

CABINET

Date of Meeting	Tuesday 20 November 2018
Report Subject	2019/20 Council Fund Budget: Updated Forecast and Stage 1 and 2 Budget Proposals
Cabinet Member	Leader of the Council and Cabinet Member for Finance,
Report Author	Corporate Finance Manager and Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

A report to Cabinet in April this year gave the first detailed overview of the financial forecast for 2019/20. At that stage the projected budget 'gap' between projected income and expenditure stood at £12.2m. This was reduced to £10.6m when taking into account the positive impacts of the change in policy for the Minimum Revenue Provision (MRP) approved by Council in March, and the impact of the stepped annual increase in the charging cap expected for domiciliary care services.

Workshops to brief members on the updated financial forecast and the changing national budget position were held in two phases in July and September. A report to Cabinet in September provided the latest update on the financial forecast for 2019/20. At this stage the projected budget gap stood at £13.7m.

The forecast has been subject to further revision to make allowance for changes in the costs of some known pressures, and to include new pressures that have emerged. The projected budget gap stands at £13.9m before we take account of the impacts of the Provisional Local Government Settlement. Announced on 9 October the Provisional Settlement will have the effect of increasing the overall gap to £15.3m once the reduction in Aggregate External Finance (AEF) for the Council has been applied.

As in recent years the budget for 2019/20 will be considered in stages. This report sets out solutions for the first and second stages. Stage 1 covers budget solutions for corporate finance. Stage 2 covers budget solutions for the service portfolios.

The Corporate and Resources Overview and Scrutiny Committee will have considered the proposals for both Stages 1 and 2 on 15 November, having taken into account the recommendations and feedback from the five portfolio Overview and Scrutiny Committees which met during October and November.

The Welsh Local Government Association, with the full support of its membership, is resolute that the Provisional Settlement is grossly inadequate to meet the evidenced funding needs of local government in Wales. As a low funded council per capita, and a low funded council in the annualised formula-based settlement for 2019/20, Flintshire is particularly exposed to the risks of inadequate funding for local government.

To offset the need for a far higher than normal annual rise in Council Tax the Council is invited to renew its campaign for fairer funding for local government by pressing for the following from Welsh Government:-

- The extra £30m being held for social care in Wales is paid out to councils (worth an estimated £1.3m for Flintshire);
- The extra £15m being held for schools in Wales is paid out to councils (worth an estimated £0.800m for Flintshire and our schools);
- An extra £13m is found so that no council faces an annual reduction in their government grant (worth an estimated £1.9m for Flintshire); and
- The extra £33m 'consequential' funds coming to Wales as a result of the recent Chancellor's budget is paid out to councils as committed by Welsh Government (worth an estimated £1.6m for Flintshire).

RECOMMENDATIONS

1	That Cabinet adopt the Stage 1 – Corporate Finance budget solutions for 2019/20 having taken into account any feedback from the Corporate Resources Overview and Scrutiny Committee.
2	That Cabinet adopt the Stage 2 – Portfolio budget solutions for 2019/20 having taken into account any feedback from the Corporate Resources Overview and Scrutiny Committee, and the feedback and recommendations of the portfolio Overview and Scrutiny Committees.
3	That Cabinet invite Council to formally support the renewed campaign for fairer funding for local government in Wales and for Flintshire.

REPORT DETAILS

1.00	EXPLAINING THE FINANCIAL FORECAST AND STAGE ONE AND TWO BUDGET PROPOSALS
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1.01	A report to Cabinet in April this year gave the first detailed overview of the financial forecast for 2019/20. At that stage the projected budget 'gap' between projected income and expenditure stood at £12.2m. This was reduced to £10.6m when taking into account the positive impacts of the change in policy for the Minimum Revenue Provision (MRP) approved by Council in March, and the impact of the stepped annual increase in the charging cap expected for domiciliary care services.																																
1.02	Workshops to brief members on the updated financial forecast and the changing national budget position were held in two phases in July and September. A report to Cabinet in September provided the latest update on the financial forecast for 2019/20. At this stage the projected budget gap stood at £13.7m. The forecast has been subject to further revision to make allowance for changes in the costs of some known pressures, and to include new pressures that have emerged as shown in Table 1																																
1.03	<p>Table 1: Updated Forecast prior to the Provisional Settlement</p> <table border="1" data-bbox="320 786 1382 1839"> <thead> <tr> <th data-bbox="320 786 1118 846">2019/20 Council Fund Budget</th> <th data-bbox="1126 786 1382 846">£M</th> </tr> </thead> <tbody> <tr> <td data-bbox="320 846 1118 907">September Forecast Budget Gap</td> <td data-bbox="1126 846 1382 907">13.657</td> </tr> <tr> <td colspan="2" data-bbox="320 907 1382 967"><i>Adjustments to Pressures:</i></td> </tr> <tr> <td data-bbox="320 967 1118 1028">- Removal of ILF Pressure</td> <td data-bbox="1126 967 1382 1028">(0.321)</td> </tr> <tr> <td data-bbox="320 1028 1118 1088">- Removal of CTRS Pressure</td> <td data-bbox="1126 1028 1382 1088">(0.380)</td> </tr> <tr> <td data-bbox="320 1088 1118 1149">- Reduction of Inflation Pressure</td> <td data-bbox="1126 1088 1382 1149">(0.447)</td> </tr> <tr> <td data-bbox="320 1149 1118 1209">- Increase in Education NJC Pay</td> <td data-bbox="1126 1149 1382 1209">0.152</td> </tr> <tr> <td data-bbox="320 1209 1118 1270">- Additional Contribution MEAG</td> <td data-bbox="1126 1209 1382 1270">(0.016)</td> </tr> <tr> <td colspan="2" data-bbox="320 1270 1382 1330"><i>New Pressures:</i></td> </tr> <tr> <td data-bbox="320 1330 1118 1391">- Teachers Pay 1%</td> <td data-bbox="1126 1330 1382 1391">0.694</td> </tr> <tr> <td data-bbox="320 1391 1118 1451">- Free School Meals</td> <td data-bbox="1126 1391 1382 1451">0.261</td> </tr> <tr> <td data-bbox="320 1451 1118 1512">- CLIA Pressure</td> <td data-bbox="1126 1451 1382 1512">0.226</td> </tr> <tr> <td data-bbox="320 1512 1118 1572">- Independent Review Panel Wales (IRPW)</td> <td data-bbox="1126 1512 1382 1572">0.030</td> </tr> <tr> <td data-bbox="320 1572 1118 1632">- Universal Credit funding transfer to DWP</td> <td data-bbox="1126 1572 1382 1632">0.019</td> </tr> <tr> <td data-bbox="320 1632 1118 1693">- Energy Efficiency pressure</td> <td data-bbox="1126 1632 1382 1693">0.050</td> </tr> <tr> <td data-bbox="320 1693 1118 1839">Revised Forecast Gap</td> <td data-bbox="1126 1693 1382 1839">13.925</td> </tr> </tbody> </table>	2019/20 Council Fund Budget	£M	September Forecast Budget Gap	13.657	<i>Adjustments to Pressures:</i>		- Removal of ILF Pressure	(0.321)	- Removal of CTRS Pressure	(0.380)	- Reduction of Inflation Pressure	(0.447)	- Increase in Education NJC Pay	0.152	- Additional Contribution MEAG	(0.016)	<i>New Pressures:</i>		- Teachers Pay 1%	0.694	- Free School Meals	0.261	- CLIA Pressure	0.226	- Independent Review Panel Wales (IRPW)	0.030	- Universal Credit funding transfer to DWP	0.019	- Energy Efficiency pressure	0.050	Revised Forecast Gap	13.925
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1.04	<p>Provisional Welsh Local Government Settlement</p> <p>The Provisional Local Government Settlement was announced on 9 October. The Settlement is open to consultation and the Council is to be</p>																																

recommended to make a formal response as an outcome of its debate later today. The decisions of Cabinet will inform that debate.

The headline figures for Flintshire are:-

Standard Spending Assessment (SSA)

The provisional SSA for 2019/20 is £267.547m - an increase of 1.2% on the SSA for 2018/19 (£264.333m) unadjusted for baseline changes.

Aggregate External Finance (AEF)

The provisional AEF for 2019/20 is £187.817m which, when compared to the adjusted 2018/19 AEF figure of £189.714m, is a decrease of 1.0% (all Wales average is -0.3%). This is a reduction of £1.897m for Flintshire.

Flintshire is at the foot of the annualised formula based funding table of 22 councils. Councils are protected by a funding ‘floor’, or limit, to prevent any council from receiving a reduction greater than 1%.

In cash terms the reduction in AEF is £1.339m before accounting for the cost pressures for both the national teacher’s pay award and the increased eligibility for free schools meals.

These transfers-in have been included in the updated forecast shown in Table 1. It is important to note that the provision for the national teacher’s pay award only accounts for a 1% uplift whereas the actual pay award is set at 2% on average across the teaching grades. The Council and the local schools will need to share the cost pressure.

The Settlement has the effect of increasing the budget gap to £15.264m as set out in Table 1.

