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Am unrhyw ymholiad yn ymwneud â'r agenda hwn cysylltwch â Rebecca Barrett
(Rhif Ffôn: 01443 864245 Ebst: barrerm@caerphilly.gov.uk)

Dyddiad: 27 Tachwedd 2019

Annwyl Syr/Fadam,

Cyfarfod Arbennig o **Pwyllgor Craffu Tai ac Adfywio** yn cael ei gynnal yn **Ystafell Sirhywi - Tŷ Penallta, Tredomen, Ystrad Mynach** ar **Dydd Iau, 5ed Rhagfyr, 2019** am **5.30 pm** i ystyried materion a gynhwysir yn yr agenda canlynol. Gall cynghorwyr a'r cyhoedd sy'n dymuno siarad am unrhyw eitem wneud hynny drwy wneud cais i'r Cadeirydd. Mae croeso i chi hefyd ddefnyddio'r Gymraeg yn y cyfarfod. Mae'r ddau gais hyn yn gofyn am gyfnod rhybudd o 3 diwrnod gwaith, a bydd cyfieithu ar y pryd yn cael ei ddarparu os gofynnir amdano.

Mae pob cyfarfod Pwyllgor yn agored i'r Wasg a'r Cyhoedd. Gofynnir i arsylwyr a chyfranogwyr ymddwyn gyda pharch ac ystyriaeth at eraill. Sylwer y bydd methu â gwneud hynny yn golygu y gofynnir i chi adael y cyfarfodydd ac efallai y cewch eich hebrwng o'r safle.

Yr eiddoch yn gywir,

A handwritten signature in black ink, appearing to read 'Christina Harrhy'.

Christina Harrhy
PRIF WEITHREDWR DROS DRO

AGENDA

Tudalennau

- 1 I dderbyn ymddiheuriadau am absenoldeb
- 2 Datganiadau o Ddiddordeb.

Atgoffi'r Cynghorwyr a Swyddogion o'u cyfrifoldeb personol i ddatgan unrhyw fuddiannau personol a/neu niweidiol mewn perthynas ag unrhyw eitem o fusnes ar yr agenda hwn yn unol â Deddf Llywodraeth Leol 2000, Cyfansoddiad y Cyngor a'r Cod Ymddygiad ar gyfer Cynghorwyr a Swyddogion.

A greener place Man gwyrddach

Correspondence may be in any language or format | Gallwch ohebu mewn unrhyw iaith neu fformat



I dderbyn ac ystyried yr adroddiadau canlynol:-

- | | | |
|---|--|----------|
| 3 | Cynigion y Gyllideb Ddrafft ar gyfer 2020/21. | 1 - 20 |
| 4 | Cynigion y Gyllideb Ddrafft ar gyfer 2020/21 - Pwyllgor Craffu Tai ac Adfywio. | 21 - 142 |

Cylchrediad:

Cynghorwyr J. Bevan, D. Cushing, C. Elsbury, Mrs C. Forehead (Is Gadeirydd), R.W. Gough, L. Harding, A.G. Higgs, G. Kirby, Ms P. Leonard, Mrs G.D. Oliver, B. Owen, Mrs D. Price, J. Ridgewell (Cadeirydd), Mrs M.E. Sargent, W. Williams a B. Zaplatynski

A Swyddogion Priodol

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SPECIAL HOUSING AND REGENERATION SCRUTINY COMMITTEE – 5TH DECEMBER 2019

SUBJECT: DRAFT BUDGET PROPOSALS FOR 2020/21

**REPORT BY: CORPORATE DIRECTOR FOR EDUCATION AND CORPORATE
SERVICES**

-
- 1.1 The attached report setting out details of the draft budget proposals for the 2020/21 financial year was presented to Cabinet at its meeting on the 13th November 2019.
 - 1.2 As part of the consultation process on the draft budget proposals the Scrutiny Committee is asked to consider and comment upon the content of the report.

Author: E. Sullivan (Senior Committee Services Officer) Ext. 4420

Appendix 1 Draft Budget Proposals for 2020/21 – Cabinet 13th November 2019



CABINET – 13TH NOVEMBER 2019

SUBJECT: DRAFT BUDGET PROPOSALS FOR 2020/21

REPORT BY: DIRECTOR OF EDUCATION & CORPORATE SERVICES

1. PURPOSE OF REPORT

- 1.1 To present Cabinet with details of draft budget proposals for the 2020/21 financial year to allow for a period of consultation prior to a final decision by Council on the 20th February 2020.

2. SUMMARY

- 2.1 The report provides details of draft budget proposals based on a range of assumptions in the absence of details of the Welsh Government (WG) Provisional Local Government Financial Settlement for 2020/21.
- 2.2 The report also provides details of draft savings proposals, along with a proposed increase of 6.95% in council tax to enable the Authority to set a balanced budget for the 2020/21 financial year.

3. RECOMMENDATIONS

- 3.1 Cabinet is asked to: -
- 3.1.1 Endorse the draft 2020/21 budget proposals including the proposed savings totalling £8.485m (inclusive of the proposed use of £800k of Social Services service reserves).
- 3.1.2 Support the proposal to increase Council Tax by 6.95% for the 2020/21 financial year to ensure that a balanced budget is achieved (Council Tax Band D being set at £1,209.83).
- 3.1.3 Agree that the draft budget proposals should now be subject to consultation prior to final 2020/21 budget proposals being presented to Cabinet and Council in February 2020.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 Council is required annually to approve proposals to set a balanced budget and agree a Council Tax rate.
- 4.2 Council is required to put in place a sound and prudent financial framework to support service delivery.

5. THE REPORT

5.1 Welsh Government (WG) Provisional Local Government Financial Settlement for 2020/21

- 5.1.1 The Local Government Financial Settlement received from WG on an annual basis is referred to as Aggregate External Finance (AEF). This consists of a Revenue Support Grant (RSG) and Redistributed Non-Domestic Rates (business rates). Details of the Provisional Local Government Financial Settlement are normally announced by WG in early October each year. However, due to a combination of the continuing uncertainty around Brexit along with the delay in undertaking the UK Government spending review; the announcement of the Provisional Local Government Financial Settlement for 2020/21 is not expected until the 26th November 2019.
- 5.1.2 To ensure that sufficient time is allocated to consult on the Council's draft budget proposals for 2020/21 Cabinet will need to endorse the draft budget and associated savings proposals in advance of the announcement of the Provisional Local Government Financial Settlement.
- 5.1.3 The draft budget proposals in this report use a start point based on the Medium-Term Financial Plan (MTFP) presented to Council on the 21st February 2019. This showed a projected 2020/21 savings requirement of £15.658m based on information available at that time.
- 5.1.4 The projected position for 2020/21 has since been reviewed based on updated information and a revised set of assumptions. This results in an updated projected savings requirement of £8.485m as shown in Appendix 1, which is a reduction of £7.173m on the position reported in February 2019. Details of the changes and revised assumptions are provided in subsequent sections of this report.

5.2 2020/21 Draft Budget Proposals

- 5.2.1 The proposals contained within this report will deliver a balanced budget for 2020/21 on the basis that Council Tax is increased by 6.95%. Table 1 provides a summary: -

Table 1 – Summary

Paragraph	Description	£m	£m
5.2.2	Aggregate External Finance (cash flat)	-	-
5.2.3	Assumed full-year funding for Teachers Pensions		4.173
5.2.4 – 5.2.11	Schools cost pressures	5.648	
5.2.14 – 5.2.19	General Fund Services inflationary cost pressures	5.315	
5.2.20 – 5.2.26	General Fund inescapable service pressures	3.446	
5.2.27	Reinstatement of 2019/20 temporary savings	3.272	
5.3.1 – 5.3.2	Draft savings proposals 2020/21		8.485
5.4.1 – 5.4.2	Council Tax uplift (6.95%)		5.023
	TOTAL: -	17.681	17.681

- 5.2.2 As already mentioned, details of the Provisional Local Government Financial Settlement for 2020/21 will not be announced by WG until the 26th November 2019. The MTFP presented to Council in February 2019 assumed a 0.5% reduction in the Financial Settlement for 2020/21, which would have resulted in a reduction in funding of £1.343m. This has been reviewed based on the latest information available and a cash flat position is now assumed for 2020/21.
- 5.2.3 For the 2019/20 financial year there was a significant new cost pressure for Local Government in relation to increases in employer contributions to the Teachers' Pension Scheme from September 2019. There was no funding included in the Final Local Government

Financial Settlement for 2019/20 to meet this additional cost, albeit that the part-year impact has subsequently been funded through an in-year grant from WG. It is currently assumed that the full-year impact of the increase in employer contributions to the Teachers' Pension Scheme will be fully funded by WG in 2020/21 and for subsequent financial years.

5.2.4 The Schools cost pressures totalling £5.648m are set out in Table 2 below -

Table 2 – Schools Cost Pressures

	£m
Teachers Pay at 2.75%	2.064
Living Wage	0.016
Teachers Employer's Pension Contributions at 7.12%	2.288
APT&C Pay at 2%	0.261
APT&C Employer's Pension Contributions at 1%	0.133
Non-Pay Inflation at 1.7%	0.337
Schools Service Pressures	0.505
Trinity Fields Transport Costs (Demographic Growth)	0.044
TOTAL: -	5.648

5.2.5 **Teachers Pay at 2.75%** - Teachers pay has increased across the majority of the scale ranges by 2.75% with effect from September 2019. It is anticipated that a one-off grant will be made available by WG to assist with the part-year additional cost of the pay award for the 2019/20 financial year. However, there is currently no confirmation in respect of funding from 2020/21 onwards. For financial planning purposes it is currently assumed that there will be a further 2% uplift in teachers pay from September 2020.

5.2.6 **Foundation Living Wage** – Caerphilly CBC is a Living Wage Foundation employer so a sum is included in the draft budget proposals in respect of relevant school staff to allow for annual increases in the Foundation Living Wage hourly rate.

5.2.7 **Teachers Employer's Pension Contributions** – As already mentioned in paragraph 5.2.3, there is a significant new cost pressure for schools in relation to increases in employer contributions to the Teachers' Pension Scheme from September 2019. There will be an additional cost pressure of £2.288m in 2020/21 to meet the full-year impact of the increase in employer contributions.

5.2.8 **APT&C Pay at 2%** - A pay award of 2% is assumed for schools based APT&C staff from April 2020. This is not confirmed and is subject to ongoing negotiation.

5.2.9 **Non-pay inflation at 1.7%** - This is based on the current Consumer Prices Index (CPI) inflation rate. This will be kept under review during the coming months prior to final 2020/21 budget proposals being presented to Cabinet and Council in February 2020.

5.2.10 **Schools Service Pressures** – This includes the following: -

- Funding formula revisions;
- Floor area and National Non-Domestic Rates (NNDR) changes;
- Demographic growth linked to Trinity Fields pupil numbers;
- Additional costs linked to Free School Meals in respect of social needs funding and secondary school costs.

5.2.11 **Trinity Fields Transport Costs** – This is directly related to an increase in pupil numbers and costs can also vary based on pupil needs.

5.2.12 Cabinet should note that the draft budget proposals include a proposed reduction of 2% in the budgets that are delegated to schools. This totals £2.112m and consists of a reduction in the

Individual Schools Budget (£2.060m), a reduction of £30k in the Former Key Stage 2 Grant and a reduction of £22k in the Secondary Additional Funding budget. This means that the net growth for schools in 2020/21 would be £3.536m i.e. £5.648m in Table 2 above, less the proposed savings of £2.112m.

- 5.2.13 The remaining savings requirement for 2020/21 of £6.373m (i.e. total savings of £8.485m less £2.112m allocated to schools) will be applied to General Fund budgets. This results in a net savings requirement of 2.7% for all other services which does provide some relative protection to schools.
- 5.2.14 The General Fund Services inflationary cost pressures totalling £5.315m are set out in Table 3 below: -

Table 3 – General Fund Services Inflationary Cost Pressures

	£m
Pay at 2% (APT&C staff)	2.467
Living Wage (APT&C staff)	0.049
Employer pension contributions at 1% (APT&C staff).	0.894
Non-pay inflation at 1.7%	2.169
Non-pay inflation (Fees and Charges) at 1.7%	(0.264)
TOTAL: -	5.315

- 5.2.15 **Pay at 2% (APT&C) staff** - A pay award of 2% is assumed for non-schools based APT&C staff from April 2020. This is not confirmed and is subject to ongoing negotiation.
- 5.2.16 **Foundation Living Wage** – Caerphilly CBC is a Living Wage Foundation employer so a sum is included in the draft budget proposals in respect of APT&C staff to allow for annual increases in the Foundation Living Wage hourly rate.
- 5.2.17 **Employer pension contributions (APT&C staff)** – The Greater Gwent (Torfaen) Pension Fund is subject to an independent triennial valuation of its assets and liabilities. The results of the latest valuation are expected to be available in January 2020 and these will stipulate whether an increase is required in employer contributions. Whilst confirmation of these results is awaited, an increase in the contribution rate of 1% is assumed for 2020/21 in line with the previous three financial years.
- 5.2.18 **Non-pay inflation at 1.7%** - This is in line with the current Consumer Prices Index (CPI) inflation rate.
- 5.2.19 **Non-pay inflation (Fees and Charges) at 1.7%** - A generic increase of 1.7% is assumed for Fees and Charges. Increases in excess of this are proposed in some areas and details of these are provided in Appendix 2.
- 5.2.20 It is incumbent upon the Council to set a realistic budget each year. Table 4 provides details of the 2020/21 General Fund inescapable service pressures that have been identified and require consideration in respect of funding: -

Table 4 – General Fund Inescapable Service Pressures

	£m
Council Tax Reduction Scheme (CTRS) additional liability	1.025
Dry Recycling	0.000
Social Services cost pressures	0.800
Education & Lifelong Learning cost pressures	0.726
City Deal (Partnership revenue contribution)	0.002
City Deal (debt charges)	0.044
Private Finance Initiative (PFI) Review	0.849
TOTAL: -	3.446

5.2.21 **CTRS Additional Liability** – The Authority is required to fund a Council Tax Reduction Scheme (CTRS). This replaced Council Tax Benefit a few years ago and is a means-tested benefit that assists in full or part towards a resident’s Council Tax bills. The additional liability arises from the proposal to increase Council Tax by 6.95% in 2020/21.

5.2.22 **Dry Recycling** – The approved budget for 2019/20 included growth of £400k in respect of increased costs associated with contracts to recycle dry tonnage. In addition to this further growth of £400k was anticipated for 2020/21, and this was included in the MTFP presented to Council in February 2019. Savings in the current financial year on disposal and treatment costs (due to reduced tonnages following the introduction of proof of residency checks at Household Waste Recycling Centres (HWRCs)), means that the service is now projecting a balanced budget at current market prices. As a consequence, the planned growth of £400k is no longer required for 2020/21.

5.2.23 **Social Services cost pressures** – The MTFP presented to Council in February 2019 included further anticipated Social Services growth of £1.5m for 2020/21. Based on current information the projected 2020/21 growth requirement is now £800k. For 2020/21 only it is proposed that this anticipated growth requirement will be met through a one-off contribution of £800k from Social Services reserves. This is proposed on the basis that there are a number of initiatives currently underway that will reduce costs in the medium to long-term and therefore mitigate the current cost pressures in the system. These initiatives include the following: -

- Ty Isaf is expected to be fully operational from the summer of 2020 providing four placements, which will be offered to children placed out of area in the first instance.
- Integrated Care Fund (ICF) capital has been confirmed for 2019/20 to purchase another house to convert into a residential children’s home, which will also offer four beds at some point during 2020/21.
- The Multi-disciplinary Intervention Support Team (MyST) is currently working with eight children in residential care with a view to stepping down to foster care or returning to their families.
- A Specialist Health Visitor is being employed to support teams with pre-birth assessments to reduce the numbers of babies being removed and placed in care at birth.
- Using ICF funding, the Intensive Support Team is expanding to include a full-time Child Psychologist, an Education Worker and a Community Connector with the aim of supporting children to remain within their families.
- There is an ongoing recruitment drive for in-house foster carers, which is reducing the reliance on more expensive independent fostering agency placements.

