

Holding on to Ambition and Principles in the Storm

A Leadership Story

The Future of Direct Service in Wales
APSE Wales



A Flintshire Profile

- Largest Council in North Wales by population
- A 'border county' looking east, west and south
- Direct services or public ownership philosophy
- Public value and social value principles
- Socialist bias and trade unionised
- A progressive partner and collaborator
- Feisty and outspoken in defence of beliefs

Social Business Efficiency Model

- Settlement on the preferred operating model for each service: direct; integrated/collaborative; partnering; commissioned; community-owned; new social enterprise
- Medium-term business plans which balance resilience with achievable efficiencies
- Lean and cost-efficient services with set reductive budget targets
- Business objectives for productivity and quality with an increasing emphasis on social value

Underlying Financial Strategy

- All services have reduced base cost by 30-45% with the exception of school delegated budgets and commissioned social care
- De-layered and lean corporate operating model
- Modernised employment terms and conditions
- Sector best practice models e.g. Streetscene Depot
- Alternative Delivery Models Programme
- Community Asset Transfers Programme
- An expansive programme of collaboration
- Developing commercial and charging approach

The budget, your Council Tax and local services

Every year councils have to set a budget which balances their resources with their spending needs. Flintshire, like all councils, has had reduced funding from governments year on year for a decade. Flintshire, as one of the lowest funded councils per head of population in Wales, is particularly exposed to the effects of austerity.

Over the last 11 years, Flintshire County Council has cut back on its spending by **£85m**. Each year it gets harder and harder to make any more savings and protect services and at times hard budget choices have been needed.

The Council Tax you pay goes up every year, but not all the money collected goes to pay for council services. It also supports the money needed by:

- 34 Town and Community Councils (T&CC)
- North Wales Police and Crime Commissioner (PCC)
- North Wales Fire and Rescue Authority (NWF&RA)

How Council Tax is shared between the Council and other public services

£103.2m is the total the Council expects to collect in Council Tax in 2019/20, of which:

- 77%** is kept by the Council as a contribution to run local services
- 3%** is required as a contribution to meet the cost of the North Wales Fire & Rescue Authority
- 17%** is collected on behalf of North Wales Police and the Police and Crime Commissioner
- 3%** is collected on behalf of our Town and Community Councils

Council Tax from across the six counties of North Wales contributes to the Fire and Rescue service under a system called the 'levy'. Last year our contribution was £7.6m and following public support during a recent consultation this will rise by £381,000 in the coming year.



How Flintshire's Council Tax compares to other counties

Before 2018/19 the Council had not previously increased Council Tax by over 5%, but given the pressures on our schools a 1.71% supplement on Council Tax was charged in April 2018 to raise an additional £1.14m for schools.

Despite this increase Flintshire continued to set Council Tax at a lower level than most other Councils in Wales and in England. Our Council Tax in 2018/19 was >>>

£41

less than the Welsh national average

£236

less than the average Council Tax charged by our English neighbours

Are you paying more for less?

Council Tax payers are being asked to make a bigger financial contribution to protect local services and compensate for reductions in Government funding. Flintshire has been successful in protecting and even growing some local services despite having to reduce the money it spends over many years of national austerity.

So, the answer is - you are paying more for the same. By contributing an extra 1.67% above the Welsh Government's assumed national average increase you are helping to support and protect services which otherwise could be at risk.

The levels of Council Tax we need to set in future years - from 2020/21 onwards - will very much depend on:

- the position UK Government decides to take on funding public services
- how much of its overall budget Welsh Government decides to pass on to local councils
- the decisions of central and Welsh governments to fully fund national agreements such as teachers' pay and pensions

The more money local councils receive in the future, the less likely it is we will see high rises in Council Tax.

8.38%

the increase in your overall Council Tax Bill including the PCC and T&CC
£10.33 the monthly increase for an average Band D property

Balancing the books for 2019/20

£15.3m

the gap in our budget for 2019/20

£8.5m

found to bridge the gap - including a 4.5% Council Tax rise and £1.9m reserves

£3.8m

additional funding received from Welsh Government

£2.7m

raised through increasing Council Tax to 8.75%

£0.3m

additional reserves used to close the gap

Where the Council's money comes from

65% comes from Welsh Government
26% is raised through Council Tax
9% is raised through the fees the Council charges for some services
£264m the amount the Council spends each year providing local services for local people

How is an 8.17% Council Tax rise for Council services justified

£5.6m - the extra money Flintshire asked Welsh Government to provide to keep a Council Tax increase at 7%
£3.8m extra funding given by Welsh Government at the end of 2018
£3.1m the gap still faced by the Council
8.17% the Council Tax increase needed for Council services without any extra funding from Welsh Government

The total increase of the Council's portion of your Council Tax Bill

8.17%

+

0.58%

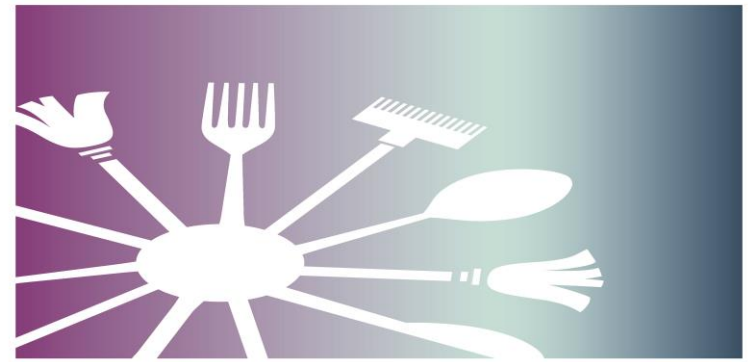
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8.75%

to provide the money the Council needs to bridge the gap between the funding it receives from Welsh Government and to protect key local services for local people.

to raise the additional £381,000 set by North Wales Fire and Rescue.

the total increase needed to bridge the budget gap



Arlwyo a Glanhau

NEWYDD

Catering & Cleaning



FLINTSHIRE **CONNECTS**



SIR Y FFLINT **YN CYSYLLTU**



Our Attitude to Life

- Everything matters: mandatory and discretionary
- Public or social ownership models as a default position
- Adoption and protection of the preferred operating model for each and every service
- Grow direct service models where there is a market need - residential care or create new models – micro domiciliary care
- Step in where society fails – Universal Credit and Food Poverty
- Align with partners of choice – Home Farm Trust and Can Cook

The Future

- There is a limit to the capacity for change
- The private sector has been proven to be no alternative for certain direct services of scale
- Plan to proudly grow direct and socially owned public services with inventive models
- Collaboration is only a part answer
- The value versus cost equation
- Indexation of Government grant to be restored
- High demand services to have new investment
- A conscious shift to demand reduction

WHAT DO YOU MEAN
YOU'RE ALL PULLING
TOGETHER? THAT'S
NOT FAIR!!



My Leadership Journey

- Working in phases of change at a pace for which you and others have the capacity and the energy
- Say things as they are for multiple audiences
- Have the hard conversations in the open with everyone that matters
- Heart and head in equal measure
- Wear your values 'on your sleeve'
- The majority will go with change where there is infectious self-belief
- Keep the goal in central view at all times
- Never let pessimism overcome optimism