Table 2 – Revised Forecast following the Provisional Settlement

	£m
Revised Forecast Gap (Table 1)	13.925
Provisional Settlement reduction in funding	1.339
Revised Working Gap	15.264

1.05 As in recent years the budget for 2019/20 will be considered in stages. This report sets out solutions for the first and second stages. Stage 1 covers budget solutions for corporate finance. Stage 2 covers budget solutions for the service portfolios. The Corporate and Resources Overview and Scrutiny Committee will have considered the proposals for both Stages 1 and 2 on 15 November having taken into account the recommendations and feedback from the five portfolio Overview and Scrutiny Committees which met during October and November.

1.06	<p>Stage 1 - Corporate Finance Solutions</p> <p>The Stage 1 budget proposals were shared at Member workshops in July and September when in development. Proposals totalling £7.937m were considered by the Corporate Resources Overview and Scrutiny at its meeting on 15 November and feedback will be provided at this meeting. This report is attached as Appendix 1.</p>
1.07	<p>Stage 2 – Service Portfolio Proposals</p> <p>Throughout October and November the respective Overview and Scrutiny Committees considered the Stage 2 proposals in formal meetings. Proposals totalling £0.963m were considered by the Corporate Resources Overview and Scrutiny Committee, alongside the feedback and recommendations from the respective Overview and Scrutiny Committees, on 15 November. The proposals will contribute £0.630m to the budget once income targets and workforce reductions, which have been transferred across for inclusion in stage 1 targets, have been deducted. This report is attached as Appendix 2.</p>
1.08	<p>Remaining Budget Gap</p> <p>Subject to the success of campaigning for an improved Local Government Settlement and having taken into full account the proposals made for Stages 1 and 2 above, the remaining gap for the Council Fund Budget for 2019/20 is in the region of £6.7m.</p>
1.09	<p>The National Position and our Campaigning Stance</p> <p>The UK Chancellor presented his budget statement on 29 October. This included an additional £554m for Wales made up of £486m revenue and £68m capital. The First Minister has stated that local government would be ‘first in the queue’ for any ‘consequential’ funding coming from the Chancellor’s statement.</p> <p>The Welsh Local Government Association, with the full support of its membership, is resolute that the Provisional Settlement is grossly inadequate to meet the evidenced funding needs of local government in Wales. As a low funded council per capita, and a low funded council in the annualised formula-based settlement for 2019/20, Flintshire is particularly exposed to the risks of inadequate funding for local government.</p> <p>To offset the need for a far higher than normal annual rise in Council Tax the Council is invited to renew its campaign for fairer funding for local government by pressing for the following from Welsh Government:-</p> <ul style="list-style-type: none"> - The extra £30m being held for social care in Wales is paid out to councils (worth an estimated £1.3m for Flintshire); - The extra £15m being held for schools in Wales is paid out to councils (worth an estimated £0.800m for Flintshire and our schools); - An extra £13m is found so that no council faces an annual reduction in their government grant (worth an estimated £1.9m for Flintshire); and

	- The extra £33m 'consequential' funds coming to Wales as a result of the recent Chancellor's budget is paid out to councils as committed by Welsh Government (worth an estimated £1.6m for Flintshire).
1.10	<p>Budget Process and Timeline</p> <p>This report deals with Stages 1 and 2 of the annual budget setting. Stage 3 of the process will involve setting a balanced budget with knowledge of the Final Local Government Settlement. The final and balanced budget is due to be set by Council on 19 February 2019. In the meantime, attention should be concentrated on the campaigning activity. A presentation will be made to both Cabinet and Council on the renewed campaign.</p>

2.00	RESOURCE IMPLICATIONS
2.01	As set out in the report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	As set out in the report.

4.00	RISK MANAGEMENT
4.01	As set out in the report.

5.00	APPENDICES
5.01	<p>Appendix 1 – the report on the Stage 1 budget proposals to Corporate Resources Overview and Scrutiny 15 November</p> <p>Appendix 2 – the report on the Stage 2 budget proposals to Corporate Resources Overview and Scrutiny 15 November.</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS AND CONTACT DETAILS
6.01	<p>Member Workshop Materials for July and 18 September 2018 Method Statements for all Cost Pressures and Efficiencies Risk and Resilience Statements for all Services</p> <p>Contact Officer: Gary Ferguson, Corporate Finance Manager Telephone: (01352) 702271 E-mail: gary.ferguson@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Specific Grants: AN award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.</p> <p>Annual Settlement: 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 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>Financial Year: the period of 12 months commencing on 1 April each year.</p> <p>Revenue: a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p>Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. It includes both the revenue budget and capital programme budget and any authorised amendments to them.</p>

**CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE**

Date of Meeting	15 November 2018
Report Subject	Budget 2019/20 – Stage 1 Proposals – Corporate Finance
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Chief Executive and Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

The annual budget is developed in three stages. Stage 1 covers corporate finance and the costs of the whole organisation. Stage 2 covers the service portfolios. Stage 3 covers engagement with the Welsh Government on the Local Government Settlement and national financial support and solutions.

This report is one of a series of reports and presents the work on Stage 1 which has been concluded.

RECOMMENDATIONS

1	That the Committee supports the Stage 1 budget proposals for recommendation to Cabinet and Council.
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REPORT DETAILS

1.00	EXPLAINING THE FINANCIAL FORECAST AND STAGE ONE BUDGET PROPOSALS
1.01	A report to Cabinet in April provided the first detailed overview of the financial forecast for 2019/20. At that stage the projected budget gap stood at £12.2m. This was reduced to £10.6m when taking account of the earlier accounting policy change for the Minimum Revenue Provision (MRP) and the impact of the stepped annual increase in the charging cap for domiciliary care services (set by Welsh Government).
1.02	Member briefing workshops were held throughout the summer with updates given on the latest local financial forecast in the context of the developing national budget position. A report to Cabinet on 25 September provided an update on the financial forecast for 2019/20 which showed a projected budget gap of £13.7m.
1.03	The Welsh Local Government Provisional Settlement was announced on 9 October and illustrated a 1% reduction in funding for the Council. The Settlement, unless changed, will have a negative impact on the budget forecast and will widen the funding 'gap'. A full update on the national position will be given in a presentation at the meeting.
1.04	The Council has a staged approach to setting the annual budget – an approach supported and strengthened through the process review undertaken by the Constitution Committee earlier this year. The annual budget is developed in three stages. Stage 1 covers corporate finance and the costs of the whole organisation. Stage 2 covers the service portfolios. Stage 3 covers engagement with the Welsh Government on the Local Government Settlement and national support. This report is one of a series of reports and presents the work on Stage 1 which has been concluded. Each of the proposals is supported by a method statement. The set of method statements is attached to the report. Council will receive the recommendations of Cabinet for Stage 1 of the 2019/20 budget at its November meeting. The comments of this Committee will be reported to Cabinet for it to consider as it makes its recommendations.
	Stage 1 Budget – Corporate Finance
1.05	<p>Local Taxation/Income</p> <p><u>Council Tax Rise at 4.5% (£3.635m) (Net of CTRS Pressure)</u></p> <p>At this stage a minimum Council Tax rise of 4.5% is included for illustrative purposes. Based on current funding projections a higher increase will be required. Council Tax will be set at the final stage of setting the budget and will be a whole Council decision.</p>

	<p><u>New Income Streams (£0.100m)</u></p> <p>The target for increasing income from fees and charges will be raised and is based on work across service portfolios in support of the adopted corporate Income Generation Policy.</p>
1.06	<p>Cost Pressure Management</p> <p><u>Management of workforce and inflation cost pressures (£1.144m)</u></p> <p>A reduction in provision for inflation (£0.144m) based on a risk assessment, and reductions in employer pension contributions (£0.600m) and pension auto-enrolment employer pension contributions (£0.400m) based on workforce size and pension enrolment trends.</p> <p><u>Reduction of workforce costs through a review of terms and conditions (£0.250m)</u></p> <p>A reduction in employer costs based on reviews of eligibility for essential car user allowances and a realignment of casual and essential user mileage budgets, and the introduction of a salary sacrifice scheme to encourage employees to increase their pension contributions through Additional Voluntary Contributions (AVS's).</p>
1.07	<p>Reserves and Balances</p> <p><u>Use of new reserves (£1.900m)</u></p> <p>The Council has used reserves as a temporary way of balancing the budget in recent years. As part of the 2019/20 strategy further use of reserves is being recommended utilising the backdated VAT rebate sum of £1.9m for leisure centre services reported previously.</p>
1.08	<p>Corporate - Organisational</p> <p><u>Final phase of reductions in ADM subsidies (£0.400m)</u></p> <p>The reductions in Council subsidy for the final year of the three-year tapering agreements with Newydd and Aura.</p> <p><u>Reduction in corporate management posts (£0.250m)</u></p> <p>A reduction in the size of the Chief Officer Team and the supporting Executive Office.</p> <p><u>Housing Revenue Account (HRA) - Council Fund recharges (£0.158m)</u></p> <p>A review of recharges for Council services provided to the Housing Revenue Account has been completed with a rebalancing of charges for professional and management services.</p>

	<p><u>School Transport (£0.100m)</u></p> <p>A reduction in the costs of school transport based on reports considered and approved by Overview and Scrutiny and Cabinet.</p> <p>Total Corporate Solutions for Stage 1:-</p> <p>£7.937m (£4.302m excluding any Council Tax rise)</p>
1.09	<p>Budget Process and Timeline</p> <p>The presentation at the meeting will detail the national and local budget processes and timetables.</p>

2.00	RESOURCE IMPLICATIONS
2.01	As set out in the report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation on the budget is continuous and involved members, the workforce, partners and stakeholders, and trade unions.