5.2.24 **Education and Lifelong Learning cost pressures** – There are a range of cost pressures within this service area. The most significant relate to further demands for our most vulnerable

learners, in particular in relation to Education Other Than At School (EOTAS) provision (£800k growth was allocated to this service area for 2019/20), and anticipated additional costs associated with preparing for and implementing Additional Learning Needs (ALN) reform. Work is underway to review the service model for EOTAS provision and the full financial implications of ALN reform still need to be finalised. With this in mind, it is proposed that the anticipated growth requirement of £726k for 2020/21 will be held centrally in the first instance and released to respective service areas once the specific funding requirement has been determined and evidenced.

5.2.25 **City Deal partnership revenue contribution and City Deal Debt Charges** – There is a small increase of £2k required for 2020/21 in respect of the revenue contribution for the City Deal Partnership. The City Deal includes a borrowing requirement of £120m for the ten partner Local Authorities and an additional £44k is required for 2020/21 to meet the current anticipated cost for Caerphilly CBC’s share of potential borrowing that may be undertaken during the year.

5.2.26 **Private Finance Initiative (PFI) review** – A review of the Council’s schools PFI contracts is currently being undertaken. These contracts relate to Fleur de Lys (Ysgol Gyfun Cwm Rhymni) and Pengam (Lewis School) Secondary Schools. To assist with this review the services of a company called Local Partnerships have been commissioned. This organisation has a proven track record in relation to supporting public sector bodies through reviews of operational PFI contracts and was recommended by WG Officers. To date the review has focussed on contract management arrangements, benchmarking and affordability and will now progress to reviewing options for the future. It is currently anticipated that an options appraisal will be presented to Cabinet in spring 2020. In the meantime, there is an estimated growth requirement of £849k that will need to be recognised in the draft budget proposals for 2020/21, pending the outcome of the review and agreement on the way forward for these contracts.

5.2.27 The Final 2019/20 Budget Proposals approved by Council on the 21st February 2019 included temporary savings totalling £3.272m. In determining the budget proposals for 2020/21 the budgets for these temporary savings were reinstated, albeit that some have now been proposed as savings for 2020/21.

5.3 2020/21 Draft Savings Proposals

5.3.1 Draft savings proposals have been identified for the 2020/21 financial year totalling £8.485m. Details of the proposed savings are provided in Appendix 2 and are summarised into “themes” in Table 5 below: -

Table 5 – Draft Savings Proposals 2020/21

Description	2020/21 Proposed Savings £m
Being more efficient	1.195
Doing things differently	1.328
Services reductions/cuts	3.703
# TeamCaerphilly – Better Together Transformation Strategy: -	
• Increases in fees and charges	0.366
• Efficiency savings through process reviews and automation	0.200
• Review of investment strategy	0.718
Temporary reduction in debt charges budget	0.500
2019/20 savings in advance	0.475
TOTAL: -	8.485

5.3.2 The proposed savings totalling £8.485m along with the proposed Council Tax increase of 6.95% will provide a balanced budget position for 2020/21.

5.4 Council Tax Implications 2020/21

5.4.1 The draft budget proposals within this report include a proposed increase of 6.95% in Council Tax for the 2020/21 financial year. This will increase the Caerphilly CBC Band D precept from £1,131.21 to £1,209.83 i.e. an annual increase of £78.62 or weekly increase of £1.51.

5.4.2 The proposed increase of 6.95% for 2020/21 will result in the following totals for the Caerphilly CBC element of the Council Tax (the Police & Crime Commissioner and Town/Community Council precepts would be added to these totals when confirmed at a later date): -

Table 5 – 2020/21 Council Tax (CCBC Element) at 6.95% Increase

Band	Council Tax (CCBC Element) £	Weekly Increase £
A	806.55	1.01
B	940.98	1.18
C	1,075.40	1.34
D	1,209.83	1.51
E	1,478.68	1.85
F	1,747.53	2.18
G	2,016.38	2.52
H	2,419.66	3.02
I	2,822.93	3.53

5.5 Financial Outlook for Future Years

5.5.1 Due to the ongoing programme of austerity and increasing demand for a number of services, the financial position for Local Government has been very challenging in recent years. During the period 2008/09 to 2019/20 Caerphilly CBC has already delivered savings of £103m to address reductions in funding and inescapable cost pressures. In addition to this, further savings of £8.5m are proposed in this report for the 2020/21 financial year.

5.5.2 The Medium-Term Financial Plan (MTFP) presented to Council in February 2019 showed a potential savings requirement of £44m for the four-year period 2020/21 to 2023/24. At that time there was no indicative allocation provided by WG for 2020/21 or subsequent years so a reduction of 0.5% per annum was assumed for planning purposes. As already mentioned the Provisional Local Government Financial Settlement for 2020/21 will not be announced until 26th November 2019 and based on the latest information available, a cash flat position is currently assumed for 2020/21 (albeit that additional funding is anticipated for increased costs in respect of Teachers' Pensions).

5.5.3 There is considerable uncertainty surrounding the funding position moving forward due to a combination of Brexit and the forthcoming General Election. The UK Government has undertaken a spending review for 2020/21 only at this stage, so there is no indication of likely funding levels in the medium to long-term. With this in mind the MTFP has been updated based on information that is currently available and this results in an anticipated savings requirement of £27m for the four-year period 2021/22 to 2024/25. Details of this updated position are provided in Appendix 3 and the following is a summary of the key assumptions: -

- A cash flat position year-on-year in respect of WG funding.
- An increase of 4.52% per annum for Council Tax.
- 2% per annum for pay inflation.
- 1% per annum for APT&C employer pension contributions.

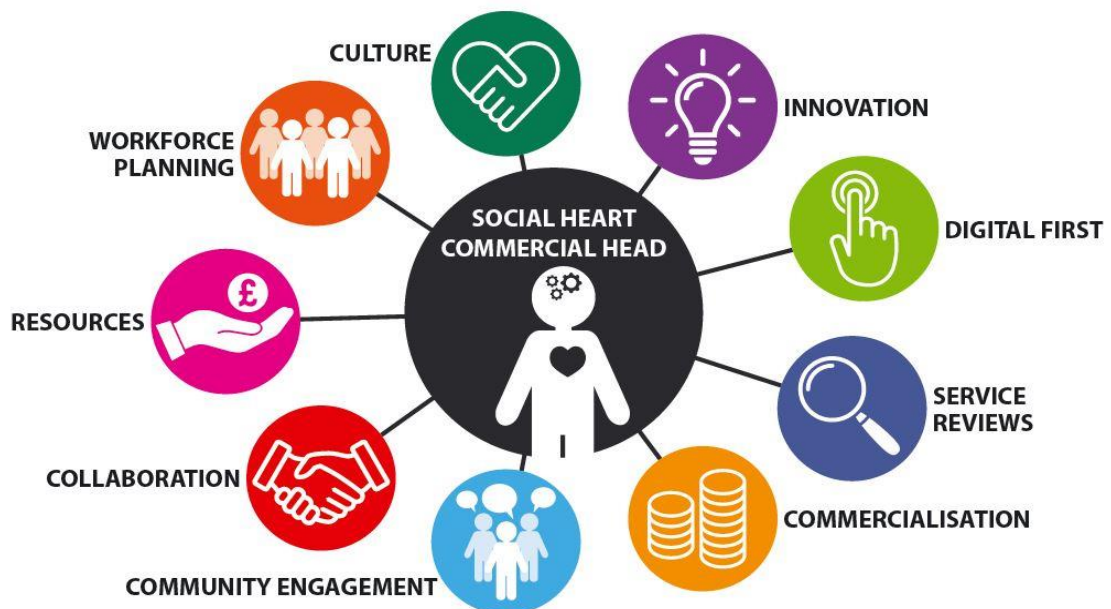
- 1.7% per annum for non-pay inflation.
- A total of £1.2m over the four-year period for schools service pressures.
- £750k per annum for anticipated increased demand for Social Services.

5.5.4 The Council has strived to limit the impact of savings on front-line services. However, due to the scale of the ongoing financial challenge this is becoming increasingly difficult and in recent years savings have been required in a number of areas that have impacted on the public.

5.5.5 In looking to develop proposals to address the significant financial challenges going forward it is widely accepted that the Council cannot continue as it is. There is a need to examine the way in which we use our resources to deliver services required by our communities across the county borough.

5.5.6 At its meeting on 12th June 2019, Cabinet approved the Future Caerphilly Transformation Strategy, which is being launched as **#TeamCaerphilly – Better Together**. This Strategy sets out details of a major transformation programme to examine how services are prioritised, how they can become more business efficient, to explore opportunities for greater customer focus and digital delivery, and to consider alternative delivery models and seek out commercial opportunities. Furthermore, to enable the Council to continue providing high quality value for money services in an environment that will require new approaches and new skills, a new relationship will need to be built with staff and communities.

5.5.7 The Strategy is multi-faceted and at the core of this programme of change is the new mantra of *Social Heart and Commercial Head*. This recognises a commitment to public service and the needs of citizens, but also demonstrates a commitment to explore commercial and investment opportunities, where appropriate, to generate income that can be reinvested in services to help them remain resilient in the current challenging financial climate. The strategic programme of “whole-authority” work is being delivered through the following key themes, which underpin the new operating model of the Council: -



5.5.8 Underpinning this new model of delivery will be an integrated programme of social, economic and environmental regeneration projects that will begin to reshape the county borough. These are: -

- The completion of a £261m physical improvement programme to our housing stock by 2020, through the delivery of the Welsh Housing Quality Standard (WHQS). Using Phase 2 of the emergent WHQS programme we will continue to invest in our existing housing

stock to provide high quality, energy efficient, affordable homes for life. This will be further enhanced with an exciting and innovative new build programme.

- Implementing the Shared Ambitions Strategy to raise standards and ensure our learners are healthy, confident, proud and ambitious and can benefit from high quality educational opportunities, settings and experiences.
- The commencement of the second phase of the 21st Century Schools programme, providing £110m of new educational facilities.
- Delivering the Council's emerging Digital Strategy by opening the 'Digital Front Door' and introducing a wide ranging digital transformation programme that transforms every aspect of service delivery.
- The provision of a new Children's Centre, which will be a "state of the art" centre of excellence providing respite care and therapeutic services for our vulnerable children and their families.
- Continuing the delivery of the Sports and Active Recreation Strategy, providing a sustainable approach to leisure and physical activity provision.
- The introduction of an integrated "one-stop shop" public service offer located within the heart of our communities, through the provision of strategically located integrated hubs, enhancing our engagement and service offer to the public.
- An exciting programme of economic, social and environmental investments to enable inclusive growth and opportunity across the county borough, that aligns and positions us firmly with the City Region's economic ambitions. This will also include maximising our green energy credentials through effective and innovative use of our assets.
- Making best use of our financial resources through a managed "risk-based" investment approach to enable delivery of the programme.

5.5.9 Through this cohesive, whole-authority programme we are aiming: -

- To have strong working relationships with our communities and partners to maximise the use of our collective resources to ensure a resilient county borough for the future.
- To embed a new operating model that will encourage innovative approaches to service delivery and ensure that we are making the best use of our resources.
- To help close the gap between poverty and prosperity through improving educational attainment and stimulating the local economy to create high quality jobs.
- To make Caerphilly County Borough a better place to live, work and visit.

5.5.10 Whilst the **#TeamCaerphilly – Better Together** strategy has been approved, much work remains in order to engage each and every member of staff and all Elected Members. As such, staff engagement sessions and a Members' Seminar have been scheduled over the forthcoming months. It is important to understand that the strategy provides the framework for a whole organisation cultural shift that resets our relationship with our citizens and staff, which in turn will re-shape our county borough. However, this can only happen if everyone unites and is bound by the shared purpose and vision of **#TeamCaerphilly – Better Together**.

Conclusion

- 5.5.11 This report provides details of the Draft Budget Proposals for 2020/21 based on information currently available and a broad set of assumptions.
- 5.5.12 The draft budget proposals, including the proposed savings of £8.485m, will be subject to a period of consultation prior to a final decision by Council on the 20th February 2020.
- 5.5.13 The report also provides details of the updated Medium-Term Financial Plan (MTFP), which indicates that further savings of circa £27m are anticipated for the four-year period 2021/22 to 2024/25.

6. ASSUMPTIONS

- 6.1 The draft budget proposals as set out in this report assume a cash flat position in terms of WG Aggregate External Finance (AEF) for the 2020/21 financial year. Details of the Provisional Financial Settlement will not be announced by WG until 26th November 2019.
- 6.2 It is currently assumed that additional funding of £4.173m will be provided by WG to meet the full-year cost of increases in employer contributions to the Teachers' Pension Scheme.
- 6.3 A range of other assumptions have been made throughout the report in respect of pay and non-pay inflationary increases and inescapable service pressures moving forward.

7. LINKS TO RELEVANT COUNCIL POLICIES

- 7.1 The budget setting process encompasses all the resources used by the Council to deliver services and meet priorities.
- 7.2 Effective financial planning and the setting of a balanced budget support the following Well-being Goals within the Well-being of Future Generations Act (Wales) 2015: -
- A prosperous Wales.
 - A resilient Wales.
 - A healthier Wales.
 - A more equal Wales.
 - A Wales of cohesive communities.
 - A Wales of vibrant culture and thriving Welsh Language.
 - A globally responsible Wales.

8. WELL-BEING OF FUTURE GENERATIONS

- 8.1 Effective financial planning is a key element in ensuring that the Well-being Goals within the Well-being of Future Generations Act (Wales) 2015 are met.

9. EQUALITIES IMPLICATIONS

- 9.1 Equalities Impact Screenings have been undertaken for all of the draft 2020/21 savings proposals and Equalities Impact Assessments (EIA's) will be completed where they are required. This is to ensure that decisions that affect different individuals and groups with protected characteristics are assessed at an appropriate and relevant level and at the correct stage in the process. Completed EIA's will be available on the Council's website.
- 9.2 Consultation with residents, when done in accordance with the Council's Communications &

Engagement Strategy and the Equalities Consultation and Monitoring Guidance, also ensures that every resident, regardless of circumstances, has the opportunity to have their views heard and considered in the Council's decision-making process.

10. FINANCIAL IMPLICATIONS

10.1 As detailed throughout the report.

11. PERSONNEL IMPLICATIONS

11.1 Where staff reductions are required as a consequence of savings proposals the Council will firstly try to achieve this through 'natural wastage' and not filling vacancies. However, where this is not possible the Council will utilise agreed HR policies and compulsory redundancies will only be considered when all other options have been fully exhausted.

11.2 The Trade Unions will be fully consulted on the 2020/21 draft budget proposals.

12. CONSULTATIONS

12.1 Cabinet is asked to agree that the draft budget proposals for 2020/21 should now be subject to a period of consultation prior to final budget proposals being presented to Cabinet on 12th February 2020 and then Council on 20th February 2020. The consultation process will run from 18th November 2019 to 13th January 2020. Consultation and engagement methods to be used will include: -

- Online and hard copy consultation – a survey and supporting documentation.
- A dedicated 'pull-out' in the December edition of Newline.
- Enhanced use of digital media – including question and answer sessions, other digital engagement and signposting to the online survey.
- Consultation/engagement with local members/AMs/MPs.
- Face to face engagement including: -
 - Drop in sessions at locations across the county borough.
 - Engagement with the Viewpoint Panel, 50+ Forum, Youth Forum, Caerphilly Business Forum, Parent Network etc.
 - Engagement with affected staff groups and Trade Unions.
- Consultation with the Voluntary Sector.
- Consultation with Town and Community Councils.
- Targeted consultation with Equalities Network contacts – Menter Iaith, Caerphilly County Borough Access Group, Action Hearing Loss Cymru etc.
- Consultation with council staff.
- Posters displayed at affected establishments.
- Consultation with partner organisations and other targeted stakeholder engagement as appropriate.

