Plan proposals	3.527

<b>CATEGORISATION KEY</b>	<b>Total 16-17</b>	<b>Total 17-18</b>
1 = Fully Costed and Safe - Very detailed costings/modelling undertaken and the accuracy can be relied upon not to change significantly	2.027	0.000
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.	0.500	0.150
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.	1.000	0.000
	<b>3.527</b>	<b>0.150</b>

## Appendix B

### Summary of Overview & Scrutiny Committee Observations on the Portfolio Business Plan Efficiency Proposals

<b>Issues which were common to several committees</b>	
Need to maintain strong representations on funding to the Welsh Government (WG)	An assurance was given that the council would continue to lobby the appropriate cabinet Minister
Concern at the potential impact of further savings	Any further cuts are likely to affect service delivery
Concern that the public do not understand the reasons behind the financial pressures and the need for efficiencies	There will be a further public consultation exercise.
<b>Corporate Resources O&amp;SC 16th June 2016</b>	
Will increased collaborative working contribute to the business plan efficiency proposals?	This is the intention: there will be more regional working with greater focus on economic activity. This may be supported by benchmarking with other authorities and common use of software.
There is a need to focus on Legal and Finance where value for money, efficiency and resilience are amber rated.	Acknowledged. Temporary investment is to improve working practices and help deliver necessary efficiencies
<b>Organisational Change O&amp;SC 28th June 2016</b>	
The importance of emphasising the 'underfunded council' arguments, especially apposite for a county of small towns and communities without the economy scale of a single large town.	Acknowledged and welcomed.
The 'back office' functions are essential to sustain the whole of the organisation.	Acknowledged.
Need to maintain impetus with Alternative delivery Models and Community asset transfers in a robust and timely manner.	Acknowledged.
<b>Social &amp; Health O&amp;SC 28<sup>th</sup> June 2016</b>	
The benefits of early sign-posting where re-ablement is not an option, for example in supporting those with mental health issues.	Acknowledged, with a role for Single Point of Access teams.
The problems of an ageing population with an expected 23% rise over the next four years.	The extra care model is appropriate in caring for and supporting the needs of individuals.

Increased charges form independent fostering and adoption agencies.	The current regional arrangements on fostering and adoption are robust and an all wales approach is to be introduced.
Representations should be made to increase the 'Hospice at Home' initiative	This will be raised with BCUHB.
<b>Education &amp; Youth O&amp;SC 7<sup>th</sup> July 2016</b>	
Concern that the £14.4M between income and cost pressures could have implications for small schools.	It was confirmed that the current savings do not included further school reorganisation proposals
<b>Community &amp; Enterprise O&amp;SC 13<sup>th</sup> July 2016</b>	
What cost reducing alternatives have been sought for bed and breakfast accommodation for homeless people?	A change in legislation which will reduce the threshold is expected. Single people are offered alternative provision and there is collaboration with Denbighshire, and further collaboration on larger projects is being considered
The committee accepted the evidence presented that the council cannot go beyond the current business plans without putting services at risk.	Acknowledged.
<b>Environment O&amp;SC 19<sup>th</sup> July 2016</b>	
The need to maintain services in rural areas where there could be safety issues in not doing	Safety is a priority and specific concerns should be made directly to the appropriate Streetscene supervisors.
Cuts within the portfolio impact on all residents	Acknowledged.
The need for greater clarity on what can be recycled	An education campaign is to take place.
What are the implications for the services within the portfolios if the risk levels move from amber to red?	The amber risks support the case to WG for a national debate on funding.
Do the 2017/18 efficiencies meet the 30% target?	The efficiencies for Planning & Environment are 27.6% of budget, extending to 30% over three years, with those for Streetscene & Transportation as a whole being 34%.





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Summation of Efficiency and Resilience Statements				Appendix C	
Portfolio Functions	<u>VfM</u> Achievement of performance outcomes cost effectively	<u>Efficiency</u> Cost invested against performance output	<u>Resilience</u> Ability of our resources and capability to meet priorities, performance targets and obligations		
<b>Corporate Services</b>					
HR&OD					
ICT					
Legal					
Finance					
<b>Community and Enterprise</b>					
Regeneration / Enterprise					
Revenues					
Benefits					
Customer					
<b>Education and Youth</b>					
School Modernisation					
School Improvement Service					
School Improvement Systems					
Integrated Youth Service					
<b>Organisational Change 1</b>					
Libraries					
Leisure					
<b>Organisational Change 2</b>					
Facilities Management					
Property					
<b>Planning and Environment</b>					
Development					
Strategy					
Access					
Community					
Business					
Minerals and Waste					
<b>Streetscene and Transportation</b>					
Waste Services					
Streetscene Services					
Fleet Services					
Transportation					
<b>Social Services</b>					
Adult Services					
Childrens Services					
<p><i>This table represents the Efficiency, Resilience and Value for Money statements that were presented at each of the Overview and Scrutiny Committees in July. Explanations of what we mean by each of these terms are in the table headings and each Scrutiny Report provided an overview of the approach.</i></p>					

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