4.00	RISK MANAGEMENT
4.01	As set out in the report and the supporting appendices.

5.00	APPENDICES
5.01	Appendix 1 – Method Statements for Corporate Stage 1 Proposals

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS AND CONTACT DETAILS
6.01	<p>Previous reports to Cabinet and Overview and Scrutiny Committees Member Workshop Supporting Papers:13 and 23 July 2018 and 18 September 2018</p> <p>Contact Officer: Gary Ferguson, Corporate Finance Manager Telephone: (01352) 702271 E-mail: gary.ferguson@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Specific Grants: An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.</p> <p>Annual Settlement: 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 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>Financial Year: the period of 12 months commencing on 1 April each year.</p> <p>Revenue: a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p>Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p>

Appendix 1, Modelling : Method Statement – Efficiency Savings

Version Control:	Stage: 1 / 2 / 3	No: 1.4	Date: 05/11/2018
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Section A: Impact				
A	Portfolio	Corporate		
B	Service	Revenues		
C	Service Type			
D	Efficiency Title	<i>Council Tax Increase of 4.5% (net of CTRS pressure)</i>		
E	Efficiency to occur in Financial Year	2019/20	F Budget Code	N/A
G	Original Budget in Current Year (18/19) relating to this Efficiency	£75.172m	H Efficiency	£3,634,770
I	Implementation Costs associated with this efficiency	If yes – completed below	J If no – provide a reason:	None
K	Implementation Costs	£0	L Budget Code	None
M	Sources	<input type="checkbox"/> Revenue	N If capital is this included within the current capital programme?	Y / N If no – completed <i>Attach link</i>
O	Impact Assessment Completed?	No		

Appendix 1, Modelling : Method Statement – Efficiency Savings

	<p>E.g. pay – does it include current on costs / pays scale / period it applies to. If over 1 financial include estimate of pay increase (approx. 2%) and inflation</p> <p>Include assumptions regarding demand. Cross reference to forecasting model if appropriate</p>	<ul style="list-style-type: none"> that the collection rate is reduced from 99.0% to 98.9% in view of WG announcements to end committal as a recovery tool very latest projections of 280 new builds at Band D equivalent are added to the calculations to reflect the growth of domestic properties as a result of new buildings/developments 		
U	Please state any assumptions made in this calculation			
V	Any further resources implications / impact on other service areas	The financial implications take into account the consequential impact that a 4.5% increase in Council Tax will have on the Council Tax Reduction scheme, the associated cost of running the scheme and the additional budget pressure of CTRS of £341,120		
W	<p>Trend Analysis to support future efficiency</p> <p>If included within forecasting model – please attach</p>			
Section D : Financial Analysis				
X	Actual or Estimated Figures used to Calculate Efficiency	<i>Delete where applicable</i> <input type="checkbox"/> Actual Figures for the Tax Base but estimated figures for the CTRS consequential of £341,120	Y Confirm source of figures System Tax Base Reports – as at 31/10/2018	
			Z If estimated ensure you assumptions are completed Competed	AA Confirm when actual figures will be available 2019/20
		AB If estimated give assessment of financial robustness	1 - high	2

Appendix 1, Modelling : Method Statement – Efficiency Savings

Section E : Challenge						
		Name	Date	Version Reviewed	Comments	Further Action Required if Applicable
AC	Service Manager	David Barnes	6/6/2018	1.2 (26/9/18)	Revision to take account of latest Tax Base report	
				1.3 (1/11/18)	Revision to take account of : 1) final Tax Base as at 31/10/18 2) revision in assumed collection rate of 98.9% 3) Consequential financial impact of CTRS budget pressure	
AD	Chief Officer					
AE	Finance Challenge	Sara Dulson	28/9/18	1.3 (V4) 5/11/18		
AF	Chief Officers Team					
AG	Submit within Integrated Impact Assessment within CAMMS					
AH	Portfolio Member Informed					

Appendix 1, Modelling : Method Statement – Efficiency Savings

Version Control:	Stage: 1 / 2 / 3	No: 1.2	Date: 02/11/18
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Section A: Impact				
A	Portfolio	People and Resources		
B	Service	Corporate		
C	Service Type	Corporate Finance		
D	Efficiency Title	<i>Corporate Cost Pressure Reductions</i>		
E	Efficiency to occur in Financial Year	2019/20	F Budget Code	<i>Various</i>
G	Original Budget in Current Year (18/19) relating to this Efficiency	£0.559m – Auto enrolment £0.331m – Non Pay Inflation £0.822m – Pension contributions		H Efficiency £1.144m
I	Implementation Costs associated with this efficiency	If yes – completed below	J If no – provide a reason:	Not applicable – reduction of budgeted costs
K	Implementation Costs	£0	L Budget Code	N/A
M	Sources	<input type="checkbox"/> Revenue <input type="checkbox"/> Capital	N If capital is this included within the current capital programme?	Y / N If no – completed <i>Attach link</i>
O	Impact Assessment Completed?	Y/N N		

Appendix 1, Modelling : Method Statement – Efficiency Savings

Section B : Reason								
P	Category for Efficiency:	1. Policy Reform	2. Service Reform	3. Income Generation	4. Efficiency Review	5. Pressure Reduction	6. Other Please provide details	
	Please Tick					x		
Q	One off or Reoccurring Efficiency	<input type="checkbox"/> Recurring Efficiency		R If reoccurring, state financial impact for the next three years		19/20 £1.144m	20/21 £1.144m	21/22 £1.144m
S	<p>For Categories 1-7 provide / attach evidence to support category of Efficiency</p> <p><i>NB – Attach forecasting model if relevant or any other evidence to support the reason for Efficiency</i></p>	The corporate cost pressures are held within the Central and Corporate Finance budget. These include pressures for Auto enrolment, Non Pay inflation and contributions to the pension fund.						
Section C : Methodology								
T	<p>Methodology of Calculation</p> <p style="color: red;">State the basis of calculation.</p> <p style="color: red;">E.g. pay – does it include current on costs / pays scale / period it applies to. If over 1 financial include estimate of pay increase (approx. 2%) and inflation</p> <p style="color: red;">Include assumptions regarding demand. Cross reference to forecasting model if appropriate</p>	<p>Inflation – Unused inflation in 17/18 of £0.144m</p> <p>Auto – enrolment – Reduction in pressure on budget of £0.559m due to impact being less than originally forecast. Still subject to monthly changes as assessment of eligibility depends on hours worked in an initial month. Initial projections highlighted a potential underspend of £0.200m which formed part of the original efficiency put forward. A half year review of this pressure indicates that based on current information and if no further pressures emerge from new joiners to the pension scheme, a further £0.200m is available to release as an efficiency making the overall efficiency £0.400m.</p> <p>Pension deficit recovery – initial indications are that there is a potential efficiency. More work is needed to fully understand the full year effect of Aura and Newydd transferring out and this will be assessed further into the year, however initial indications suggest £0.200m is a reasonable figure to include at this stage. A detailed review has been undertaken on this area to analyse the reasons for the positive position. The main reasons are due to surplus budget from previous Actuarial Valuations which is not required due to changes in operating models and staffing, retrieval of budget from areas where staff have opted out, and more significantly, over recovery of the deficit which is due to the higher level of pay award (2+%) than taken into account at the last Actuarial Review. This has provided the Council with a positive variance on this account and the £0.200m originally identified can be increased by an additional £0.400m making the overall efficiency £0.600m.</p>						

Appendix 1, Modelling : Method Statement – Efficiency Savings

U	Please state any assumptions made in this calculation	As above				
V	Any further resources implications / impact on other service areas	No				
W	Trend Analysis to support future efficiency If included within forecasting model – please attach					
Section D : Financial Analysis						
X	Actual or Estimated Figures used to Calculate Efficiency	<i>Delete where applicable</i>	Y Confirm source of figures	As stated above and highlighted as part of monitoring of the Central and Corporate finance code		
		<input type="checkbox"/> Estimated Figures	Z If estimated ensure you assumptions are completed	Yes	AA Confirm when actual figures will be available	Not until the end of 18/19 however the estimate can be refined Sept 18
		AB If estimated give assessment of financial robustness	1	2	3	
Section E : Challenge						
		Name	Date	Version Reviewed	Comments	Further Action Required if Applicable
AC	Service Manager	Gary Ferguson	2/11/18	1.2		
AD	Chief Officer					
AE	Finance Challenge	Sara Dulson	2/11/18	1.2		
AF	Chief Officers Team					
AG	Submit within Integrated Impact Assessment within CAMMS					

Appendix 1, Modelling : Method Statement – Efficiency Savings

AH	Portfolio Member Informed					
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Appendix 1, Modelling : Method Statement – Efficiency Savings