12.2 As part of the consultation process there will also be a series of Special Scrutiny Committee meetings to focus on the savings proposals. In addition to considering the content of this Cabinet report the Scrutiny Committees will receive further reports providing more detail on the savings proposals. The dates of these meetings are as follows: -

- 03/12/19 – Social Services.
- 05/12/19 – Housing & Regeneration.
- 09/12/19 – Education.
- 10/12/19 – Environment & Sustainability.
- 11/12/19 – Policy & Resources.

13. STATUTORY POWER

13.1 The Local Government Acts 1998 and 2003.

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Consultees: Corporate Management Team
Lynne Donovan, Head of People Services
Rob Tranter, Head of Legal Services and Monitoring Officer
Andrew Southcombe, Finance Manager, Corporate Finance
Cllr Barbara Jones, Interim Leader & Cabinet Member for Finance, Performance and Governance

Appendices:

Appendix 1 2020/21 Updated Projected Savings Requirement

Appendix 2 2020/21 Draft Savings Proposals

Appendix 3 Updated Medium-Term Financial Plan (MTFP) 2020/21 to 2024/25

Background Papers:

Council 21/02/19

Budget Proposals for 2019/20 and Medium-Term Financial Plan 2019/20 to 2023/24.

Cabinet 12/06/19

Future Caerphilly Transformation Strategy - #TeamCaerphilly – Better Together.

2020/21 Updated Projected Savings Requirement

Description	Updated Projection (Cabinet 13/11/19)	Original Projection (Council 21/02/19)	Movement
	2020/21 £000s	2020/21 £000s	2020/21 £000s
Welsh Government Funding: -			
Aggregate External Finance (AEF) - Assumes cash flat	0	(1,343)	1,343
Assumed full-year funding for increase in Teachers pension costs	4,173	0	4,173
Total Welsh Government Funding available	4,173	(1,343)	5,516
Council Tax (Proposed increase of 6.95%)	5,023	3,077	1,946
Total Funding to Support Budget	9,196	1,734	7,462
Schools Cost Pressures: -			
Teachers Pay at 2.75%	2,064	1,502	562
Living Wage	16	16	0
Teachers Employer's Pension Contributions at 7.12%	2,288	2,272	16
APT&C Pay at 2%	261	262	(1)
APT&C Employers Pension Contributions at 1%	133	133	0
Non-Pay Inflation at 1.7%	337	439	(102)
Schools Service Pressures	505	181	324
Trinity Fields Transport Costs	44	0	44
Total Schools Cost Pressures	5,648	4,805	843
General Fund Services Inflationary Cost Pressures: -			
Pay @ 2%	2,467	2,249	218
Living Wage	49	49	0
Employer Pension Contributions at 1% (APT&C staff)	894	890	4
Non-Pay Inflation at 1.7%	2,169	2,809	(640)
Non-Pay Inflation (Fees and Charges) at 1.7%	(264)	0	(264)
Total General Fund Services Inflationary Cost Pressures	5,315	5,997	(682)
General Fund Inescapable Service Pressures: -			
Council Tax Reduction Scheme (CTRS) additional liability at 6.95%	1,025	667	358
Dry Recycling	0	400	(400)
Social Services Cost Pressures	800	1,500	(700)
Education and Lifelong Learning Cost Pressures Contingency	726	0	726
City Deal (Partnership Revenue Contribution)	2	7	(5)
City Deal (Debt Charges)	44	44	0
PFI Review	849	700	149
Total General Fund Inescapable Service Pressures	3,446	3,318	128
Reinstatement of 2019/20 Temporary Budget Reductions	3,272	3,272	0
2020/21 Savings Requirement	8,485	15,658	(7,173)

Ref.	Proposed Saving	£000's	Comments	Public Impact
	A) BEING MORE EFFICIENT			
	Education & Lifelong Learning: -			
A01	Adult Education - Delete vacant Manager's post.	42	Service review and restructure.	Nil
A02	14 to 19 Initiative Transport Costs - Budget realignment.	25	Proposal based on recent spend profile.	Nil
A03	Support Services and Resources - Delete vacant post.	15	Service review / vacant post not filled.	Nil
A04	Library Service - Delete Library Manager post.	50	Service review and restructure. Displaced postholder now part of the 21st Century Schools Team.	Nil
A05	Education Welfare Service - Restructure of service.	28	Restructure within the Team at the end of March 2019 allowed a review of the structure with a subsequent saving.	Nil
A06	Music Service - Curriculum Leader - Vacant post.	59	Vacant post not filled following review.	Nil
A07	Music Service - Delete Music Teacher post but some hours retained.	26	Vacant post not filled following review.	Nil
A08	Music Service - Delete Music Teacher post.	53	Vacant post not filled following review.	Nil
A09	Language Support Primary - Delete vacant post.	33	Vacant post not filled following review.	Minor
A10	Library Service - Back office efficiencies & transport related savings.	18	Budget realignment based on trends and review.	Nil
A11	Youth Service - 1 Caretaker at Crumlin Institute not replaced (vacant post).	11	Vacant post not filled following review.	Nil
A12	Youth Service - Deletion of admin post.	21	Vacant post not filled following review.	Nil
A13	Youth Service - Duty Officer/Caretaker post not to be replaced when the postholder leaves in the Autumn.	25	Vacant post not filled following review.	Nil
A14	Youth Service - Deletion of part-time Grade 10 vacant post.	28	Vacant post not filled following review.	Nil
A15	Early Years Team.	15	Savings identified following a general spend review. No impact on staff.	Nil
A16	Education Achievement Service (EAS) - 1.5% reduction in contribution.	15	As advised by EAS.	Nil
A17	Gwent Sensory & Communication Support Unit (SenCom) - 1% reduction.	7	Savings target for Sensory Service hosted by Torfaen CBC for 5 LA's. £7k relates to CCBC saving only.	Nil
	Social Services & Housing: -			
A18	Private Housing - Minor restructure.	27	Will result in the deletion of 1 post.	
	Communities: -			
A19	Business Support & Funding - Budget realignments	40	In addition to budget realignments in previous years, budgets can be reduced in further budget headings in 2020/21. The most significant savings are Cleaning (£3.5k), Oakdale Joint Venture (£27k), Telephone Recharges (£2k), Postage (£4k) and Subscriptions (£2k). This totals £38.5k and the remaining £1.5k will be taken in small amounts from other budget headings.	Nil
A20	Business Support & Funding - Increased rental income from Lowry Plaza Unit Shops.	5	Lowry Plaza currently has one shop unit unlet, unit 6A. It is anticipated that this unit will be let by the 2020/21 financial year. The income from the unit will generate circa £5k.	Nil
A21	Urban Renewal - Reduction in Publicity & Promotion budget.	2	Budget realignment.	Nil
A22	Urban Renewal - Reduction in mileage, printing and miscellaneous expenditure budgets.	2	Budget realignment.	Nil
A23	Tourism - Blackwood Miners Institute - Reduced Box Office opening hours.	8	As a consequence of the purchase of a new cloud based box office system complemented by a revamped website, the ticket booking process has become more user friendly and appealing thus increasing the number of users booking online and supporting the Council's Customer & Digital Strategy.	Nil
A24	Tourism - Blackwood Miners Institute - Staffing restructure.	20	Staff restructure to reduce the number of management hours required and reorganise duties amongst existing staff.	Nil
A25	Tourism - Winding House - Budget realignment and reduction in staffing budget.	30	The staffing element can be achieved following changes to the service in recent years where the venue has closed on a Sunday and Monday and through an integration of staff resource at Llancaich Fawr Manor.	Nil
A26	Tourism - Marketing and Events - Reduction in marketing spend.	8	Budget realignment to marketing and administrative budgets to reflect a reduction in paid for advertising and reduced postage as use of digital and social media increases as a marketing tool.	Nil
A27	Tourism - Additional budget efficiencies across all venues.	21	To be achieved through efficiency savings across the Tourism Venues expenditure budgets	Nil
A28	Infrastructure Division - Minor restructure.	31	A minor restructure will be undertaken to better align staff resources to service provision maximising efficiency opportunities in service delivery within Highway inspection.	Minor
A29	Community & Leisure Services - Deletion of Admin post.	25	Deletion of 1 of 8 posts.	Nil
A30	Community & Leisure Services - Budget realignment.	56	Includes realignment of Green Spaces (£30k) and Pavilion Attendant budget (£10k), reduction in overhead, materials, vehicle costs and shrinking contractor payments (£10k), and savings on Environmental works linked to reservoirs in Upper RV (£6k).	Nil
A31	Registrars - Vacancy Management.	10	A minor restructure has resulted in unfilled staffing hours.	Nil
A32	Public Protection - Budget realignment.	39	Includes a £20k reduction in electricity recharges in CCTV.	Nil
A33	Corporate Property - Penmaen House - Running costs to be met by new tenant.	33	Costs to be met by new tenant who has occupied the premises from June 2019.	Nil
A34	Corporate Property - Ty Penallta - Reduction in building cleaning.	25	Reduced hours were introduced from June 2019.	Nil

A35	Corporate Property - Other Offices - Reduction in building cleaning.	20	Based on a reduction of 15% on the current budget of £130k.	Nil
A36	Corporate Property - Reduction in utility costs.	15	Budget realignment.	Nil
Corporate Services: -				
A37	Corporate Finance - Vacancy management.	208	Vacant posts to be reviewed as they arise.	Nil
A38	Building Cleaning - Reduction in printing costs.	4	Budget realignment.	Nil
A39	Building Cleaning - Reduction in subscriptions.	4	No longer subscribe to BICS.	Nil
A40	Building Cleaning - Reduction in training budget	4		Nil
A41	Building Cleaning - Reduction in fleet costs.	5	Downsizing fleet by 1 van.	
A42	Legal & Governance - Deletion of vacant solicitor post.	12	Some of the saving is being retained to fund a new part-time Committee Services Officer.	Nil
A43	Legal & Governance - Reduction in supplies and services expenditure.	20	Budget realignment.	Nil
A44	Legal & Governance - Reduction in Counsel Fees budget	50	Budget realignment.	Nil
Sub-Total: -		1,195		
B) DOING THINGS DIFFERENTLY				
Education & Lifelong Learning: -				
B01	Library Service - Deletion of 2 Community Librarian posts (Grade 8).	80	6 Community Librarians reduced to 4, with each taking a share of the sites (currently split 6 ways). Not anticipated that compulsory redundancies will be required as alternative roles within a two grade level will become available following recent expressions of interest by staff.	Minor
B02	Library Service - Full-year effect of workforce remodelling savings approved as part of the 2019/20 budget.	32	Full-year effect of approved 2019/20 savings.	Nil
Social Services & Housing: -				
B03	Social Services - Temporary use of reserves to underpin alternative ways of working.	800	Based on current information the projected 2020/21 growth requirement for Social Services is £800k. For 2020/21 only it is proposed that this anticipated growth requirement will be met through a one-off contribution of £800k from Social Services reserves. This is proposed on the basis that there are a number of initiatives currently underway that will reduce costs in the medium to long-term and therefore mitigate the current cost pressures in the system.	Nil
Communities: -				
B04	Infrastructure - Reduction in Street Lighting maintenance budget.	40	Reducing maintenance costs by undertaking a reactive response to outages rather than a proactive replacement strategy. Further savings will also be achieved from the ongoing rollout of new LED Lighting.	Minor
B05	Community & Leisure Services - Bowling Green Rationalisation.	10	Ongoing phased removal of the grants to Bowls Clubs as previously agreed by Cabinet; reduction from £1,500 to £1,000.	Nil
B06	Community & Leisure Services - Closure and sale or lease of Ynys Hywel Farm.	40	Release Farm Manager and relocate Farm Hand with remaining livestock to Aberargoed. Environmental Health will need to make alternative arrangements for impounded straying animals. Potential to lease the farm for grazing.	Nil
B07	Community & Leisure Services - Closure of Penallta Parks Depot.	24	Close 1 of 3 Parks Depots and relocate operations into Tir-y-Berth Depot.	Nil
B08	Community & Leisure Services - Closure of Trehir Household Waste Recycling Centre (HWRC).	15	There are Health & Safety issues that will need to be addressed if a service is maintained at the Trehir site. The proposed closure of Trehir is underpinned by a proposed expansion of Penallta HWRC into the vacated adjacent Parks Depot (see above). There is a part-year saving of £15k in 2020/21 (full-year £30k) to allow the necessary works to take place. A capital allocation will be required to fund the expansion of Penallta HWRC. The proposed expansion at Penallta also includes the provision of a recycling shop.	Moderate
B09	Public Protection - Merge Community Safety Wardens with the Environmental Health General Enforcement Team.	160	3 of 6 CSW posts are on fixed-term contracts to 31/3/2020 and 1 is vacant. Proposal is to delete 4 CSW posts and incorporate the remaining 2 into the General Enforcement Team in Environmental Health to provide a streamlined service.	Significant
B10	Corporate Property - All leaseholders to discharge maintenance obligations.	20	Historically the maintenance of some community centres and pavilions has been funded by Corporate Property despite the lease making the tenant responsible for these costs. Currently we fund circa £60k of works per annum that are not our responsibility. Assumes transition over 3 years.	Minor
Corporate Services: -				
B11	Corporate Policy - Reduction in external Welsh Language Translation budget.	15	This can be achieved due to the in-house Translation Team now being fully staffed.	Nil
B12	Customer Services - Service redesign	68	Rationalisation of existing service provision. This is a part-year saving, full-year is £136k.	Moderate
B13	Central Services - Service redesign in Mail Room.	24	Rationalisation of existing service provision. This is a part-year saving, full-year is £48k.	Low
Sub-Total: -		1,328		
C) SERVICE REDUCTIONS/CUTS				
Education & Lifelong Learning: -				