Version Control:	Stage: 1 / 2 / 3	No: 1.1	Date: 31/5/18
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Section A: Impact				
A	Portfolio	Corporate		
B	Service	Various		
C	Service Type			
D	Efficiency Title	<i>Workforce Cost reduction</i>		
E	Efficiency to occur in Financial Year	2019/20	F Budget Code	Various
G	Original Budget in Current Year (18/19) relating to this Efficiency	£833k for Mileage £732k for ECU allowance		H Efficiency £0.250m
I	Implementation Costs associated with this efficiency	If yes – completed below	J If no – provide a reason:	ECU is part of annual review and mileage budget is surplus requirement. Publication of salary sacrifice can be done in house via infonet.
K	Implementation Costs	£0	L Budget Code	N/A
M	Sources	<input type="checkbox"/> Revenue	N If capital is this included within the current capital programme?	Y / N If no – completed Attach link
O	Impact Assessment Completed?	Y/N N		

Appendix 1, Modelling : Method Statement – Efficiency Savings

Section B : Reason								
P	Category for Efficiency:	1. Policy Reform	2. Service Reform	3. Income Generation	4. Efficiency Review	5. Pressure Reduction	6. Other Please provide details	
	Please Tick				x			
Q	One off or Reoccurring Efficiency	<input type="checkbox"/> Recurring Efficiency		R If reoccurring, state financial impact for the next three years		19/20 £0.250m	20/21 £0.250m	21/22 £0.250m
S	<p>For Categories 1-7 provide / attach evidence to support category of Efficiency</p> <p><i>NB – Attach forecasting model if relevant or any other evidence to support the reason for Efficiency</i></p>	<p>The efficiency relates to a reduction in workforce cost budgets as a result of the annual review of eligibility for the Essential Car allowance scheme, reduction in mileage claimed and the promotion of salary sacrifice scheme for AVC contributions to the pension scheme.</p>						
Section C : Methodology								
T	<p>Methodology of Calculation</p> <p style="color: red;">State the basis of calculation.</p> <p style="color: red;">E.g. pay – does it include current on costs / pays scale / period it applies to. If over 1 financial include estimate of pay increase (approx. 2%) and inflation</p> <p style="color: red;">Include assumptions regarding demand. Cross reference to forecasting model if appropriate</p>	<p>Essential Car User allowance figure – 51 employees identified at last review (Nov 17) as being ineligible for ECU allowance with savings in region of £51k. Review is annual so a further review will be undertaken in 2018.</p> <p>Mileage usage – based on 18/19 budget and 17/18 actual a saving of up to £80k could be achieved. Some realignment of budget between casual and essential would be required.</p> <p>Introduction of a salary sacrifice scheme for employees paying in AVC's which would give tax relief to the employee and generate a saving on employers NI.</p> <p>Papers attached give further details:</p> <p>..\\..\\..\\FCC_Filesahre_05\\CTAC\\SHARED\\Budget\\1920\\workforce options 19.20 v2.docx</p> <p>..\\..\\..\\FCC_Filesahre_05\\CTAC\\SHARED\\Budget\\1920\\Method Statements\\Essential Mileage.xlsx</p> <p>..\\..\\..\\FCC_Filesahre_05\\CTAC\\SHARED\\Budget\\1920\\Method Statements\\Casual Mileage.xlsx</p>						

Appendix 1, Modelling : Method Statement – Efficiency Savings

U	Please state any assumptions made in this calculation	The paper on workforce options has a range up to £240k however there will be further review of ECU allowance in the year.				
V	Any further resources implications / impact on other service areas	None				
W	Trend Analysis to support future efficiency If included within forecasting model – please attach					
Section D : Financial Analysis						
X	Actual or Estimated Figures used to Calculate Efficiency	<i>Delete where applicable</i>	Y Confirm source of figures	Mileage figures as per ledger ECU figures as per HR Salary sacrifice figures as per HR		
		<input type="checkbox"/> Estimated Figures	Z If estimated ensure you assumptions are completed		AA Confirm when actual figures will be available	19/20 financial year
		AB If estimated give assessment of financial robustness	1	2 - estimated but mileage should be robust	3	
Section E : Challenge						
		Name	Date	Version Reviewed	Comments	Further Action Required if Applicable
AC	Service Manager	Gary Ferguson	30/9/18			
AD	Chief Officer					
AE	Finance Challenge	Sara Dulson	30/9/18			
AF	Chief Officers Team					
AG	Submit within Integrated Impact Assessment within CAMMS					

Appendix 1, Modelling : Method Statement – Efficiency Savings

AH	Portfolio Member Informed					
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Appendix 1, Modelling : Method Statement – Efficiency Savings

Version Control:	Stage: 1 / 2 / 3	No: 1.1	Date: 20/08/18
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Section A: Impact				
A	Portfolio	Corporate		
B	Service	Corporate Finance		
C	Service Type	Central and Corporate		
D	Efficiency Title	<i>Use of Reserves 19.20</i>		
E	Efficiency to occur in Financial Year	2019/20	F Budget Code	N/A
G	Original Budget in Current Year (18/19) relating to this Efficiency	£N/A		H Efficiency £1,900,000
I	Implementation Costs associated with this efficiency	If yes – completed below	J If no – provide a reason:	Use of reserves only
K	Implementation Costs	£	L Budget Code	N/A
M	Sources	<input type="checkbox"/> Revenue <input type="checkbox"/> Capital	N If capital is this included within the current capital programme?	Y / N If no – completed <i>Attach link</i>
O	Impact Assessment Completed?	Y/N N		

Appendix 1, Modelling : Method Statement – Efficiency Savings

		<p>this case) and August 2017, the point at which the leisure service began to be delivered by AURA. This was in two tranches, the first being up to March 2015 and the second to August 2017.</p> <p>In total the amount of VAT reclaimed is £1,947,798.</p>				
U	Please state any assumptions made in this calculation	See above				
V	Any further resources implications / impact on other service areas	None				
W	<p>Trend Analysis to support future efficiency</p> <p style="color: red;">If included within forecasting model – please attach</p>	N/A – one off				
Section D : Financial Analysis						
X	Actual or Estimated Figures used to Calculate Efficiency	<i>Delete where applicable</i>		Figures as per briefing note confirmed by PWC and HMRC.		
		<input checked="" type="checkbox"/> Actual Figures	Y Confirm source of figures			
		<input type="checkbox"/> Estimated Figures	Z If estimated ensure you assumptions are completed		AA Confirm when actual figures will be available	
	AB If estimated give assessment of financial robustness	1		2	3	
Section E : Challenge						
		Name	Date	Version Reviewed	Comments	Further Action Required if Applicable
AC	Service Manager	Gary Ferguson	20/8/18			

Appendix 1, Modelling : Method Statement – Efficiency Savings

AD	Chief Officer					
AE	Finance Challenge	Sara Dulson	20/8/18			
AF	Chief Officers Team					
AG	Submit within Integrated Impact Assessment within CAMMS					
AH	Portfolio Member Informed					

Appendix 1, Modelling : Method Statement – Efficiency Savings

Version Control:	Stage: 1	No: 1.1	06/06/18
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Section A: Impact				
A	Portfolio	Organisational Change 1		
B	Service	Organisational Change		
C	Service Type	Leisure - AURA		
D	Efficiency Title	9% Reduction in FCC subsidy		
E	Efficiency to occur in Financial Year	2019/20	F Budget Code	
G	Original Budget in Current Year (18/19) relating to this Efficiency	£3,773,704	H Efficiency	£337,400
I	Implementation Costs associated with this efficiency	If yes – completed below	J If no – provide a reason:	
K	Implementation Costs	N/A	L Budget Code	
M	Sources	<input checked="" type="checkbox"/> Revenue <input type="checkbox"/> Capital	N If capital is this included within the current capital programme?	Y / N If no – completed <i>Attach link</i>
O	Impact Assessment Completed?	N		
Section B : Reason				

Appendix 1, Modelling : Method Statement – Efficiency Savings

P	Category for Efficiency: <div style="text-align: right;">Please Tick</div>	1. Policy Reform	2. Service Reform	3. Income Generation	4. Efficiency Review	5. Pressure Reduction	6. Other Please provide details	
					X			
Q	One off or Reoccurring Efficiency <input type="checkbox"/> One off Efficiency <input checked="" type="checkbox"/> Recurring Efficiency	R If reoccurring, state financial impact for the next three years			19/20 £337,400	20/21 £337,400	21/22 £337,400	
S	For Categories 1-7 provide / attach evidence to support category of Efficiency <i>NB – Attach forecasting model if relevant or any other evidence to support the reason for Efficiency</i>							

Section C : Methodology

T	Methodology of Calculation	Breakdown not for inclusion in the legals	Full Year		Sept - Mar	Full Year	Full Year
			2017/18		'2017/18	2018/19	2019/20
	State the basis of calculation.	Funding Agreement	£ 4,533,828		£ 2,644,733	£ 4,152,357	£ 3,773,704
	E.g. pay – does it include current on costs / pays scale / period it applies to. If over 1 financial include estimate of pay increase (approx. 2%) and inflation	Pension Deficit	£ (495,223)		£ (288,880)	£ -	£ -
		Buckley NNDR budget to transfer	£ 8,391		£ 4,895	£ -	£ -
		Museum Warden	£ 20,666		£ 12,055	£ -	£ -
		Repairs and Maintenance	£ 40,746		£ 23,769	£ -	£ -
		Accounting technician	£ 43,949		£ 25,637	£ -	£ -
	Include assumptions regarding demand. Cross reference to forecasting model if appropriate	Proposed Efficiencies in AURA Business Plan	£ -		£ -	£ (416,016)	£ (371,361)
			£ 4,152,357		£ 2,422,208	£ 3,736,341	£ 3,402,343
		1% Inflationary increase				£ 37,363	£ 34,023
		SLA including inflation	£ 4,152,357		£ 2,422,208	£ 3,773,704	£ 3,436,367
		MTFS efficiency			£ -	£ (378,653)	£ (337,338)

Appendix 1, Modelling : Method Statement – Efficiency Savings

U	Please state any assumptions made in this calculation	10% Efficiency agreed on transfer				
V	Any further resources implications / impact on other service areas					
W	Trend Analysis to support future efficiency If included within forecasting model – please attach					
Section D : Financial Analysis						
X	Actual or Estimated Figures used to Calculate Efficiency	<i>Delete where applicable</i>	Y Confirm source of figures	Aura Business Plan		
		<input checked="" type="checkbox"/> Actual Figures <input type="checkbox"/> Estimated Figures	Z If estimated ensure you assumptions are completed		AA Confirm when actual figures will be available	
		AB If estimated give assessment of financial robustness	1	2	3	
Section E : Challenge						
		Name	Date	Version Reviewed	Comments	Further Action Required if Applicable
AC	Service Manager					
AD	Chief Officer	Neal Cockerton	8/11/18			
AE	Finance Challenge	Emma Jamieson	8/11/18			
AF	Chief Officers Team					

Appendix 1, Modelling : Method Statement – Efficiency Savings

AG	Submit within Integrated Impact Assessment within CAMMS				
AH	Portfolio Member Informed				

Appendix 1, Modelling : Method Statement – Efficiency Savings

Version Control:	Stage: 1	No: 1.1	06/06/18
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Section A: Impact				
A	Portfolio	Organisational Change 2		
B	Service	Organisational Change		
C	Service Type	Newydd Catering & Cleaning		
D	Efficiency Title	10% Reduction in FCC subsidy		
E	Efficiency to occur in Financial Year	2019/20	F Budget Code	UFJ1515731
G	Original Budget in Current Year (18/19) relating to this Efficiency	£742,937	H Efficiency	£61,400
I	Implementation Costs associated with this efficiency	If yes – completed below	J If no – provide a reason:	
K	Implementation Costs	N/A	L Budget Code	
M	Sources	<input checked="" type="checkbox"/> Revenue <input type="checkbox"/> Capital	N If capital is this included within the current capital programme?	Y / N If no – completed <i>Attach link</i>
O	Impact Assessment Completed?	N		
Section B : Reason				

Appendix 1, Modelling : Method Statement – Efficiency Savings

P	Category for Efficiency: Please Tick	1. Policy Reform	2. Service Reform	3. Income Generation	4. Efficiency Review	5. Pressure Reduction	6. Other Please provide details	
					X			
Q	One off or Reoccurring Efficiency	<input type="checkbox"/> One off Efficiency <input checked="" type="checkbox"/> Recurring Efficiency		R If reoccurring, state financial impact for the next three years		19/20 £61,400	20/21 £55,192	21/22 £50,169
S	For Categories 1-7 provide / attach evidence to support category of Efficiency <i>NB – Attach forecasting model if relevant or any other evidence to support the reason for Efficiency</i>				2019/20 Budget	2020/21 Budget	2021/22 Budget	
		SLA						
		MTFP			668,320	551,918	501,693	
		Inc. staffing budget for 17/18 uplift						
		add. pension cost 18.1%			(55,035)			
		Agreed efficiency Target 10% less inflation			(61,400)	(55,192)	(45,654)	
		SLA			551,918	501,693	456,039	
Section C : Methodology								
T	Methodology of Calculation State the basis of calculation. E.g. pay – does it include current on costs / pays scale / period it applies to. If over 1 financial include estimate of pay increase (approx. 2%) and inflation Include assumptions regarding demand. Cross reference to forecasting model if appropriate							

Appendix 1, Modelling : Method Statement – Efficiency Savings

U	Please state any assumptions made in this calculation	10% reduction in the FCC subsidy as agreed on transfer				
V	Any further resources implications / impact on other service areas					
W	Trend Analysis to support future efficiency If included within forecasting model – please attach					
Section D : Financial Analysis						
X	Actual or Estimated Figures used to Calculate Efficiency	<i>Delete where applicable</i>		Aura Business Plan		
		<input checked="" type="checkbox"/> Actual Figures	Y	Confirm source of figures		
		<input type="checkbox"/> Estimated Figures	Z	If estimated ensure you assumptions are completed		AA
	AB	If estimated give assessment of financial robustness	1	2	3	
Section E : Challenge						
		Name	Date	Version Reviewed	Comments	Further Action Required if Applicable
AC	Service Manager					
AD	Chief Officer	Neal Cockerton	8/11/18			

Appendix 1, Modelling : Method Statement – Efficiency Savings

AE	Finance Challenge	Zoe Roberts	8/11/18			
AF	Chief Officers Team					
AG	Submit within Integrated Impact Assessment within CAMMS					
AH	Portfolio Member Informed					

Appendix 1, Modelling : Method Statement – Efficiency Savings

Version Control:	Stage: 1 / 2 / 3	No: 1.1	Date: 03/10/2018
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Section A: Impact				
A	Portfolio	Chief Executives		
B	Service	Corporate Finance		
C	Service Type			
D	Efficiency Title	<i>HRA Support Services Recharge</i>		
E	Efficiency to occur in Financial Year	2019/20	F Budget Code	GCG1157998
G	Original Budget in Current Year (18/19) relating to this Efficiency	£1,408,043	H Efficiency	£158,000
I	Implementation Costs associated with this efficiency	If yes – completed below No	J If no – provide a reason:	This efficiency relates to revised recharges to the HRA and will not incur any implementation costs.
K	Implementation Costs	£n/a	L Budget Code	n/a
M	Sources	<input checked="" type="checkbox"/> Revenue <input type="checkbox"/> Capital	N If capital is this included within the current capital programme?	Y / N If no – completed Attach link
O	Impact Assessment Completed?	No		

Appendix 1, Modelling : Method Statement – Efficiency Savings

Section B : Reason									
P	Category for Efficiency:	1. Policy Reform	2. Service Reform	3. Income Generation	4. Efficiency Review	5. Pressure Reduction	6. Other Please provide details		
	Please Tick						✓ Revised allocation of Support Service costs to the HRA		
Q	One off or Reoccurring Efficiency	<input type="checkbox"/> One off Efficiency <input checked="" type="checkbox"/> Recurring Efficiency		R If reoccurring, state financial impact for the next three years		19/20 £158,000	20/21 £158,000	21/22 £158,000	
S	For Categories 1-7 provide / attach evidence to support category of Efficiency NB – Attach forecasting model if relevant or any other evidence to support the reason for Efficiency	<p>A review has been undertaken on the HRA support service recharges following the consultation by Alan Gay. A further full detailed review will be undertaken in Mar 2019 as part of the year end support recharge work and the comparative data provided by Housemark of eligible cost recharges between the HRA and Council fund for all local stock owned Councils. Initial findings are detailed below.</p> <ul style="list-style-type: none"> Increase in Chief Officer time apportionment Increase in Personal Assistant time apportionment Multi-functional device (printer) recharges Postage recharges Call Centre Manager time apportionment Garden maintenance Fleet recharges Apportionment of professional support charges <p>L:\FCC Fileshare Multipath\Housing & Assets Finance\HRA\Support Services\Housing Revenue Account Paper - Support Recharges.docx</p>							
Section C : Methodology									
T	Methodology of Calculation State the basis of calculation. E.g. pay – does it include current on costs / pays scale / period it applies to. If over 1 financial include estimate of pay increase (approx. 2%) and inflation	<p>The calculation is based on 2019/20 salary costs and estimates for usage based on revised apportionments and up to date unit data.</p>							

Appendix 1, Modelling : Method Statement – Efficiency Savings

	Include assumptions regarding demand. Cross reference to forecasting model if appropriate					
U	Please state any assumptions made in this calculation	The assumption has been made that no double counting has taken place (e.g. nothing has been included in the Contact Centre efficiencies or Chief Executive efficiencies). This is still to be verified.				
V	Any further resources implications / impact on other service areas					
W	Trend Analysis to support future efficiency If included within forecasting model – please attach					
Section D : Financial Analysis						
X	Actual or Estimated Figures used to Calculate Efficiency	<i>Delete where applicable</i>		Confirmed		These will continue to be firmed up following review. No identified risk to current efficiency
		<input type="checkbox"/> Actual Figures	Y Confirm source of figures		AA Confirm when actual figures will be available	
		<input checked="" type="checkbox"/> Estimated Figures	Z If estimated ensure you assumptions are completed			
	AB If estimated give assessment of financial robustness	1	2	3		
Section E : Challenge						
		Name	Date	Version Reviewed	Comments	Further Action Required if Applicable
AC	Service Manager					
AD	Chief Officer	Neal Cockerton	28/9/18			

Appendix 1, Modelling : Method Statement – Efficiency Savings

AE	Finance Challenge	Rachael Corbelli	29/9/18			
AF	Chief Officers Team					
AG	Submit within Integrated Impact Assessment within CAMMS					
AH	Portfolio Member Informed					