C01	2% reduction in Individual Schools Budget.	2,060	The Individual Schools Budgets (ISB) of £103m equates to circa 30% of the Authority's total net budget. We are currently working with schools to monitor the potential impact of a 2% reduction and early projections indicate that posts will need to be reduced in circa 20 to 25 Schools.	Moderate
C02	2% reduction in Former Key Stage 2 Grant	30	Budget in 2019/20 is £1.5m. Impact across Primary Foundation Phase.	Minor
C03	2% reduction in Secondary Additional Funding	22	Budget in 2019/20 is £1.08m. Impact across Secondary Schools.	Minor
C04	Youth Service - Reduction in top-up to grant funded projects.	15	Funds sessional staff hours, vehicle and venue hire and other youth work delivery costs. Supports engagement in a timely manner with approximately 45 of the most vulnerable young people. Budget reduction may result in greater demand on other teams within the Youth Service.	Moderate
C05	Youth Service - Withdrawal of service from Bedwas High School.	6	Premises related saving. Service will be provided from an alternative venue at a reduced cost.	Nil
	Social Services & Housing: -			
C06	Housing - Withdrawal of General Fund Housing contribution to Community Environmental Warden Service.	45	Review of the service to achieve efficiencies in conjunction with Refuse and Cleansing.	Moderate
	Communities: -			
C07	Business Support & Funding - Reduction in the revenue budget for the Community Enterprise Fund.	50	The revenue budget for grants previously administered by the Business Support & Funding Team has reduced from £232k (Community Regeneration Fund) and £62k (Business Development Grants) in 2015/16 to a combined revenue budget for the new Caerphilly Enterprise Fund of £101k. It is proposed that this be reduced by a further £50k in 2020/21. It should be noted that there is a separate capital allocation for the Fund of £149k that will be retained.	Minor
C08	Urban Renewal - Reduction in Town Centre/Community Projects budget.	8	The total budget is £41k and it is used to deliver small capital improvements in our town and village centres, mainly concentrating on the public realm.	Minor
C09	Community Regeneration - Reduction in Community Projects budget.	35	Due to the reduction of Community Regeneration Co-ordinator posts and the phasing out of the Communities First Programme, a number of community partnerships have ceased across the borough. This budget helped support the partnerships with annual running costs including liability insurance for events, marketing, administration fees etc.	Minor
C10	Infrastructure - Withdraw the School Crossing Patrol sites that no longer meet the national standards criteria.	158	The provision of School Crossing Patrols is a non-statutory service. There are currently 55 sites and this proposal will reduce this to 22. 17 of the existing sites already have vacancies.	Moderate
C11	Infrastructure - Blackwood to Ystrad Link - Withdrawal of subsidy.	80	Termination of the Blackwood to Ystrad Mynach Raillinc contract as this has the highest subsidy per passenger. Requires a minimum of 12 weeks notice to be served on the contract. An alternative service is available albeit that this is less frequent.	Moderate
C12	Infrastructure - Reduction in Carriageway maintenance budget.	514	The reduction in the resurfacing budget will increase demand and resources on the reactive maintenance budget (pot holes) and will put pressure on the Infrastructure Division's statutory duty to maintain the Highway in a safe condition to road users. However, in recent years one-off grants have been made available by the Welsh Government and internal capital resources will be reviewed to establish whether sums can be released to support the programme of works on highways.	Significant
C13	Infrastructure - Reduction in other Highway maintenance budgets.	95	This is an overall reduction of circa 3% in other Highway maintenance budgets covering 3 main areas i.e. structures maintenance (£40k), footway maintenance (£35k) and reactive repairs (£20k).	Moderate
C14	Infrastructure - Reduction in Traffic Management maintenance budget.	10	This is a combination of reduced spend on traffic management (e.g. speed bumps etc.) and the fact that it is hoped Civil Parking Enforcement (CPE) will cover line markings and signage in future.	Moderate
C15	Infrastructure - Reduction in Risca Canal budget.	40	This is a 42% reduction in the revenue budget but the capital budget of circa £200k per annum will be retained.	Moderate
C16	Community & Leisure Services - Reduction in playground maintenance budget.	10	A further 3.6% reduction in this budget which has been cut in successive years. This will reduce the ability to replace play equipment and ultimately could lead to the closure / removal of facilities.	Minor
C17	Community & Leisure Services - 50% Reduction in maintenance of land budget.	16	This was a temporary saving in Countryside in 2019/20 and it is now proposed to make this permanent.	Minor
C18	Community & Leisure Services 50% Reduction in Public Rights of Way budget.	32	This was a temporary saving in 2019/20 and it is now proposed to make this permanent.	Minor
C19	Community & Leisure Services - Reduction in Cemeteries Maintenance budget.	20	A further reduction in this budget which has been cut in successive years. This will reduce the ability to improve or repair cemetery infrastructure.	Minor
C20	Community & Leisure Services - Reduction in War Memorial Maintenance budget.	5	A further reduction in this budget which has been cut in successive years. This will reduce the ability to maintain war memorials across the county borough	Minor
C21	Community & Leisure Services - Reduction in Allotment budget	2	Reduction in service area budget to undertake maintenance works.	Nil

C22	Community Centres - Withdrawal of funding for 2 Centres not in CCBC ownership (Rudry and Glan-y-Nant).	13	Removal of subsidy.	Minor
C23	Community Centres - Reduction of 1 hour Caretaker support across all Centres.	18	Removal of a further 1 of 11 hours caretaker subsidy; community centre management committees can choose to fund. Future of ongoing subsidy to be considered as part of a service review of Community Centres.	Minor
C24	Waste Management - Reduction in Cleansing staff numbers (6 posts).	145	A reduction in cleansing staff numbers by 6 posts. Cleansing staff numbers have been reduced in successive years. The proposed reduction in the Housing contribution to the Community Environmental Warden Service will also have an impact on Cleansing. Cleansing schedules will need to be adjusted as part of the wider service review that is currently being undertaken within the Refuse & Cleansing service.	Moderate
C25	Public Protection - Decommission all BT line rental cameras.	24	Decommission all 26 Public Open Space CCTV cameras. 2 cameras in Nelson, 3 in Cefn Forest, 2 in Llanbradach, 2 in Senghenydd, 4 in Abertridwr, 1 in Graig-Y-Rhacca, 1 in Oakdale, 6 at Pengam Train Station, 1 in Trinant and 4 in Crescent Rd Car Park Caerphilly. Need to give BT 3 months notice so assume part year 20/21 saving of 10 months with £5k to follow in 21/22.	Moderate
C26	Corporate Property - Reduction in DDA budget.	30	A reduction of 50% is proposed. There have been significant investments in recent years to ensure DDA compliance and this reduced budget will be sufficient to address any residual issues moving forward.	Nil
C27	Corporate Property - 7% reduction in building maintenance budgets.	106	Whilst Health & Safety and statutory maintenance works will be delivered, some discretionary projects will be subject to delays.	Minor
Corporate Services: -				
C28	Corporate Policy - Reduction in Voluntary Sector budget.	80	This saving will be achieved through a further reduction in the current Service Level Agreement (SLA) funding allocated to three voluntary sector organisations (Citizen's Advice, GAVO and Groundwork). The total remaining budget available to fund the SLAs will be £129k.	Significant
C29	Corporate Policy - Delete remaining Technical Assistance budget.	11	The Technical Assistance budget is currently available to the voluntary and community sector on an application basis to enable obtaining professional and technical reports to support grant applications e.g. surveyors, architects, plans and drawings, CCBC legal fees etc.	Moderate
C30	Corporate Policy - Further reduction in the Well-being budget.	6	The well-being budget has supported work in communities to deliver well-being initiatives that promote local economic, environmental, social and cultural well-being e.g. environmental projects, community clean-up projects, projects that support the 50+ partnership and projects to support pollinators (local bee population). A residual budget of £10k will remain.	Moderate
C31	Corporate Policy - Further reduction in publicity and promotion budgets.	2	Budget realignment.	Nil
Miscellaneous Finance: -				
C32	Miscellaneous Finance - Deletion of Match Funding for Community Schemes budget.	15	This will result in the withdrawal of CCBC's contribution to the Bargoed Ice Rink (£12k) and the Senghenydd Splash Pad (£3k)	Minor
Sub-Total: -		3,703		
D) #TEAMCAERPHILLY - BETTER TOGETHER				
Fees and Charges				
Social Services & Housing: -				
D01	Housing - Increase in Housing Revenue Account (HRA) recharges - Minor works of adaptation.	25	An increased recharge to the HRA to support the minor works of adaptation work currently managed by Social Services and commissioned to Private Sector Housing.	Nil
Communities: -				
D02	Planning - Income from charging for advice.	6	This consists of increasing the current charges for non-statutory planning advice and introducing a new charge for discretionary pre-application advice in respect of Conservation/Built Heritage applications to bring them in line with other applications.	Minor
D03	Urban Renewal - Increased staff fee income from project management on grant funded projects.	2	Increase in fee income from Urban Renewal project management of externally funded projects, predominantly European Regional Development Fund (ERDF) schemes.	Nil
D04	Tourism - Cwmcam Visitor Centre - Additional income.	10	Additional income arising from a number of investments that have developed on site aimed at attracting more visitors. Recent investments include the installation of an adventure park aimed at family audiences and 6 new accommodation units that provide a greater yield per pitch compared to the camping pitches they have replaced.	Nil
D05	Tourism - Caerphilly Visitor Centre - Additional catering income.	5	As a consequence of an investment in new furniture at the site the number of café 'covers' have increased and a more appealing café offer has been created.	Nil
D06	Tourism - Blackwood Miners Institute - Additional income.	5	A focus on secondary spend through the provision of a mobile bar and confectionery unit aims to improve sales to customers by taking items into the auditorium during shows.	Nil

D07	Tourism - Marketing and Events - Additional income from review of Pitch Fees.	12	Further income generation can be achieved through an increase in pitch fees and sponsorship where there is commercial demand for the more popular events.	Nil
D08	Waste - Increase charges for bulky collections (from £16 to £25 for 1 to 3 items).	25	A new charging policy for all bulky items (with no items being collected free of charge) was introduced in 2019/20 based on charging £16 for 1-3 items. Proposed increase to £25 for 1-3 items would generate £38k extra income at budgeted levels, but assume £25k for prudent budgeting purposes.	Minor
D09	Public Protection - Review Pest Control Fees and Charges and introduce a charge for rat treatments.	20	Introduce a revised schedule of pest control fees and charges to ensure consistency for the various services offered.	Moderate
D10	Corporate Property - Ty Duffryn rental income.	69	Phased increase in rental income from tenant.	Nil
D11	Corporate Property - Penmaen House rental income.	31	Rental income from new tenant who occupied the premises from June 2019.	
Corporate Services: -				
D12	Meals Direct - Increase price of meals by 25p from April 2020.	5	Increase from £3.30 to £3.55	Minor
D13	Catering - Increase price of primary school meals by 10p from April 2020.	28	Increase from £2.10 to £2.20	Minor
D14	Catering - Increase price of secondary school meals by 10p from April 2020.	54	Increase £2.35 to £2.45	Minor
D15	Catering - Increased income in Secondary Schools (budget realignment).	12	Budget realignment.	Nil
D16	Catering - Increase price of meals in the staff canteen by 3%.	6		Nil
D17	Building Cleaning - Increase in income.	12	Budget realignment.	Nil
D18	Building Cleaning - Increase income from window cleaning.	4	Combination of new marketing strategy and price increases.	Nil
D19	Building Cleaning - Increase charges for Portable Appliance Testing.	3	Impact on internal customers - an extra 2p an item.	Nil
D20	Building Cleaning - Increase in charges for Trinity Fields.	14	Previously undercharged.	Nil
D21	Building Cleaning - New contract with Morrison Utilities	5		Nil
D22	Procurement - Income generation through collaboration.	10	A number of collaborative opportunities are being explored that will generate income for the Procurement Team.	Nil
D23	Catering - Introduce a charge for providing current free provisions to meeting rooms i.e. water.	3		Nil
D24	Corporate Services - Digital Services - Efficiency savings through process reviews and automation.	200	£600k has been invested in the Abavus and Thoughtonomy software products. Payback is assumed over a period of three years through savings arising from an ongoing process of system reviews and automation to digitise routine procedures.	Nil
D25	Review of Investment Strategy	718	It is proposed to redirect £20m of our current investments into long-term investment funds. This would be split across various funds in order to smooth out any volatility that can be associated with such investments. The funds that are to be considered are a property fund; an equity fund and a bond fund. The £20m investment will be locked in for a minimum of 3-5 years but there would be a significant improvement on returns. We will only invest in funds that have been screened by our Treasury Advisors, Arlingclose.	Nil
Sub-Total: -		1,284		
E) OTHER				
E1	Miscellaneous Finance - Temporary reduction in Debt Charges budget.	500	This temporary reduction was applied in 2019/20 and can also be repeated temporarily for 2020/21. This is due to approved borrowing not being required at present through the use of short-term cash balances.	Nil
E2	Miscellaneous Finance - 2019/20 savings in advance.	475	These are savings in advance that were achieved for 2019/20 that can now be released to support the budget moving forward.	
Sub-Total: -		975		
TOTAL: -		8,485		

Updated Medium-Term Financial Plan (MTFP) 2020/21 to 2024/25

Description	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s
Welsh Government Funding: -					
Aggregate External Finance (AEF) - Assumes cash flat each year	0	0	0	0	0
Assumed full-year funding for increase in Teachers pension costs	4,173	0	0	0	0
Total Welsh Government Funding available	4,173	0	0	0	0
Council Tax (6.95% then 4.52% each year)	5,023	3,304	3,454	3,610	3,773
Total Funding to Support Budget	9,196	3,304	3,454	3,610	3,773
Schools Cost Pressures: -					
Teachers Pay (2.75% then 2% each year)	2,064	1,586	1,618	1,650	1,683
Living Wage	16	16	16	16	16
Teachers Employer's Pension Contributions at 7.12%	2,288	0	0	0	0
APT&C Pay at 2%	261	269	277	285	293
APT&C Employer's Pension Contributions at 1%	133	137	141	145	149
Non-Pay Inflation at 1.7%	337	343	349	355	362
Schools Service Pressures	505	437	455	318	(3)
Trinity Fields Transport Costs	44	32	0	0	0
Total Schools Cost Pressures	5,648	2,820	2,856	2,769	2,500
General Fund Services Inflationary Cost Pressures: -					
Pay @ 2%	2,467	2,523	2,574	2,625	2,678
Living Wage	49	49	49	49	49
Employer Pension Contributions at 1% (APT&C staff)	894	903	912	921	930
Non-Pay Inflation at 1.7%	2,169	2,319	2,414	2,514	2,618
Non-Pay Inflation (Fees and Charges) at 1.7%	(264)	(268)	(273)	(278)	(282)
Total General Fund Services Inflationary Cost Pressures	5,315	5,526	5,676	5,831	5,993
General Fund Inescapable Service Pressures: -					
Council Tax Reduction Scheme (CTRS) additional liability at 6.95%	1,025	713	745	779	814
Social Services Cost Pressures	800	750	750	750	750
Education and Lifelong Learning Cost Pressures Contingency	726	0	0	0	0
City Deal (Partnership Revenue Contribution)	2	2	2	2	2
City Deal (Debt Charges)	44	89	122	171	218
PFI Review	849	0	0	0	0
Total General Fund Inescapable Service Pressures	3,446	1,554	1,619	1,702	1,784
Reinstatement of 2019/20 Temporary Budget Reductions	3,272	-	-	-	-
Reinstatement of 2020/21 Temporary Budget Reductions	-	500	-	-	-
ANNUAL SHORTFALL	8,485	7,096	6,697	6,692	6,504
CUMULATIVE SHORTFALL	8,485	15,581	22,278	28,970	35,474



SPECIAL HOUSING AND REGENERATION SCRUTINY COMMITTEE – 5TH DECEMBER 2019

**SUBJECT: DRAFT BUDGET PROPOSALS FOR 2020/21 – HOUSING &
REGENERATION**

**REPORT BY: INTERIM CORPORATE DIRECTOR (COMMUNITIES) &
CORPORATE DIRECTOR (SOCIAL SERVICES & HOUSING)**

1. PURPOSE OF REPORT

- 1.1 To obtain the views of the Regeneration & Housing Scrutiny Committee on the draft 2020/21 budget proposals that were considered by Cabinet on 13th November 2019.

2. SUMMARY

- 2.1 The Cabinet Report that was considered on 13th November 2019 provides details of the draft budget proposals based on current knowledge of the likely Welsh Government (WG) 2020/21 Local Government financial settlement.
- 2.2 The Cabinet report also provides details of the draft savings proposals for 2020/21 totalling £8.48m.
- 2.3 This report seeks the views of the Regeneration & Housing Scrutiny Committee on the draft savings proposals for the Regeneration & Planning Division of the Communities Directorate and the Housing Division of the Directorate of Social Services and Housing.

3. RECOMMENDATIONS

- 3.1 Members of the Scrutiny Committee are asked to consider and comment on the range of draft savings proposals outlined in the report and its associated appendices.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 To ensure that the views of the Scrutiny Committee are considered prior to final savings proposals being presented to Cabinet and Council in February 2020.

5. THE REPORT

- 5.1 The headline issues relating to the provisional settlement, whole authority and service cost pressures, council tax, savings implications and financial outlook for future years are outlined in detail in the Cabinet report of 13th November 2019.
- 5.2 The Regeneration & Planning Division of the Communities Directorate provides a range of regulatory (Development Control & Building Control), Policy (Local Development Plan, Strategic Development Plan, Area Regeneration Masterplans) and Regeneration (Business Support, Tourism, Community Regeneration, Town Centre Support) Services.
- 5.3 The Housing Division of the Directorate of Social Services & Housing provides the full range of Private Sector Housing functions (Regulation, Homelessness, Landlord Support), manages the Council's Housing stock and develops and delivers strategic housing functions.
- 5.4 Effective delivery of these services generally impacts on the look and feel of the County Borough, Health & Well being of its residents and are key services in supporting and enhancing prosperity within the County Borough and encouraging and supporting business development.
- 5.5 The draft recurring savings for these divisions are outlined in Table 1 below:-

Table 1 – Draft Recurring Savings 2020/21

Service Division	Draft Recurring Savings Total (£m)	Total 2019/20 Net Budget (£m)	Saving as % of Budget
Regeneration & Planning	0.269	2.246	11.98%
Housing	0.097	1.613	6.01%
TOTAL	0.366	3.859	9.48%

- 5.6 The draft recurring savings include a mix of individual proposals that have been classified as:
- Being more efficient;
 - Doing things differently;
 - Service reductions/cuts;
 - Team Caerphilly transformation strategy.
- 5.7 Each saving is supported by an MTFP savings template and these are included at Appendix 2 to this report.
- 5.8 In order for members of the Scrutiny committee to fully understand the scale of savings that the 2 service divisions have delivered over recent years, table 2 below outlines the savings achieved over the period 2014/15 to 2019/20.

Table 2 – Cumulative Savings over the Period 2014/15 – 2019/20

Service Division	MTFP Savings 2014/15 – 2019/20	% of 2014/15 Budget
Regeneration & Planning	£2.564m	71.4%
Housing	£0.626m	49%
TOTAL	£3.19m	60%

5.9 As can be seen from Table 2, above the total of the savings achieved by the 2 service divisions is £3.19m representing 60% of the total budget within these 2 service divisions 6 years ago.

5.10 The Scrutiny Committee is therefore asked for its views on the draft savings proposals outlined in this report and its appendices.

6. ASSUMPTIONS

6.1 The key assumptions relating to the 2020/21 draft budget and savings proposals are outlined in the Cabinet report of 13th November 2019 as the Welsh Government Provisional Financial Settlement had not been announced at the time of drafting.

7. LINKS TO RELEVANT COUNCIL POLICIES

7.1 The budget setting process encompasses all the resources used by the Council to deliver services and meet priorities.

7.2 Effective financial planning and the setting of a balanced budget support the following Well-being Goals within the Well-being of Future Generations Act (Wales) 2015: -

- A prosperous Wales.
- A resilient Wales.
- A healthier Wales.
- A more equal Wales.
- A Wales of cohesive communities.
- A Wales of vibrant culture and thriving Welsh Language.
- A globally responsible Wales.

8. WELL-BEING OF FUTURE GENERATIONS

8.1 Effective financial planning is a key element in ensuring that the well-being goals within the well-being of Future Generations Act (Wales) 2015 are met.

9. EQUALITIES IMPLICATIONS

9.1 Equalities Impact Screenings have been undertaken for all of the draft 2020/21 savings proposals and Equalities Impact Assessments (EIA's) have been completed where they are required. This is to ensure that decisions that affect different individuals

and groups with protected characteristics are assessed at an appropriate and relevant level and at the correct stage in the process. Completed EIA's are appended to this report and are available on the Council's website.

- 9.2 Consultation with residents, when done in accordance with the Council's Communications & Engagement Strategy and the Equalities Consultation and Monitoring Guidance, also ensures that every resident, regardless of circumstances, has the opportunity to have their views heard and considered in the Council's decision-making process.

10. FINANCIAL IMPLICATIONS

- 10.1 The financial implications are detailed throughout the report and associated appendices in addition to the Cabinet report of 13th November 2019.

11. PERSONNEL IMPLICATIONS

- 11.1 Where staff reductions are required as a consequence of savings proposals the Council will firstly try to achieve this through 'natural wastage' and not filling vacancies. However, where this is not possible the Council will utilise agreed HR policies and compulsory redundancies will only be considered when all other options have been fully exhausted.
- 11.2 The Trade Unions will be fully consulted on the 2020/21 draft budget proposals.

12. CONSULTATIONS

- 12.1 An extensive, consultation process on the 2020/21 draft savings proposals has commenced. This process consists of: -
- Online and hard copy consultation – a survey and supporting documentation.
 - A dedicated 'pull-out' in the December edition of Newslines.
 - Enhanced use of digital media – including question and answer sessions, other digital engagement and signposting to the online survey.
 - Consultation/engagement with local members/AMs/MPs.
 - Face to face engagement including: -
 - Drop in sessions at locations across the county borough.
 - Engagement with the Viewpoint Panel, 50+ Forum, Youth Forum, Caerphilly Business Forum, Parent Network etc.
 - Engagement with affected staff groups and Trade Unions.
 - Consultation with the Voluntary Sector.
 - Consultation with Town and Community Councils.
 - Targeted consultation with Equalities Network contacts – Menter Iaith, Caerphilly County Borough Access Group, Action Hearing Loss Cymru etc.
 - Consultation with council staff.
 - Posters displayed at affected establishments.
 - Consultation with partner organisations and other targeted stakeholder engagement as appropriate.

13. STATUTORY POWER

13.1 The Local Government Acts 1998 & 2003.

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Consultees: Steve Harris, Interim Head of Business Improvement Services and Acting S151 Officer
Lynne Donovan, Head of People Services
Rob Tranter, Head of Legal Services and Monitoring Officer
Rhian Kyte, Head of Regeneration and Planning
Shaun Couzens, Chief Housing Officer
Councillor Sean Morgan, Deputy Leader and Cabinet Member for Economy, Infrastructure, Sustainability & Wellbeing of Future Generations
Councillor Eluned Stenner, Cabinet Member for Environment & Public Protection
Councillor Lisa Phipps, Cabinet Member for Homes & Places
Councillor John Ridgewell, Chair of Regeneration and Housing Scrutiny Committee
Councillor Christine Forehead, Vice Chair of Regeneration and Housing Scrutiny Committee

Background Papers:

- Council 21/12/19 – Budget Proposals for 2019/20 and Medium Term Financial Plan 2019/20 to 2023/24
- Cabinet 12/6/19 – Future Caerphilly Transformation Strategy #Team Caerphilly – Better Together.
- Cabinet 13/11/19 – Draft Budget Proposals for 2020/21

Appendices:

- Appendix 1 - 2020/21 Draft Savings Proposals
- Being More Efficient
 - Doing Things Differently
 - Service Regulations/Cuts
 - Team Caerphilly – Better Together
- Appendix 2 - MTFP Savings Templates

Ref.	Proposed Saving	£000's	Comments	Public Impact
	A) BEING MORE EFFICIENT			
	Social Services & Housing: -			
A18	Private Housing - Minor restructure.	27	Will result in the deletion of 1 post.	
	Communities: -			
A19	Business Support & Funding - Budget realignments	40	In addition to budget realignments in previous years, budgets can be reduced in further budget headings in 2020/21. The most significant savings are Cleaning (£3.5k), Oakdale Joint Venture (£27k), Telephone Recharges (£2k), Postage (£4k) and Subscriptions (£2k). This totals £38.5k and the remaining £1.5k will be taken in small amounts from other budget headings.	Nil
A20	Business Support & Funding - Increased rental income from Lowry Plaza Unit Shops.	5	Lowry Plaza currently has one shop unit unlet, unit 6A. It is anticipated that this unit will be let by the 2020/21 financial year. The income from the unit will generate circa £5k.	Nil
A21	Urban Renewal - Reduction in Publicity & Promotion budget.	2	Budget realignment.	Nil
A22	Urban Renewal - Reduction in mileage, printing and miscellaneous expenditure budgets.	2	Budget realignment.	Nil
A23	Tourism - Blackwood Miners Institute - Reduced Box Office opening hours.	8	As a consequence of the purchase of a new cloud based box office system complemented by a revamped website, the ticket booking process has become more user friendly and appealing thus increasing the number of users booking online and supporting the Council's Customer & Digital Strategy.	Nil
A24	Tourism - Blackwood Miners Institute - Staffing restructure.	20	Staff restructure to reduce the number of management hours required and reorganise duties amongst existing staff.	Nil
A25	Tourism - Winding House - Budget realignment and reduction in staffing budget.	30	The staffing element can be achieved following changes to the service in recent years where the venue has closed on a Sunday and Monday and through an integration of staff resource at Llancaiach Fawr Manor.	Nil
A26	Tourism - Marketing and Events - Reduction in marketing spend.	8	Budget realignment to marketing and administrative budgets to reflect a reduction in paid for advertising and reduced postage as use of digital and social media increases as a marketing tool.	Nil
A27	Tourism - Additional budget efficiencies across all venues.	21	To be achieved through efficiency savings across the Tourism Venues expenditure budgets	Nil
	Sub-Total: -	163		
	B) DOING THINGS DIFFERENTLY			
	No savings proposals in this category.			
	Sub-Total: -	0		
	C) SERVICE REDUCTIONS/CUTS			
	Social Services & Housing: -			
C06	Housing - Withdrawal of General Fund Housing contribution to Community Environmental Warden Service.	45	Review of the service to achieve efficiencies in conjunction with Refuse and Cleansing.	Moderate
	Communities: -			
C07	Business Support & Funding - Reduction in the revenue budget for the Community Enterprise Fund.	50	The revenue budget for grants previously administered by the Business Support & Funding Team has reduced from £232k (Community Regeneration Fund) and £62K (Business Development Grants) in 2015/16 to a combined revenue budget for the new Caerphilly Enterprise Fund of £101k. It is proposed that this be reduced by a further £50k in 2020/21. It should be noted that there is a separate capital allocation for the Fund of £149k that will be retained.	Minor
C08	Urban Renewal - Reduction in Town Centre/Community Projects budget.	8	The total budget is £41k and it is used to deliver small capital improvements in our town and village centres, mainly concentrating on the public realm.	Minor
C09	Community Regeneration - Reduction in Community Projects budget.	35	Due to the reduction of Community Regeneration Co-ordinator posts and the phasing out of the Communities First Programme, a number of community partnerships have ceased across the borough. This budget helped support the partnerships with annual running costs including liability insurance for events, marketing, administration fees etc.	Minor
	Sub-Total: -	138		
	D) #TEAMCAERPHILLY - BETTER TOGETHER			
	Fees and Charges			
	Social Services & Housing: -			
D01	Housing - Increase in Housing Revenue Account (HRA) recharges - Minor works of adaptation.	25	An increased recharge to the HRA to support the minor works of adaptation work currently managed by Social Services and commissioned to Private Sector Housing.	Nil
	Communities: -			

D02	Planning - Income from charging for advice.	6	This consists of increasing the current charges for non-statutory planning advice and introducing a new charge for discretionary pre-application advice in respect of Conservation/Built Heritage applications to bring them in line with other applications.	Minor
D03	Urban Renewal - Increased staff fee income from project management on grant funded projects.	2	Increase in fee income from Urban Renewal project management of externally funded projects, predominantly European Regional Development Fund (ERDF) schemes.	Nil
D04	Tourism - Cwmcarn Visitor Centre - Additional income.	10	Additional income arising from a number of investments that have developed on site aimed at attracting more visitors. Recent investments include the installation of an adventure park aimed at family audiences and 6 new accommodation units that provide a greater yield per pitch compared to the camping pitches they have replaced.	Nil
D05	Tourism - Caerphilly Visitor Centre - Additional catering income.	5	As a consequence of an investment in new furniture at the site the number of café 'covers' have increased and a more appealing café offer has been created.	Nil
D06	Tourism - Blackwood Miners Institute - Additional income.	5	A focus on secondary spend through the provision of a mobile bar and confectionery unit aims to improve sales to customers by taking items into the auditorium during shows.	Nil
D07	Tourism - Marketing and Events - Additional income from review of Pitch Fees.	12	Further income generation can be achieved through an increase in pitch fees and sponsorship where there is commercial demand for the more popular events.	Nil
	Sub-Total: -	65		
	TOTAL: -	366		

MEDIUM-TERM FINANCIAL PLAN
SAVING PROPOSAL TEMPLATE

DIRECTORATE:	Social Services and Housing
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SERVICE AREA:	Private Sector Housing
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1. GENERAL INFORMATION

SAVING PROPOSAL:	Deletion of a Scale 8 technical officer post, following the retirement of the staff member.
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BUDGET AREA:	Private Sector Housing
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TOTAL BUDGET FOR THIS AREA:	£276,050	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	10%
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TOTAL SAVING:	£27,000
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
<p>The technical officer role is generic and encompasses works of adaptation for public sector properties, Disabled Facilities Grants and housing regeneration, primarily through grants and loans. It also provides support to the WHQS programme which is due to be completed by the end of June 2020. It is proposed that one post will be deleted following the retirement of a staff member. The current workload consists of 2 main elements:</p> <p>50% processing disabled facility grants - (saving to the General Fund of £27,000 in 2020/21)</p> <p>50% providing public sector adaptations.</p> <p>The total post saving is £30,000 but this has to be offset slightly by a minor cost increase expected in Housing Strategy and will therefore be equivalent to £27,000.</p>

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE PUBLIC:
CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, <i>LONG-TERM</i> IMPLICATIONS FOR FUTURE GENERATIONS AND <i>PREVENTATIVE SERVICES</i> . RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.
Long-term guidance: <i>Consider the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs.</i>

The provision of Disabled Facilities Grants is a statutory function but demand for medium and large scale adaptations for both public and private sector residents has fallen over the past 5 years. There are currently 8 permanent and 1 fixed term technical officer posts within Private Sector Housing. The workload of these officers relates to private sector housing repair, delivery of adaptations across tenures and the WHQS programme (linked to leaseholders). Following the completion of the WHQS programme in 2020, the workload of all posts will need to be reviewed and, where necessary, redistributed. It is anticipated that this will facilitate a transfer of staff currently undertaking works associated with WHQS to increase capacity in the adaptations team, following the retirement of the technical officer. Although some officers will be involved with post WHQS asset management works, this work programme will not be as extensive as the current workload.

Following a short transition period it is anticipated that there will be no impact on the public.

Prevention guidance: Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.

The provision of adaptations enables people to remain independent in their homes for longer, supports health and well-being and reduces the burden on carers. Such provision is known to reduce demand for frontline services such as social care and health services, reducing the likelihood of hospital admissions and delayed transfers of care.

It is important that when the need for an adaptation is identified that the delivery of that adaptation is within timescales set by statute and the Welsh Government Housing Adaptations Service Standard, to minimise unnecessary delays or unsatisfactory outcomes e.g. falls. It is vital that the preventative agenda linked to the delivery of adaptations is supported.

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
		✓ (due to the redistribution of work as detailed above)

NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE [POLICY PORTAL](#). SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.

CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *INVOLVEMENT*.

Involvement guidance: Consider whether you have involved people who have an interest in the service area, including service users and potential service users.

No consultation has taken place with service users or potential service users as there is no anticipated impact.

The Private Sector Housing service would retain its current statutory functions and would continue to support the post WHQS programme going forward.