Appendix 1, Modelling : Method Statement – Efficiency Savings

Version Control:	Stage: 1 / 2 / 3	No: 1.1	Date: 23/08/18
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Section A: Impact				
A	Portfolio	STREETSCENE & TRANSPORTATION		
B	Service	Transportation		
C	Service Type	Internal		
D	Efficiency Title	<i>Transport Historical Anomalies & Impact of Concessionary Fare Increase</i>		
E	Efficiency to occur in Financial Year	2019/20	F Budget Code	
G	Original Budget in Current Year (18/19) relating to this Efficiency	£0	H Efficiency	£0.100m
I	Implementation Costs associated with this efficiency		J no	Resources are already in place
K	Implementation Costs	£	L Budget Code	TLA
M	Sources	x Revenue	N If capital is this included within the current capital programme?	Y / N If no – completed <i>Attach link</i>
O	Impact Assessment Completed?	<u>Impact of Concessionary Fare Increase & Historical Anomalies – Service 9/X9</u> <u>Current Annual Costs</u>		

Appendix 1, Modelling : Method Statement – Efficiency Savings

Route	Vehicle Capacity	Estimated No. of Pupils	School Transport (Gross cost)	FCC public transport (Gross cost)	Gross Cost Total	Estimated Fare Revenue	Concessionary Fare Reimbursement	Estimated Net Cost
9/X9	98	91 (21 qualify)	£112,100.00	£231,357.00	£343,457.00	£25,218.00 (average)	£22,474.00 (average)	£295,765.00

Cabinet approval:

- Implementation from 1st October 2018 to withdraw the public transport service
- Implementation from 1st January 2019 to withdraw registered school bus at peak times
- Provide dedicated school buses for eligible pupils (will require notice to existing operator, Traffic Commissioner and re-procurement)
- Sell concessionary spare seats (on application) on the school buses to non-eligible pupils who were

Actual Costs April 2018-December 2018

Route	Vehicle Capacity	Estimated No. of Pupils	School Transport (Gross cost)	FCC public transport (Gross cost)	Gross Cost Total	Estimated Fare Revenue	Concessionary Fare Reimbursement	Estimated Net Cost
9/X9	98	91 (21 qualify)	£74,733.33	£115,678.51	£190,411.84	£16,812.00	£11,237.04	£162,362.80

Actual Costs January 2019-March 2019

2 x 53 seat coaches @ £40,000 per bus per annum / 3 months = £20,000.00

Local transport arrangements for Service 9/X9 withdrawal x 3 months = £6,250.00

Estimated take-up of concessionary spare seats @ 75% (53 pupils) x 1 term of £100.00 per pupil = £5,300.00 income

Total costs 2018/2019 = £183,312.80

Savings = £112,452.20

Appendix 1, Modelling : Method Statement – Efficiency Savings

		S12	78	75 (non-qualifying)	£31,350.00	£0.00	£31,350.00	£0.00 (Operator retains)	£0.00	£31,350.00
<p>Option 1 - Withdraw the service completely from 1st April 2019 Saving = £31,350.00</p> <p>Option 2 - Raise fares to cover full operating costs Current fares: £1.00 per day per pupil</p> <p style="margin-left: 20px;">a) Fare increase to £2.20 per day assuming that all 75 pupils continue to travel</p> <p style="margin-left: 40px;">- 75% of pupils continue to travel = fare revenue £23,408 (shortfall of £7,942)</p> <p style="margin-left: 40px;">- 50% of pupils continue to travel = fare revenue £15,844 (shortfall of £15,506)</p> <p style="margin-left: 20px;">b) If only 75% of pupils continue to travel, fare increase would need to be to £3.00 per day</p> <p style="margin-left: 20px;">c) If only 50% of pupils continue to travel fare increase would need to double to £4.40 per day</p> <p><u>Impact of Concessionary Fare Increase & Historical Anomalies – Service SP1/SP2 (now re-numbered to 5/5A)</u></p>										
Current Annual Costs										
		Route	Vehicle Capacity	Estimated No. of Pupils	School Transport (Gross cost)	FCC public transport (Gross cost)	Gross Cost Total	Estimated Fare Revenue	Concessionary Fare Reimbursement	Estimated Net Cost
		5/5A	98	85 (15 qualify)	£104,500.00	£96,464.00	£200,964.00	£0.00 (operator retains)	£0.00	£200,964.00
<p>Cabinet approval:</p> <ul style="list-style-type: none"> • Public transport service will remain, as it operates on the core bus network • Provide dedicated school buses for eligible pupils (will require notice to existing operator, Traffic Commissioner and re-procurement). • Implementation from 1st January 2019 										

Appendix 1, Modelling : Method Statement – Efficiency Savings

- Sell concessionary spare seats (on application) on the school buses to non-eligible pupils who were enrolled at either Mold Alun, Ysgol Maes Garmon, Buckley Elfed High School up to and including Sept 2017.
- Phase out service over 5 year period
- Undertake consultation from 1st September 2018 to inform pupils / parents of intended withdrawal of the service.
- Undertake consultation with Buckley Elfed and Mold Alun High School - September 2018 (minimum 2 months' notice)

Actual Costs April 2018-December 2018

Route	Vehicle Capacity	Estimated No. of Pupils	School Transport (Gross cost)	FCC public transport (Gross cost)	Gross Cost Total	Estimated Fare Revenue	Concessionary Fare Reimbursement	Estimated Net Cost
5/5 A	98	85 (15 qualify)	£69,666.67	£64,309.33	£133,976.00	£0.00	£0.00	£133,976.00

Actual Costs January 2019-March 2019

2 x 53 seat coaches @ £40,000 per bus per annum / 3 months = £20,000.00

Estimated take-up of concessionary spare seats @ 75% (53 pupils) x 1 term of £100.00 per pupil = £5,300.00 income

Total costs 2018/2019 = £148,676.00

Savings = £52,288.00

Full year impact 2019-2020 (based on actuals)

Public transport service £96,464.00 per annum

2 x 53 seat coaches @ £40,000 per bus per annum = £80,000.00

Estimated take-up of concessionary spare seats @ 75% (53 pupils) x 3 terms of £100.00 per pupil = £15,900 income

Residual costs = £158,564.00

Increase from 18/19 to 19/20 = £9,888.00

Impact of Concessionary Fare Increase & Historical Anomalies – Service Z125 (Pentre Halkyn Windmill to Mold Campus)

Appendix 1, Modelling : Method Statement – Efficiency Savings

Current Annual Costs								
Route	Vehicle Capacity	Estimated No. of Pupils	School Transport (Gross cost)	FCC public transport (Gross cost)	Gross Cost Total	Estimated Fare Revenue	Concessionary Fare Reimbursement	Estimated Net Cost
Z125	74	70 (20 qualify)	£43,975.00	£0.00	£43,975.00	£0.00 (operator retains)	£0.00	£43,975.00
<p>Cabinet approval:</p> <ul style="list-style-type: none"> • Provide dedicated school buses for eligible pupils (will require notice to existing operator, Traffic Commissioner and re-procurement). • Implementation from 1st January 2019 • Sell concessionary spare seats (on application) on the school bus to non-eligible pupils who were enrolled up to and including Sept 2017. • Phase out service over 5 year period • Undertake consultation from 1st September 2018 to inform pupils / parents of intended withdrawal of the service. • Undertake consultation with Mold Alun High school - September 2018 (minimum 2 months' notice) 								
Actual Costs April 2018-December 2018								
Route	Vehicle Capacity	Estimated No. of Pupils	School Transport (Gross cost)	FCC public transport (Gross cost)	Gross Cost Total	Estimated Fare Revenue	Concessionary Fare Reimbursement	Estimated Net Cost
Z125	74	70 (20 qualify)	£29,316.67	£0.00	£29,316.67	£0.00	£0.00	£29,316.67
<p>Actual Costs January 2019-March 2019 1 x 74 seat double-decker @ £44,000 per bus per annum / 3 months = £11,000.00 Estimated take-up of concessionary spare seats @ 75% (38 pupils) x 1 term of £100.00 per pupil = £3,800.00 income</p>								
Total costs 2018/2019 = £36,516.67								

Appendix 1, Modelling : Method Statement – Efficiency Savings

		<p>Savings = £7,458.33</p> <p>Full year impact 2019-2020 (based on actuals) 1 x 74 seat double-decker @ £44,000 per bus per annum = £44,000.00 Estimated take-up of concessionary spare seats @ 75% (38 pupils) x 3 terms of £100.00 per pupil = £11,400 income Residual costs = £32,600.00 Estimated savings year on year = £3,916.67</p>								
Section B : Reason										
P	<p>Category for Efficiency:</p> <p style="text-align: right;">Please Tick</p>	1. Policy Reform	2. Service Reform	3. Income Generation	4. Efficiency Review	5. Pressure Reduction	6. Other Please provide details			
				x						
Q	<p>One off or Reoccurring Efficiency</p>	<input type="checkbox"/> One off Efficiency <input checked="" type="checkbox"/> Recurring Efficiency		R If reoccurring, state financial impact for the next three years		19/20 £0.100m	20/21 £0m	21/22 £0m		
S	<p>For Categories 1-7 provide / attach evidence to support category of Efficiency</p> <p><i>NB – Attach forecasting model if relevant or any other evidence to support the reason for Efficiency</i></p>	Re assessment of current provision leading to a reduction in a number of Public / Schools transport routes that are deemed to be outside 'normal service provision'.								
Section C : Methodology										
T	<p>Methodology of Calculation</p> <p style="color: red;">State the basis of calculation.</p>	<p>Impact of concessionary fare increase & historical anomalies</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">Route</td> <td style="width: 33%; text-align: center;">18/19 revised costs</td> <td style="width: 33%; text-align: center;">19/20 full year costs</td> </tr> </table>						Route	18/19 revised costs	19/20 full year costs
Route	18/19 revised costs	19/20 full year costs								