The proposal will form part of the public consultation on the 2020/21 Medium Term Financial Plan.		
IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY CONSULTATION.	YES	NO
	✓	

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):				
NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
	✓			

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION:
To ensure capacity of Adaptations Service is maintained there is a possible impact on the Post-WHQS programme for leasehold properties (HRA funded) if resource has been redirected to support adaptations, however it is anticipated that the post WHQS workload will be less than current WHQS workload
If there is a future increase in demand for adaptations the service delivery mechanism for adaptations would remain the same but the timescales for delivery could potentially be increased, however it is noted that the number of recommendations received for adaptations has shown a reducing trend over the past 5 years .

PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL IMPACT UPON MEMBERS OF STAFF:
Some impact on the nature of the workload for remaining Technical Officers within Private Sector Housing with the same JD who are currently supporting the post-WHQS programme and delivering adaptations.

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED:	27.81
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NUMBER OF POSTS IN BUDGET AREA AFFECTED:	9.5 fte (DFG & Adaptation)
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NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING:	1
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PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS?
POST(S) ALREADY VACANT:	
VOLUNTARY SEVERANCE:	

RETIREMENT:	1
REDEPLOYMENT:	
REDUNDANCY:	

PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED:	20/21
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WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	YES	NO
	<input checked="" type="checkbox"/> HRA	
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
		<input checked="" type="checkbox"/> (Due to redistribution of roles within Private housing)

IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR *INTEGRATION*. DESCRIBE BELOW:

- THE AREA(S) AFFECTED; AND
- HOW THE PROPOSED SAVING WILL IMPACT

Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives.

There will be a potential reduction in technical officers to deliver WHQS programme for Public Sector Housing however programme due for completion in June 2020 at which point workload is expected to reduce.

Redistribution of responsibilities to increase capacity within Adaptations Team should result in a nil impact on Social Services, Health and third sector partners.

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT? PLEASE PROVIDE DETAILS OF ANY MITIGATION.

IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *COLLABORATION*.

Collaboration guidance: Acting in collaboration with any other service or partner to meet objectives.

Redistribution of technical officers workloads following completion of WHQS programme, in collaboration with Public Sector Housing, to reduce those involved in WHQS programme and retain levels linked to the delivery of adaptations.

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
	✓			

3. LINKS TO POLICY AND CORPORATE OBJECTIVES

DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING? IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.		
POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please state which objectives)	<p>WBO 3 – address the availability condition and sustainability of homes throughout the county borough and provide advise, assistance or support to help improve people’s heath and well-being</p> <p>WBO 6 – Support citizens to remain independent and improve their well - being</p>	<p>Reduction in technical expertise to ensure the asset management strategy is implemented to maintain the condition of the housing stock following WHQS attainment.</p> <p>The provision of public sector adaptations and Disabled Facilities Grants will continue to be achieved through the redistribution of workloads although the performance times may increase during transition and if demand increases in future years.</p>
STATUTORY DUTIES	Provision of Disabled Facilities Grants (Housing Grants, Construction and Regeneration Act 1996)	Redistribution of staff will ensure that statutory obligations are met although there may be potential for impact on performance times during transition and if demand increases in future years
WELSH GOVERNMENT GUIDANCE or STRATEGY	Attaining and maintaining the condition of council owned housing stock to WHQS standard is a statutory requirement	Reduction in technical expertise to ensure the asset management strategy is implemented to maintain the condition of the housing stock following WHQS attainment.

4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION WITH THIS SAVING PROPOSAL? (PLEASE TICK)	YES	NO
	✓	
<p>IF YES, PLEASE SPECIFY BELOW:</p> <p>PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.</p>		
<p>There is a risk of not meeting the statutory requirement set by WG on maintaining council stock to WHQS standard.</p>		

There is a risk of not fully recovering costs from leaseholders due to reduced resource.
There is a risk of reduced performance in the provision of medium and large scale adaptations in both the public and private sector.

PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED?

NOT ALL RISKS CAN BE MITIGATED. SOME MAY NEED TO BE TOLERATED IN THE CONTEXT OF BUDGET PRESSURES.

Relying on remaining staff to cover the reduction in resource.

5. OTHER RELEVANT INFORMATION

PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT BEEN CAPTURED.

HEAD OF SERVICE: SHAUN COUZENS

DATE OF COMPLETION: 13 SEP 2019

MEDIUM-TERM FINANCIAL PLAN
SAVING PROPOSAL TEMPLATE

DIRECTORATE:	Communities
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SERVICE AREA:	Regeneration – Business Enterprise & Renewal Team
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1. GENERAL INFORMATION

SAVING PROPOSAL:	Reduction in revenue budget previously allocated to Business Support & Funding Team.
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BUDGET AREA:	Business Support & Funding Team (2504 and 2600)
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TOTAL BUDGET FOR THIS AREA:	£1,345,041 total for budget	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	2.9%
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TOTAL SAVING:	£40,000
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
<p>In addition to budget realignments in previous years, budgets can be reduced in many budget headings in 2020-21. The most significant savings are Cleaning (£3.5K), Oakdale Joint Venture (£27K), Telephone Recharges (£2K), Postage (£4K) and Subscriptions (£2K). This totals £38.5K and the remaining £1.5K will be taken in small amounts from other budget headings.</p> <p>The Oakdale Joint Venture budget provides the Council’s payment of a percentage of income achieved from four industrial units on Oakdale Business Park. The proposed reduction reflects a corresponding reduction in the rental income from General Dynamics. The rent was reduced in 2016 when the lease was re-negotiated.</p> <p>It must be recognised that the annual maintenance expenditure for the industrial and office portfolio will exceed the budget available by a significant margin each year - the portfolio is ageing and requires ongoing reactive maintenance expenditure to cover emerging faults and repairs. A condition survey in 2018 identified the need to spend around £300K p.a. in each of the next five years, in addition to the ongoing spend on reactive maintenance and this is the subject of a separate report.</p> <p>Security spend will also exceed the budget forecast each year as it has not proved possible to reduce the level of security cover in Tredomen and the annual cost of providing this service has increased significantly during the past three years, from £61K in 2016-17 to over £80K in 2019-20.</p>

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD **IMPACT UPON THE PUBLIC**:

CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, *LONG-TERM* IMPLICATIONS FOR FUTURE GENERATIONS AND *PREVENTATIVE SERVICES*. RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.

Long-term guidance: Consider the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs.

There will be no impact, providing ongoing maintenance issues continue to be addressed via the funding required to tackle the issues raised in the property condition surveys.

Prevention guidance: Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.

If reactive maintenance action is unable to be taken using this budget and preventative maintenance is not undertaken via the provision of additional funding as indicated above, there are potential health and safety issues in the long term.

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
		X

NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE [POLICY PORTAL](#). SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.

CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *INVOLVEMENT*.

Involvement guidance: Consider whether you have involved people who have an interest in the service area, including service users and potential service users.

None on this specific budget reduction as it will not impact on any service users.

The proposal will be included in the public engagement on the proposed 2020/21 budget.

IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY	YES	NO
	X	

CONSULTATION.		
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TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):				
NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
X				

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION:
There should be no negative feedback to the Council from businesses and industrial and office tenants, but satisfaction should be monitored as the service area continues to contract. Expenditure on statutory maintenance and health and safety issues must be covered from the reduced budget. It should also be noted that appropriate expenditure on the property portfolio helps to preserve the annual £2.3m income stream.

PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL IMPACT UPON MEMBERS OF STAFF:
There will be no immediate effect on staffing numbers. However, the Business Enterprise Renewal Team will effectively have a smaller budget to deliver an effective business support and property portfolio function.

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED:	3
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NUMBER OF POSTS IN BUDGET AREA AFFECTED:	3
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NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING:	none
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PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS?
POST(S) ALREADY VACANT:	n/a
VOLUNTARY SEVERANCE:	n/a
RETIREMENT:	n/a
REDEPLOYMENT:	n/a
REDUNDANCY:	

	n/a
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PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED:	n/a
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WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	YES	NO
	X	
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
		X

IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR *INTEGRATION*. DESCRIBE BELOW:

- THE AREA(S) AFFECTED; AND
- HOW THE PROPOSED SAVING WILL IMPACT

Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives.

The budget for maintenance has previously been supplemented by underspends in other budget headings, so these reductions will affect the team’s flexibility in covering the costs – the maintenance duties are allocated by Corporate Property / Facilities Management, who will need to be kept aware of any emerging budget issues.

In addition, the Council’s Cleansing team is contracted to clean the office buildings and a reduction in the cleaning budget will remove any flexibility to conduct additional cleansing tasks.

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT? PLEASE PROVIDE DETAILS OF ANY MITIGATION.

IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *COLLABORATION*.

Collaboration guidance: Acting in collaboration with any other service or partner to meet objectives.

The Team will continue to communicate with Corporate Property, FM and Cleansing colleagues regarding budget availability.

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
	X			

3. LINKS TO POLICY AND CORPORATE OBJECTIVES

DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING? IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.		
POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please state which objectives)	Well-being Objective 2 – Enabling employment	There will be negligible or no impact as a result of this proposal.
STATUTORY DUTIES	Statutory maintenance of industrial and office properties	There should be no impact, as this is an overwhelming priority.
WELSH GOVERNMENT GUIDANCE or STRATEGY	WG Oakdale Joint Venture	Adequate budget remains available to pay the WG contribution from the rent.

4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION WITH THIS SAVING PROPOSAL? (PLEASE TICK)	YES	NO
	X	
IF YES, PLEASE SPECIFY BELOW:		
PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.		
Risk of reduced budget to address maintenance issues and provide security as mentioned above could impact on health and safety and attractiveness/usability of properties. This could reduce the number of tenants and result in a loss of income from the portfolio.		
PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED?		
<ul style="list-style-type: none"> - Ongoing prioritisation of maintenance, upkeep and security of the property portfolio. - Agreement to provide the £300K p.a. requested to address the issues identified in the condition surveys. 		

5. OTHER RELEVANT INFORMATION

PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT BEEN CAPTURED.
None to add

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HEAD OF SERVICE:

DATE OF COMPLETION: 9 September 2019

MEDIUM-TERM FINANCIAL PLAN SAVING PROPOSAL TEMPLATE

DIRECTORATE:	Communities
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SERVICE AREA:	Regeneration – Urban Renewal
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1. GENERAL INFORMATION

SAVING PROPOSAL:	Increased rental from Lowry Plaza Unit Shops
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BUDGET AREA:	Urban Renewal/Town Centre Management (3072)
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TOTAL BUDGET FOR THIS AREA:	£155,797 for budget 3072 L051	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	Increase of 3.2%
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TOTAL SAVING:	£5,000 increase in income
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
Lowry Plaza currently has one shop unit unlet, unit 6A. It is anticipated that this unit will be let by the 20/21 financial year. The income from the unit will see the department hit its £5k target.

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE PUBLIC:
CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, <i>LONG-TERM</i> IMPLICATIONS FOR FUTURE GENERATIONS AND <i>PREVENTATIVE SERVICES</i> . RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.
<p>Long-term guidance: Consider the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs.</p> <p>There will be a positive impact on the public as another retail unit becomes operational in Bargoed town centre, offering more choice to shoppers and visitors</p> <p>Prevention guidance: Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.</p> <p>Letting the unit reduces the burden of the council covering the costs associated with an empty retail unit</p>

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
		X
NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE POLICY PORTAL. SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.		

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.		
CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, <i>INVOLVEMENT</i> .		
Involvement guidance: Consider whether you have involved people who have an interest in the service area, including service users and potential service users.		
None on this specific budget item as it is actually positive for the community.		
The proposal will be included in the public engagement on the proposed 2020/21 budget.		
IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY CONSULTATION.	YES	NO
	X	

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):				
NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
X				

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION:
Costs associated with achieving the Heads of Terms will be covered from the Tenants Incentive Budget – an internal capital budget that has been established to facilitate the letting of the retail units in Bargoed.

PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL IMPACT UPON MEMBERS OF STAFF:
There will be no immediate effect on staffing numbers.

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED:	3
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NUMBER OF POSTS IN BUDGET AREA AFFECTED:	3
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NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING:	none
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PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS ?
POST(S) ALREADY VACANT:	n/a
VOLUNTARY SEVERANCE:	n/a
RETIREMENT:	n/a
REDEPLOYMENT:	n/a
REDUNDANCY:	n/a

PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED:	n/a
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WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	YES	NO
		X
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
		X

IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR *INTEGRATION*. DESCRIBE BELOW:

- THE AREA(S) AFFECTED; AND
- HOW THE PROPOSED SAVING WILL IMPACT

Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives.

Not applicable

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT? PLEASE PROVIDE DETAILS OF ANY MITIGATION.

IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *COLLABORATION*.

Collaboration guidance: Acting in collaboration with any other service or partner to meet objectives.

Not applicable

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):				
NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
X				

3. LINKS TO POLICY AND CORPORATE OBJECTIVES

DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING? IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.		
POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please state which objectives)	Well-being Objective 2 – Enabling employment	There will be a positive impact on the retail sector in the town centre.
STATUTORY DUTIES	N/A	
WELSH GOVERNMENT GUIDANCE or STRATEGY	N/A	

4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION WITH THIS SAVING PROPOSAL? (PLEASE TICK)	YES	NO
	X	
IF YES, PLEASE SPECIFY BELOW:		
PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.		
Risk of not getting a tenant secured or the Unit. If this happened then the income target would not be achievable		
PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED?		
NOT ALL RISKS CAN BE MITIGATED. SOME MAY NEED TO BE TOLERATED IN THE CONTEXT OF BUDGET		

PRESSURES.

- Currently Heads of Terms are being negotiated between the Council and a well known high street retailer for Unit 6a. An internal Tenants Incentive capital Budget will be used to ensure that the Council can accommodate the terms set out by the retailer.

5. OTHER RELEVANT INFORMATION

PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT BEEN CAPTURED.

None to add



HEAD OF SERVICE:

DATE OF COMPLETION: 09 September 2019

MEDIUM-TERM FINANCIAL PLAN
SAVING PROPOSAL TEMPLATE

DIRECTORATE:	Communities
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SERVICE AREA:	Regeneration – Urban Renewal
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1. GENERAL INFORMATION

SAVING PROPOSAL:	Reduction in Publicity and Promotional Budgets
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BUDGET AREA:	Urban Renewal/Town Centre Management (2506 and 3021)
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TOTAL BUDGET FOR THIS AREA:	£18,953 total for budget P201 and Q251	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	10.5%
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TOTAL SAVING:	£2,000
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
<p>A small reduction of £2,000 in the available budget allocated under budget codes P201 and Q251 which are used for promoting and marketing our town centres</p> <p>A £2000 reduction in a £18,953 overall promotional/marketing budget is manageable as it equates to a 10.5% reduction.</p> <p>The two budget headings are used for promotional activity and commissioning private contractors, the latter being used solely to maintain and deliver the lamp post banners in the 5 town centres.</p> <p>Promotional activity is a core component of the “Unique Places” model of Town Centre management. The £2,000 savings will come from a reduction in promotional material produced, reduction in the number of High Street campaigns launched and a reduction in the number of banner changeovers undertaken per annum.</p>

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE PUBLIC:
CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, <i>LONG-TERM</i> IMPLICATIONS FOR FUTURE GENERATIONS AND <i>PREVENTATIVE SERVICES</i> . RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.
Long-term guidance: Consider the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs.

A reduction of nearly 10.5% of the publicity and promotion budget will have an impact on the town centre business communities within the 5 town centres currently covered by the Town Centre Management function.

Banner changeovers reducing will see banners staying up for longer and being changed less frequently. This could lead to the in-situ banners showing visible signs of deterioration through wear and ageing.

Reducing the level of promotional activity will impact on the business communities in that they will not get the same levels of exposure and promotional support that they currently receive.