Appendix 1, Modelling : Method Statement – Efficiency Savings

<p style="color: red;">E.g. pay – does it include current on costs / pays scale / period it applies to. If over 1 financial include estimate of pay increase (approx. 2%) and inflation</p> <p style="color: red;">Include assumptions regarding demand. Cross reference to forecasting model if appropriate</p>	9/X9	£183,312.80	£89,100.00
	S12	£31,350.00	£31,350.00*
	5/5A	£148,676.00	£158,564.00
	Z125	£36,516.67	£32,600.00
	Breakfast Club **	£34,865.00	£34,865.00
	Non-application of Policy	£10,000.00	£10,000.00
	FUSE Drama Group	£1,800.00	£0.00
	TOTAL	£446,520.47	£356,479.00
		<p>NB. Above figures take account of concessionary fare take-up of 75%</p> <p>* Figure assumes worst case scenario and zero cost recovery</p> <p>** Breakfast Club transport provision savings would not be achieved until 2020/2021 and 2022/2023 when the existing pupils are due to leave school</p> <p>Efficiency = £90,041.47</p> <p><u>Impact of concessionary fare increase on existing concessions</u></p> <p>Previous estimated income £165.00 per annum x 20 pupils = £3,300.00</p> <p>Estimated income £300.00 per annum x 20 pupils = £6,000.00</p> <p>Efficiency = £2,700.00</p> <p>Overall efficiency = <u>£92,741.47</u></p>	
U	<p>Please state any assumptions made in this calculation</p>		

Appendix 1, Modelling : Method Statement – Efficiency Savings

V	Any further resources implications / impact on other service areas						
W	Trend Analysis to support future efficiency If included within forecasting model – please attach						
Section D : Financial Analysis							
X	Actual or Estimated Figures used to Calculate Efficiency	<i>Delete where applicable</i> <input type="checkbox"/> Actual Figures <input checked="" type="checkbox"/> Estimated Figures		Y	Confirm source of figures		
				Z	If estimated ensure you assumptions are completed	AA	Confirm when actual figures will be available
		AB	If estimated give assessment of financial robustness	1			
Section E : Challenge							
		Name	Date	Version Reviewed	Comments	Further Action Required if Applicable	
AC	Service Manager	K Wilby	24/09/18	1.1			
AD	Chief Officer	S Jones	24/09/18	1.1			
AE	Finance Challenge	D Ledsham	24/09/18	1.1			
AF	Chief Officers Team						
AG	Submit within Integrated Impact Assessment within CAMMS						
AH	Portfolio Member Informed						



CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	15 November 2018
Report Subject	Budget 2019/20 – Stage 2 Proposals – All Portfolios
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager, Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The annual budget is developed in three stages. Stage 1 covers corporate finance and the costs of the whole organisation. Stage 2 covers the service portfolios. Stage 3 covers engagement with the Welsh Government on the Local Government Settlement and national financial support and solutions.

This report summarises the outcomes of the Stage 2 work with the Overview and Scrutiny Committees. Each of the five Committees have reviewed in formal meetings the cost pressures and investments, and efficiencies proposed for their respective portfolio for 2019/20. These meetings, held throughout October and November, followed the earlier portfolio specific member workshops.

In summary the Committees have recommended adoption of the suite of cost pressures and investments, and efficiencies without exception.

RECOMMENDATIONS

1	That the Committee receives and supports the recommendations of the five Overview and Scrutiny Committees.
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REPORT DETAILS

1.00	EXPLAINING THE FINANCIAL FORECAST AND STAGE TWO BUDGET PROPOSALS
1.01	Each of the five Overview and Scrutiny Committees have reviewed in formal meetings the cost pressures and investments, and efficiencies proposed for their respective portfolio for 2019/20. These meetings, held throughout October and November, followed the earlier portfolio specific member workshops. In summary the Committees have recommended adoption of the suite of cost pressures and investments, and efficiencies without exception. These cost pressures and investment, and proposed efficiencies, are set out in the appendix by Committee.
1.02	The portfolio specific member workshops held in October gave members an opportunity to explore portfolio budgets in more detail in readiness for the staged decision-making for the annual budget. The risks and resilience levels within services were also explored. Portfolio specific resilience statements were presented for operational service areas. These statements illustrated that there is very limited scope for any further cost efficiencies beyond those presented.
	Outcomes From Overview and Scrutiny Committees (OSCs)
1.03	<p><u>Community & Enterprise OSC – 30th October</u></p> <p>The Committee did not have any specific questions or new suggestions and recognised that there was limited scope for further efficiencies. The Committee was hopeful that further funding would be forthcoming from Welsh Government.</p> <p>Recommendation: That the Committee support the portfolio efficiency options, as shown in the report.</p>
1.04	<p><u>Social & Health OSC – 31st October</u></p> <p>Specific questions were raised around Out of County placements and the financial pressure this was exerting on the Council; the financial contribution made for placements by the Health Board and whether this needed to be increased; whether collaboration with neighbouring authorities could reduce this pressure. The Committee did not have any new suggestions and recognised that there was limited scope for further efficiencies</p> <p>There was then a lengthy debate about the National UK Government budget and any expected funding ‘consequential’ for Welsh Government. Members were keen to ensure increased communication with the public around the financial pressures being faced by the Council and welcomed the work to provide Members with a media pack to assist in this. There was a suggestion of a workshop for all Members on effective communication.</p>

	<p>Recommendations:</p> <p>(a) That the Committee support the portfolio efficiency options, as shown in the report; and</p> <p>(b) That the Committee congratulate the work and performance of the Social Services Portfolio teams in the current financial circumstances.</p>
1.05	<p><u>Education & Youth OSC – 1st November</u></p> <p>Similar to the Social & Health Care OSC meeting, a number of questions were raised around Out of County Placements and the financial pressure this was having on the Council. Similar questions around the ability to collaborate with neighbouring authorities to reduce this pressure were asked. A suggestion was made on whether Welsh Government could be asked to put a financial ‘cap’ on providers of Out of County placements and it was agreed to pursue this regionally and nationally.</p> <p>A number of concerns were raised around the pressures on head teachers, teachers and all school staff by the financial pressures, and a similar discussion to that had by the Social & Health OSC meeting around increased communication with the public and national lobbying was facilitated.</p> <p>The Committee did not have any new suggestions and recognised that there was limited scope for further efficiencies</p> <p>Recommendations:</p> <p>(a) That the Committee support the portfolio efficiency options, as shown in the report; and</p> <p>(b) That Members agree to seek to raise public awareness about the implications of the current financial challenges for services</p>
1.06	<p><u>Environment OSC – 16th October</u></p> <p>A number of questions were raised at the meeting and points raised for clarification including the reduction in income from the sale of waste recyclates, future plans around the frequency of waste collection, and the collection of side waste.</p> <p>Further information was requested on the content of the Access and Natural Environment budgets. The Chief Officer confirmed that the budget covered twenty full time posts and that a report would be provided to a future meeting with further detail of the mandatory services provided.</p> <p>A request for a report on the advantages and disadvantages of moving to three or four-weekly waste collection service with information on the experiences of authorities who had such changes was requested.</p> <p>The Committee did not have any new suggestions and recognised that there was limited scope for further efficiencies.</p>

	<p>Recommendations:</p> <p>(a) That the Committee endorsed the portfolio pressures and investments; and (b) That the Committee endorsed the portfolio efficiency options.</p>																																																			
1.07	<p><u>Organisational Change OSC – 2nd November</u></p> <p>Communication with the public was discussed further following discussions at the other Committees. Members felt it was important to begin a consultation exercise to raise public awareness as soon as possible - emphasising that in reality the proposed 1% cut in Government grant did not take account of pay and price inflation.</p> <p>Members welcomed the innovative ways officers have worked to achieve saving/efficiencies. They emphasised that the Council have managed to keep libraries and leisure centres open as a result of alternative delivery models. The Committee did not have any new suggestions and recognised that there was limited scope for further efficiencies.</p> <p>Recommendation:</p> <p>That having examined the portfolio efficiencies the Committee agree to endorse them.</p>																																																			
1.08	<p><u>Corporate Resources OSC – 15th November</u></p> <p>Refer to the separate report on the agenda for this meeting.</p>																																																			
1.09	<p>Summary of Business Plan Efficiency Proposals for 2019/20 by Committee</p> <table border="1" data-bbox="320 1301 1209 2029"> <thead> <tr> <th data-bbox="320 1301 959 1384">Portfolio</th> <th data-bbox="959 1301 1038 1384"></th> <th data-bbox="1038 1301 1209 1384">19/20 £m</th> </tr> </thead> <tbody> <tr> <td data-bbox="320 1384 959 1429"></td> <td data-bbox="959 1384 1038 1429"></td> <td data-bbox="1038 1384 1209 1429"></td> </tr> <tr> <td data-bbox="320 1429 959 1462">Corporate</td> <td data-bbox="959 1429 1038 1462"></td> <td data-bbox="1038 1429 1209 1462">0.360</td> </tr> <tr> <td data-bbox="320 1462 959 1496">Social Services</td> <td data-bbox="959 1462 1038 1496"></td> <td data-bbox="1038 1462 1209 1496">0.315</td> </tr> <tr> <td data-bbox="320 1496 959 1529">Education & Youth</td> <td data-bbox="959 1496 1038 1529"></td> <td data-bbox="1038 1496 1209 1529">0.076</td> </tr> <tr> <td data-bbox="320 1529 959 1563">S&T</td> <td data-bbox="959 1529 1038 1563"></td> <td data-bbox="1038 1529 1209 1563">0.065</td> </tr> <tr> <td data-bbox="320 1563 959 1597">P&E</td> <td data-bbox="959 1563 1038 1597"></td> <td data-bbox="1038 1563 1209 1597">0.111</td> </tr> <tr> <td data-bbox="320 1597 959 1630">Housing & Assets</td> <td data-bbox="959 1597 1038 1630"></td> <td data-bbox="1038 1597 1209 1630">0.035</td> </tr> <tr> <td data-bbox="320 1630 959 1664"></td> <td data-bbox="959 1630 1038 1664"></td> <td data-bbox="1038 1630 1209 1664"></td> </tr> <tr> <td data-bbox="320 1664 959 1697">Total</td> <td data-bbox="959 1664 1038 1697"></td> <td data-bbox="1038 1664 1209 1697">0.963</td> </tr> <tr> <td data-bbox="320 1697 959 1731"></td> <td data-bbox="959 1697 1038 1731"></td> <td data-bbox="1038 1697 1209 1731"></td> </tr> <tr> <td data-bbox="320 1731 959 1765">Budget Strategy</td> <td data-bbox="959 1731 1038 1765"></td> <td data-bbox="1038 1731 1209 1765"></td> </tr> <tr> <td data-bbox="320 1765 959 1798">Less:</td> <td data-bbox="959 1765 1038 1798"></td> <td data-bbox="1038 1765 1209 1798"></td> </tr> <tr> <td data-bbox="320 1798 959 1832">Income</td> <td data-bbox="959 1798 1038 1832"></td> <td data-bbox="1038 1798 1209 1832">0.143</td> </tr> <tr> <td data-bbox="320 1832 959 1865">Targeted Post Reductions</td> <td data-bbox="959 1832 1038 1865"></td> <td data-bbox="1038 1832 1209 1865">0.190</td> </tr> <tr> <td data-bbox="320 1865 959 1899"></td> <td data-bbox="959 1865 1038 1899"></td> <td data-bbox="1038 1865 1209 1899"></td> </tr> <tr> <td data-bbox="320 1899 959 1933">Balance of Operational Efficiencies</td> <td data-bbox="959 1899 1038 1933"></td> <td data-bbox="1038 1899 1209 1933">0.630</td> </tr> </tbody> </table>	Portfolio		19/20 £m				Corporate		0.360	Social Services		0.315	Education & Youth		0.076	S&T		0.065	P&E		0.111	Housing & Assets		0.035				Total		0.963				Budget Strategy			Less:			Income		0.143	Targeted Post Reductions		0.190				Balance of Operational Efficiencies		0.630
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	If approved the above would contribute an additional total of £0.630m to the projected budget gap. Income and workforce/targeted post reductions cost efficiencies are accounted for elsewhere in the budget strategy which explains their removal from this working total.
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2.00	RESOURCE IMPLICATIONS
2.01	As set out in the report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	As set out in the report.

4.00	RISK MANAGEMENT
4.01	As set out in the report.

5.00	APPENDICES
5.01	<p>Summary of Pressures and Efficiencies:</p> <p>Appendix 1 - Community and Enterprise OSC Appendix 2 - Social and Health OSC Appendix 3 - Education and Youth OSC Appendix 4 - Environment OSC Appendix 5 - Organisational OSC Appendix 6 - Corporate Resources OSC</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS AND CONTACT OFFICER DETAILS
6.01	<p>Member Workshop Background Paper: 13 and 23 July and 18 September 2018 Method Statements by Portfolio Risk and Resilience Statements by Portfolio</p> <p>Contact Officer: Gary Ferguson, Corporate Finance Manager Telephone: (01352) 702271 E-mail: gary.ferguson@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Specific Grants: An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.</p> <p>Annual Settlement: 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 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>Financial Year: the period of 12 months commencing on 1 April</p> <p>Revenue: a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p>Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p>

Community & Enterprise Overview and Scrutiny Committee 30th October 2018

Portfolio Pressures and Investments

Housing & Assets

Council Tax Reduction Scheme (Modelled based on a 4.5% increase in Council Tax)	£0.380m
SHARP Framework (Unachievable prior year efficiency)	£0.020m

Governance

Council Tax Discount Scheme for Care Leavers (Discretionary discount scheme approved by Cabinet in July 2018)	£0.027m
Contact Centre (Unachievable prior year efficiency)*	£0.100m

*Also reported to CROSC

Portfolio Business Planning Efficiencies

Housing & Assets

Bond base budget reduction	£0.005m
Temporary Accommodation	£0.030m
Total -	£0.035m

Planning, Environment & the Economy

Communities for Work base budget	£0.020m
Market Fees increase	£0.003m
Total -	£0.023m

Social & Health Overview and Scrutiny Committee 31st October 2018

Portfolio Pressures and Investments

Social Care Commissioning	£1.600m
Out of County placements (currently under review) *	£1.655m
Transition to Adulthood	£0.640m
Residential Care - new placements	£1.009m
Total -	£4.904m

*includes the Educational element of Out of County placements

Portfolio Efficiency (arising from Welsh Government policy)

Charging cap increase - non-residential care	£0.264m
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Portfolio Business Planning Efficiencies

Older People - Day Centres	£0.020m
Telecare - reduced equipment spend	£0.010m
Workforce Development - income generation	£0.005m
Supported Living - reduction in voids	£0.025m
Communications - mobile hardware	£0.005m
Childcare offer IT system (one-off)	£0.010m
Vacancy management savings	£0.050m
Strategic use of grant funding	£0.170m
Regional Commissioning	£0.020m
Total -	£0.315m

Education & Youth Overview and Scrutiny Committee 1st November 2018

Portfolio Pressures and Investments

Minority Ethnic Achievement Grant	£0.048m
Out of County placements *	£1.655m
Additional Learning Needs (ALN) reforms	£0.142m
Schools NJC Pay Award	£1.402m
Total -	£3.247m

* This is a joint pressure with Social Services for children with additional learning needs in out of county placements.

Portfolio Business Planning Efficiencies

Integrated Youth Provision – Spend reduction	£0.014m
School Planning & Provision – Reduction in portfolio Insurance budget	£0.005m
School Improvement Systems – £38k removal of WJEC SLA as negotiated by Welsh Government & ADEW. £20k reduction in early entitlement budget based on falling birth rate and consequent reduction in pupil numbers.	£0.058m
Total -	£0.077m

Environment Overview and Scrutiny Committee 16th October 2018

Portfolio Pressures and Investments

Streetscene & Transportation

North Wales Residual Waste Treatment Project* £0.425m (one-off)
(No WG Grant during commissioning period)

Waste Recycling Income reductions £0.180m
(Reducing value of material collected due to the loss of international markets)

Planning, Environment & the Economy

Local Development Plan (LDP) £0.172m
* an application to re-profile grant funding is pending with Welsh
Government which may mitigate this pressure

Portfolio Business Planning Efficiencies

Streetscene & Transportation

Review of security arrangements in Alltami Depot £0.005m
Income from external works (Fleet Workshop) £0.010m
Garden Waste Charges (increased take up) £0.050m
Total – Streetscene & Transportation £0.065m

Stage 1 Efficiency Proposal

School Transport Anomalies £0.100m

Planning, Environment & the Economy

Greenfield Valley £0.018m
Service Review within Community & Business £0.035m
Increased Planning Fee income £0.025m
Minerals & Waste Shared Service £0.005m
Supplies & Services spending review £0.005m
Total – Planning, Environment & the Economy £0.088m

Organisational Change Overview and Scrutiny Committee 2nd November 2018**Portfolio Pressures and Investments**

There are no Pressures or Investments currently identified within this area.

Organisational Change Efficiencies (Part of Stage 1 Corporate Proposals)

AURA	£0.338m
Newydd	£0.061m
Total Efficiency	<u>£0.399m</u>

CROSC Overview and Scrutiny Committee 15th November 2018**Portfolio Pressures and Investments**

Microsoft Licencing Costs	£0.150m
Unachievable Contact Centre Efficiency*	£0.100m
Independent Review Panel for Wales	£0.030m
Transfer of Funding for Universal Credit	£0.019m
Total -	£0.299m

*Also reported in C&E OSC

Portfolio Business Planning Efficiencies**Chief Executive's**

Executive Office Workforce Costs	£0.190m
Executive Office Management Recharge	£0.015m
Workforce Reduction Business & Comms	£0.015m
Digital Delivery of Council Newsletter	£0.029m
Graphics Income	£0.005m

Governance

Democratic Services Changes efficiency	£0.009m
Renegotiation of IT Contracts	£0.097m
Total -	£0.360m