However, the savings targeted at the marketing and promotional element of the Town Centre function will protect the core salary of the UR team members allowing them to continue to offer advice and support to the town centre business communities.

A small reduction of this nature will not have a massive impact but will still be enough for the retail/commercial community in our managed town centres to notice an adverse impact on how their towns are marketed

Prevention guidance: Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.

Town centre businesses are currently under pressure to survive. Reducing support now may have larger negative impacts on the ability of these businesses to survive

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
		X
NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE POLICY PORTAL . SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.		

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.

CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *INVOLVEMENT*.

Involvement guidance: Consider whether you have involved people who have an interest in the service area, including service users and potential service users.

None on this specific budget reduction as it is small in nature.

The proposal will be included in the public engagement on the proposed 2020/21 budget.

IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY CONSULTATION.	YES	NO
	X	

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):				
NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
	X			

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION:
There will be some negative feedback to the Council from the town centre business communities, town centre management group members and local councillors as they realise that the Council's ability to promote the towns is impacted upon.

PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL IMPACT UPON MEMBERS OF STAFF:
There will be no immediate effect on staffing numbers. However, the Urban Renewal/Town Centre team will effectively have a smaller budget to deliver marketing/promotional campaigns.

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED:	3
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NUMBER OF POSTS IN BUDGET AREA AFFECTED:	3
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NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING:	none
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PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS?
POST(S) ALREADY VACANT:	n/a
VOLUNTARY SEVERANCE:	n/a
RETIREMENT:	n/a
REDEPLOYMENT:	

	n/a
REDUNDANCY:	n/a

PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED:	n/a
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WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	YES	NO
	X	
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
		X

IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR *INTEGRATION*. DESCRIBE BELOW:

- THE AREA(S) AFFECTED; AND
- HOW THE PROPOSED SAVING WILL IMPACT

Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives.

The budget has traditionally been used to commission the Council’s Design and Print Services

The amount of works being instructed will reduce in line with the budget cuts.

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT? PLEASE PROVIDE DETAILS OF ANY MITIGATION.

IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *COLLABORATION*.

Collaboration guidance: Acting in collaboration with any other service or partner to meet objectives.

A clear message is already being presented to the business community, town centre management group members and Councillors through the regular dialogue that Urban Renewal and Town Centre Management staff have with them that budgets are reducing and that some functions will be affected.

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
	X			

3. LINKS TO POLICY AND CORPORATE OBJECTIVES

DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING? IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.		
POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please state which objectives)	Well-being Objective 2 – Enabling employment	There will be fewer resources to promote town centres Visitor numbers may be affected negatively. Prospective businesses may be put off investing.
STATUTORY DUTIES	N/A	
WELSH GOVERNMENT GUIDANCE or STRATEGY	N/A	

4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION WITH THIS SAVING PROPOSAL? (PLEASE TICK)	YES	NO
	X	
IF YES, PLEASE SPECIFY BELOW:		
PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.		
Risk of adverse reaction by town and village communities, including local ward Members. However the reduction is small enough so as not to have a large impact.		
PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED?		
NOT ALL RISKS CAN BE MITIGATED. SOME MAY NEED TO BE TOLERATED IN THE CONTEXT OF BUDGET PRESSURES.		
<ul style="list-style-type: none"> - Regular face to face contact with the business community through the Town Centre Management team - Town Centre Management Groups are aware of proposed cuts to Council services, as are local Members - More use of social media and digital platforms to promote the town centres at reduced costs 		

5. OTHER RELEVANT INFORMATION

PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT

BEEN CAPTURED.
None to add

Rhe Kytē

HEAD OF SERVICE:

DATE OF COMPLETION: 09 September 2019

MEDIUM-TERM FINANCIAL PLAN
SAVING PROPOSAL TEMPLATE

DIRECTORATE:	Communities
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SERVICE AREA:	Regeneration – Urban Renewal
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1. GENERAL INFORMATION

SAVING PROPOSAL:	A22 Reduce Mileage, printing and Miscellaneous expenditure
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BUDGET AREA:	Urban Renewal Urban Renewal/Town Centre Management (2506 and 3021)
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TOTAL BUDGET FOR THIS AREA:	£14,000 total for miscellaneous budget headings	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	14%
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TOTAL SAVING:	£1,400 (rounded to £2,000)
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
A 14% reduction in the overall mileage, printing and miscellaneous budget headings from the Urban Renewal budget is offered up as a saving of £1,400.

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE PUBLIC:
CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, <i>LONG-TERM</i> IMPLICATIONS FOR FUTURE GENERATIONS AND <i>PREVENTATIVE SERVICES</i> . RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.
Long-term guidance: Consider the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs.
These savings will have minimal impact on the service area. No long term needs will be impacted upon
Prevention guidance: Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.
This saving proposal will have no effect on any areas that may produce future burdens if neglected now.

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
		X
NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE POLICY PORTAL. SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.		

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.

CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *INVOLVEMENT*.

Involvement guidance: Consider whether you have involved people who have an interest in the service area, including service users and potential service users.

This is an internal services management budget so its realignment has no effect on customers/residents

IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY CONSULTATION.	YES	NO
		X

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
X				

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION:

This saving could possibly curtail the amount of site visits undertaken by UR team members staff.

PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL IMPACT UPON MEMBERS OF STAFF:

This saving could possibly curtail the amount of site visits undertaken by UR team members

staff.

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED:	3
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NUMBER OF POSTS IN BUDGET AREA AFFECTED:	3
---	---

NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING:	none
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PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS ?
POST(S) ALREADY VACANT:	n/a
VOLUNTARY SEVERANCE:	n/a
RETIREMENT:	n/a
REDEPLOYMENT:	n/a
REDUNDANCY:	n/a

PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED:	n/a
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WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	YES	NO
		x
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
		x

IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR *INTEGRATION*. DESCRIBE BELOW:

- THE AREA(S) AFFECTED; AND
- HOW THE PROPOSED SAVING WILL IMPACT

Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives.

Not applicable

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT? PLEASE PROVIDE DETAILS OF ANY MITIGATION.

IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *COLLABORATION*.

Collaboration guidance: Acting in collaboration with any other service or partner to meet objectives.

More meetings to be held on this campus to reduce the team's mileage. Less frequent trips made to town centres. Staff encouraged to use pool cars when available.

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
X				

3. LINKS TO POLICY AND CORPORATE OBJECTIVES

DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING?
IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.

POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please state which objectives)	N/A	
STATUTORY DUTIES		
WELSH GOVERNMENT GUIDANCE or STRATEGY		

4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION WITH THIS SAVING PROPOSAL? (PLEASE TICK)	YES	NO
		X
IF YES, PLEASE SPECIFY BELOW:		
PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.		
N/A		
PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED?		
NOT ALL RISKS CAN BE MITIGATED. SOME MAY NEED TO BE TOLERATED IN THE CONTEXT OF BUDGET PRESSURES.		


N/A

5. OTHER RELEVANT INFORMATION

PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT BEEN CAPTURED.

Mileage and printing budgets in 18/19 where not fully committed – hence a 10% saving in 20/21 will have minimal impact.

HEAD OF SERVICE:



DATE OF COMPLETION: 09 September 2019

MEDIUM-TERM FINANCIAL PLAN SAVING PROPOSAL TEMPLATE

DIRECTORATE:	Communities
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SERVICE AREA:	Regeneration and Planning:
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1. GENERAL INFORMATION

SAVING PROPOSAL:	Blackwood Miners Institute: Reduce Box Office opening hours
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BUDGET AREA:	Blackwood Miners Institute
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TOTAL BUDGET FOR THIS AREA:	£327,815	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	2.3%
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TOTAL SAVING:	£7,500 (rounded to 8,000)
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
As a consequence of the purchase of a new cloud based box office system complemented by a revamped website the ticket booking process has become more user friendly and appealing increasing the number of users booking online and supporting the Councils Customer & Digital Strategy.

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE PUBLIC:
CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, <i>LONG-TERM</i> IMPLICATIONS FOR FUTURE GENERATIONS AND <i>PREVENTATIVE SERVICES</i> . RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.
<p>Long-term guidance: Consider the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs.</p> <p>The saving will have a positive impact on the public in enhancing the transactional route to purchasing tickets for shows at the venue, meeting the current demand from customers to use their smart phones and digital platforms to make their purchases online.</p> <p>Prevention guidance: Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.</p> <p>The savings will have a positive impact on the well-being of the public through the provision of an enhanced</p>

purchasing experience who can choose their seats under the new online booking system without having to phone or visit the venue.

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
		X
NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE POLICY PORTAL . SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.		

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.

CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *INVOLVEMENT*.

Involvement guidance: Consider whether you have involved people who have an interest in the service area, including service users and potential service users.

The proposal will be included in the public engagement on the proposed 2020/21 budget.

IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY CONSULTATION.	YES	NO
	X	

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
X				

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION:

The saving will have a positive impact on the organisation in support of the Customer & Digital Strategy to encourage a channel shift allowing customers to purchase tickets at their convenience and to reduce the financial burden on the organisation by having to maintain unsustainable box office opening times.

PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL IMPACT UPON MEMBERS OF STAFF:

The saving will have no impact on existing staff as there are two vacant posts and the reduction in the overall hours required will be adjusted when recruiting to the vacant posts accordingly.

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED:	0.95
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NUMBER OF POSTS IN BUDGET AREA AFFECTED:	3
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NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING:	0 – Reduced hours will be taken from the 2 vacant posts in the structure
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PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS?
POST(S) ALREADY VACANT:	2
VOLUNTARY SEVERANCE:	N/A
RETIREMENT:	N/A
REDEPLOYMENT:	N/A
REDUNDANCY:	N/A

PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED:	
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WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	YES	NO
	X	
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
		X

IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR *INTEGRATION*. DESCRIBE BELOW:

- THE AREA(S) AFFECTED; AND
- HOW THE PROPOSED SAVING WILL IMPACT

Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives.

The reduction in box office hours will impact on Duty Managers who work in the evening who will have to engage with lone working practices, predominately during the week.

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT? PLEASE PROVIDE DETAILS OF ANY MITIGATION.

IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *COLLABORATION*.

Collaboration guidance: Acting in collaboration with any other service or partner to meet objectives.

A number of staff meetings have been held including a meeting with duty manager's and reception staff affected by the proposal to discuss the changes and a number of communication, access and security arrangements have been undertaken to mitigate against the introduction of lone working for certain staff.

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
x				

3. LINKS TO POLICY AND CORPORATE OBJECTIVES

DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING?
IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.

POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please state which objectives)	N/A	
STATUTORY DUTIES	N/A	
WELSH GOVERNMENT GUIDANCE or STRATEGY	N/A	

4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION WITH THIS SAVING PROPOSAL? (PLEASE TICK)	YES	NO
	x	
IF YES, PLEASE SPECIFY BELOW:		
PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.		
The financial risk of not achieving sales as a consequence of the reduced box office hours.		
PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED?		
NOT ALL RISKS CAN BE MITIGATED. SOME MAY NEED TO BE TOLERATED IN THE CONTEXT OF BUDGET PRESSURES.		

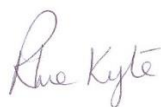
The box office will still be available for at least five hours each day of the week and as usual before a show for customers to phone or visit in person.

Since the introduction of the new system the number of online sales has increased from 28% to 50%.

5. OTHER RELEVANT INFORMATION

PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT BEEN CAPTURED.

None



HEAD OF SERVICE:

DATE OF COMPLETION: 09 September 2019

MEDIUM-TERM FINANCIAL PLAN
SAVING PROPOSAL TEMPLATE

DIRECTORATE:	Communities
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SERVICE AREA:	Regeneration and Planning:
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1. GENERAL INFORMATION

SAVING PROPOSAL:	Blackwood Miners Institute: Staff restructure
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BUDGET AREA:	Blackwood Miners Institute
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TOTAL BUDGET FOR THIS AREA:	£327,815	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	6%
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TOTAL SAVING:	£20,000
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
Staff restructure to reduce the number of management hours required and reorganise duties amongst existing staff.

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE PUBLIC:
CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, <i>LONG-TERM</i> IMPLICATIONS FOR FUTURE GENERATIONS AND <i>PREVENTATIVE SERVICES</i> . RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.
<p>Long-term guidance: Consider the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs.</p> <p>No impact on the public, positions are back office and not directly customer facing.</p> <p>Prevention guidance: Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.</p> <p>No impact on the public, positions are back office and not directly customer facing.</p>

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
	This proposal will have a positive effect on the staff member returning from maternity leave	
NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE POLICY PORTAL. SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.		

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.		
CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, <i>INVOLVEMENT</i> .		
Involvement guidance: Consider whether you have involved people who have an interest in the service area, including service users and potential service users.		
The proposal will be included in the public engagement on the proposed 2020/21 budget.		
IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY CONSULTATION.	YES	NO
	X	

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):				
NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
X				

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION:
The restructure will improve the financial sustainability of the site by reducing the management overhead costs.

PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL IMPACT UPON MEMBERS OF STAFF:
The saving will have no impact on existing staff as the current deputy manager is employed on an interim basis as maternity cover and is employed on a reduced hour's contract. The theatre service manager is currently on maternity leave and is looking to reduce their hours on their return from maternity leave.

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED:	8.47
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NUMBER OF POSTS IN BUDGET AREA AFFECTED:	12
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NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING:	1 – Theatre Service Manager is looking to reduce hours on return.
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PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS ?
POST(S) ALREADY VACANT:	N/A
VOLUNTARY SEVERANCE:	N/A
RETIREMENT:	N/A
REDEPLOYMENT:	N/A
REDUNDANCY:	N/A

PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED:	N/A
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WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	YES	NO
		x
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
		x

IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR *INTEGRATION*. DESCRIBE BELOW:

- THE AREA(S) AFFECTED; AND
- HOW THE PROPOSED SAVING WILL IMPACT

Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives.

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT? PLEASE PROVIDE DETAILS OF ANY MITIGATION.

IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *COLLABORATION*.

Collaboration guidance: Acting in collaboration with any other service or partner to meet objectives.

The theatre and arts service has a long history of collaborative working with other local authority partners to deliver co-production touring shows and is currently a revenue funded client of the Arts Council of Wales. Continued collaboration may require local authority partners to take the lead on some of the projects currently in place.

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE

ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):				
NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
x				

3. LINKS TO POLICY AND CORPORATE OBJECTIVES

DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING? IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.		
POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please state which objectives)	N/A	
STATUTORY DUTIES	N/A	
WELSH GOVERNMENT GUIDANCE or STRATEGY	N/A	

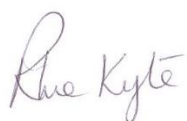
4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION WITH THIS SAVING PROPOSAL? (PLEASE TICK)	YES	NO
		x
IF YES, PLEASE SPECIFY BELOW: PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.		
None to add.		
PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED? NOT ALL RISKS CAN BE MITIGATED. SOME MAY NEED TO BE TOLERATED IN THE CONTEXT OF BUDGET PRESSURES.		
NA		

5. OTHER RELEVANT INFORMATION

PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT BEEN CAPTURED.

None

A handwritten signature in cursive script that reads "Ane Kytte".

HEAD OF SERVICE:

DATE OF COMPLETION: 09 September 2019

MEDIUM-TERM FINANCIAL PLAN SAVING PROPOSAL TEMPLATE

DIRECTORATE:	Communities
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SERVICE AREA:	Regeneration and Planning:
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1. GENERAL INFORMATION

SAVING PROPOSAL:	The Winding House & Museums Service: Realignment
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BUDGET AREA:	The Winding House & Museums Service
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TOTAL BUDGET FOR THIS AREA:	£208,114	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	6.7%
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TOTAL SAVING:	£14,000
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
<p>A realignment of the budget to reduce expenditure in areas where the budget has either not been met in recent years or is not required for future years.</p> <p>The change from staging and curating our own exhibitions to bringing in external organisations to stage temporary art exhibitions has created a unique gallery space started at the beginning of the current financial period which has resulted in a reduced budget for curatorial support. The centre is carrying a high level of souvenir stock and the catering budget is too high for the catering sales allowing both stock budget lines to be reduced. Marketing activities are more digitally based allowing a reduction in the marketing budget.</p> <p>Q503 - £2,500 M209 - £3,000 M407 - £5,000 P201 - £2,000 P001/2 - £1,500</p>

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE PUBLIC :
<p>CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, <i>LONG-TERM</i> IMPLICATIONS FOR FUTURE GENERATIONS AND <i>PREVENTATIVE SERVICES</i>. RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.</p>
Long-term guidance: Consider the importance of balancing short-term needs with the need to safeguard

the ability to meet long-term needs.

N/A

Prevention guidance: Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.

N/A

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
		X
NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE POLICY PORTAL . SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.		

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.

CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *INVOLVEMENT*.

Involvement guidance: Consider whether you have involved people who have an interest in the service area, including service users and potential service users.

Feedback is regularly provided by existing customers on their experiences at the venue.

The proposal will be included in the public engagement on the proposed 2020/21 budget.

IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY CONSULTATION.	YES	NO
	X	

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
X				

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION:

The saving will have a positive impact on the organisation in making the venue more sustainable financially.

PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL **IMPACT UPON MEMBERS OF STAFF**:

The saving will have no impact on staff.

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED:	2.8
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NUMBER OF POSTS IN BUDGET AREA AFFECTED:	4
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NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING:	0
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PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS?
POST(S) ALREADY VACANT:	N/A
VOLUNTARY SEVERANCE:	N/A
RETIREMENT:	N/A
REDEPLOYMENT:	N/A
REDUNDANCY:	N/A

PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED:	
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WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	YES	NO
		X
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
		X

IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR *INTEGRATION*. DESCRIBE BELOW:

- THE AREA(S) AFFECTED; AND
- HOW THE PROPOSED SAVING WILL IMPACT

Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives.

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT? PLEASE PROVIDE DETAILS OF ANY MITIGATION.

IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *COLLABORATION*.

Collaboration guidance: Acting in collaboration with any other service or partner to meet objectives.

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
x				

3. LINKS TO POLICY AND CORPORATE OBJECTIVES

DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING? IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.

POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please state which objectives)	N/A	
STATUTORY DUTIES	N/A	
WELSH GOVERNMENT GUIDANCE or STRATEGY	N/A	

4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION WITH THIS SAVING PROPOSAL? (PLEASE TICK)	YES	NO
		x
IF YES, PLEASE SPECIFY BELOW:		
PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.		
None		
PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED?		
NOT ALL RISKS CAN BE MITIGATED. SOME MAY NEED TO BE TOLERATED IN THE CONTEXT OF BUDGET PRESSURES.		

5. OTHER RELEVANT INFORMATION

PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT BEEN CAPTURED.
None



HEAD OF SERVICE:

DATE OF COMPLETION: 09 September 2019

MEDIUM-TERM FINANCIAL PLAN SAVING PROPOSAL TEMPLATE

DIRECTORATE:	Communities
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SERVICE AREA:	Regeneration and Planning:
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1. GENERAL INFORMATION

SAVING PROPOSAL:	The Winding House & Museums Service: Staff restructure		
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BUDGET AREA:	The Winding House & Museums Service		
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TOTAL BUDGET FOR THIS AREA:	£208,114	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	7.6%
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TOTAL SAVING:	£16,000		
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
<p>Following changes to the service in recent years where the venue has closed on a Sunday and Monday to reflect the flow of visitors to the site and a reduction in the Museum service staff based at the venue a consolidated restructure of the staffing at the site allows for a further saving to the staffing budget through an integration of staff resource at Llancaiach Fawr Manor.</p>

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE PUBLIC:
CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, <i>LONG-TERM</i> IMPLICATIONS FOR FUTURE GENERATIONS AND <i>PREVENTATIVE SERVICES</i> . RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.
<p>Long-term guidance: Consider the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs.</p> <p>An integration of the heritage and related educational elements at Llancaiach Fawr Manor and the Winding House makes more effective use of staff at the two sites to make the two sites more sustainable financially.</p> <p>Prevention guidance: Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.</p> <p>N/A</p>

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
		X
NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE POLICY PORTAL . SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.		

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.

CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *INVOLVEMENT*.

Involvement guidance: Consider whether you have involved people who have an interest in the service area, including service users and potential service users.

Staff affected at the two venues by the proposal have been consulted.

The proposal will be included in the public engagement on the proposed 2020/21 budget.

IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY CONSULTATION.	YES	NO
	X	

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
X				

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD **IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION:**

The saving will have a positive impact on the organisation in making the venue more sustainable financially.

PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL **IMPACT UPON MEMBERS OF STAFF:**

The saving will impact on a limited number of managerial / supervisory staff at Llancaiach Fawr Manor in having to work over two sites managing the work demands of two venues.

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED:	2.8
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NUMBER OF POSTS IN BUDGET AREA AFFECTED:	4
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NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING:	0 at Winding House (2 in Llancaiach Fawr Manor)
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PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS ?
POST(S) ALREADY VACANT:	N/A
VOLUNTARY SEVERANCE:	N/A
RETIREMENT:	N/A
REDEPLOYMENT:	N/A
REDUNDANCY:	N/A

PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED:	
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WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	YES	NO
	<input checked="" type="checkbox"/>	
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
		<input checked="" type="checkbox"/>

IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR *INTEGRATION*. DESCRIBE BELOW:

- THE AREA(S) AFFECTED; AND
- HOW THE PROPOSED SAVING WILL IMPACT

Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives.

The saving will impact on a limited number of managerial / supervisory staff at Llancaiach Fawr Manor in having to work over two sites managing the work demands of two venues.

Sharing the staff expertise gained through Llancaiach Fawr Manor will have a positive impact on the operation and appeal of the Winding House through a change in the delivery mechanism of the educational aspect of the Winding House, freeing up space at the Winding House to allow an increase in income generation from office / workshop space at the Winding House Museum.

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT? PLEASE PROVIDE DETAILS OF ANY MITIGATION.

IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *COLLABORATION*.

Collaboration guidance: Acting in collaboration with any other service or partner to meet objectives.

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
x				

3. LINKS TO POLICY AND CORPORATE OBJECTIVES

DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING?
IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.

POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please state which objectives)	Objective 1 - Improve education opportunities for all	Allows a range of heritage education workshops to be delivered outside the Winding House
STATUTORY DUTIES	N/A	
WELSH GOVERNMENT GUIDANCE or STRATEGY	N/A	

4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION WITH THIS SAVING PROPOSAL? (PLEASE TICK)	YES	NO
	x	
IF YES, PLEASE SPECIFY BELOW:		
PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.		
There is a risk that the staff involved are not able to deliver their work aims across two venues.		
PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED?		
NOT ALL RISKS CAN BE MITIGATED. SOME MAY NEED TO BE TOLERATED IN THE CONTEXT OF BUDGET PRESSURES.		
Regular management and delivery reviews and 121 meetings with the staff affected to ensure the workload		

and objectives are managed appropriately.

5. OTHER RELEVANT INFORMATION

PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT BEEN CAPTURED.

None



HEAD OF SERVICE:

DATE OF COMPLETION: 09 September 2019

MEDIUM-TERM FINANCIAL PLAN
SAVING PROPOSAL TEMPLATE

DIRECTORATE:	Communities
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SERVICE AREA:	Regeneration and Planning:
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1. GENERAL INFORMATION

SAVING PROPOSAL:	Events Programme: Reduce Marketing Spend
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BUDGET AREA:	BERT
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TOTAL BUDGET FOR THIS AREA:	£185,523	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	4.3%
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TOTAL SAVING:	£8,000
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
Budget realignment to marketing and administrative budgets to reflect a reduction in paid for advertising and reduced postage as use of digital and social media increases as a marketing tool.

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE PUBLIC:
CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, <i>LONG-TERM</i> IMPLICATIONS FOR FUTURE GENERATIONS AND <i>PREVENTATIVE SERVICES</i> . RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.
Long-term guidance: Consider the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs.
The savings reflect the trend to greater use of social and digital media in searching for tourism and events information.
Prevention guidance: Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.
N/A

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
		X
NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE POLICY PORTAL. SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.		

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.		
CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, <i>INVOLVEMENT</i> .		
Involvement guidance: Consider whether you have involved people who have an interest in the service area, including service users and potential service users.		
N/A –The proposal reflects the change in how society searches for information to inform their consumer choices.		
The proposal will be included in the public engagement on the proposed 2020/21 budget.		
IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY CONSULTATION.	YES	NO
	X	

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):				
NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
X				

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION:
The saving will have a positive impact on the organisation in support of the Council’s ‘Customer and Digital Strategy’.

PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL IMPACT UPON MEMBERS OF STAFF:
Staff will have to continue to upskill and spend a greater proportion of their time on delivering and producing content to meet the requirements of consumers searching for information relevant to their leisure and tourism choices.

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED:	1.4
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NUMBER OF POSTS IN BUDGET AREA AFFECTED:	2
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NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING:	0
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PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS ?
POST(S) ALREADY VACANT:	N/A
VOLUNTARY SEVERANCE:	N/A
RETIREMENT:	N/A
REDEPLOYMENT:	N/A
REDUNDANCY:	N/A

PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED:	
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WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	YES	NO
		x
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
		x

IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR *INTEGRATION*. DESCRIBE BELOW:

- THE AREA(S) AFFECTED; AND
- HOW THE PROPOSED SAVING WILL IMPACT

Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives.

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT? PLEASE PROVIDE DETAILS OF ANY MITIGATION.

IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *COLLABORATION*.

Collaboration guidance: Acting in collaboration with any other service or partner to meet objectives.

The service works in collaboration with other local authority partners to share marketing resources to target tourism opportunities to attract more visitors to the area.

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
x				

3. LINKS TO POLICY AND CORPORATE OBJECTIVES

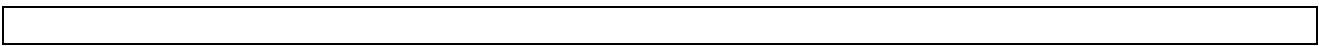
DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING? IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.		
POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please state which objectives)	N/A	
STATUTORY DUTIES	N/A	
WELSH GOVERNMENT GUIDANCE or STRATEGY	N/A	

4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION WITH THIS SAVING PROPOSAL? (PLEASE TICK)	YES	NO
		x
IF YES, PLEASE SPECIFY BELOW: PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.		
PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED? NOT ALL RISKS CAN BE MITIGATED. SOME MAY NEED TO BE TOLERATED IN THE CONTEXT OF BUDGET PRESSURES.		

5. OTHER RELEVANT INFORMATION

PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT BEEN CAPTURED.
None



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HEAD OF SERVICE:

DATE OF COMPLETION: 09 September 2019

MEDIUM-TERM FINANCIAL PLAN
SAVING PROPOSAL TEMPLATE

DIRECTORATE:	Communities
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SERVICE AREA:	Regeneration and Planning:
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1. GENERAL INFORMATION

SAVING PROPOSAL:	Venues: Efficiency Savings
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BUDGET AREA:	BERT
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TOTAL BUDGET FOR THIS AREA:	£959,046	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	2.2%
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TOTAL SAVING:	£21,000
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
<p>Through efficiency savings across the Tourism Venues expenditure budgets, excluding salary and NNDR that are either fixed or subject to planned and stated increases.</p> <p>For the 2018/19 period the combined Venues total expenditure budget was circa £47,000 under their allocated budget across supplies & services, transport, administrative and property costs.</p> <p>A £21,000 reduction would offer some flexibility to allow income related expenditure budgets to grow as income increases.</p>

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE PUBLIC:
CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, <i>LONG-TERM</i> IMPLICATIONS FOR FUTURE GENERATIONS AND <i>PREVENTATIVE SERVICES</i> . RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.
<p>Long-term guidance: Consider the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs.</p> <p>The savings reflect the efforts of venue managers to continue to make efficiency savings to their budgets by using less resource, sourcing alternative suppliers, conserving energy, achieving greater value for money and offering delivery of the service in a different way.</p>

Prevention guidance: Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.

The proposals will continue to adhere to the long term sustainability principles of the Well Being Objectives.

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
		X
NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE POLICY PORTAL. SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.		

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.

CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *INVOLVEMENT*.

Involvement guidance: Consider whether you have involved people who have an interest in the service area, including service users and potential service users.

The proposal will be included in the public engagement on the proposed 2020/21 budget.

IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY CONSULTATION.	YES	NO
	X	

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
X				

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD **IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION:**

The proposals will continue to deliver longer term sustainability of the venues through efficiency, value for money and prudent use of resources.

PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL IMPACT UPON MEMBERS OF STAFF:

Staff will have to continue to show their awareness of the need to continue to drive down the costs of delivering the service through flexibility and adaption to change.

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED:	34.37
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NUMBER OF POSTS IN BUDGET AREA AFFECTED:	53
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NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING:	0
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PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS?
POST(S) ALREADY VACANT:	N/A
VOLUNTARY SEVERANCE:	N/A
RETIREMENT:	N/A
REDEPLOYMENT:	N/A
REDUNDANCY:	N/A

PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED:	
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WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	YES	NO
		x
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
		x

IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR *INTEGRATION*. DESCRIBE BELOW:

- THE AREA(S) AFFECTED; AND
- HOW THE PROPOSED SAVING WILL IMPACT

Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives.

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT? PLEASE PROVIDE DETAILS OF ANY MITIGATION.

IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *COLLABORATION*.

Collaboration guidance: Acting in collaboration with any other service or partner to meet objectives.

The service works in collaboration with other local authority partners to share marketing resources to target tourism opportunities to attract more visitors to the area.

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):				
NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
x				

3. LINKS TO POLICY AND CORPORATE OBJECTIVES

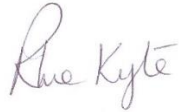
DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING? IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.		
POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please state which objectives)	N/A	
STATUTORY DUTIES	N/A	
WELSH GOVERNMENT GUIDANCE or STRATEGY	N/A	

4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION WITH THIS SAVING PROPOSAL? (PLEASE TICK)	YES	NO
	x	
IF YES, PLEASE SPECIFY BELOW: PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.		
There is a risk that efficiency savings cannot be achieved as in the last year as a result of uncontrollable factors such as the impact of Brexit on price inflation and availability of goods and services.		
PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED? NOT ALL RISKS CAN BE MITIGATED. SOME MAY NEED TO BE TOLERATED IN THE CONTEXT OF BUDGET PRESSURES.		
Regular budget monitoring to identify trends in expenditure and resource usage.		

5. OTHER RELEVANT INFORMATION

PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT BEEN CAPTURED.
None



HEAD OF SERVICE:

DATE OF COMPLETION: 09 September 2019

MEDIUM-TERM FINANCIAL PLAN
SAVING PROPOSAL TEMPLATE

DIRECTORATE:	HOUSING & REGENERATION
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SERVICE AREA:	HOUSING (NON HRA) – General Fund Housing
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1. GENERAL INFORMATION

SAVING PROPOSAL:	<p>Reduction of Community Environmental Warden (CEW) service that is currently concentrated in specific neighbourhood areas.</p> <p>There are currently 7 FTE CEW's budgeted (1 vacant) who are funded over 3 service areas (Cleansing, General Fund Housing and Housing Revenue Account). The proposal is to remove the enhanced General Fund service to the community within these areas they currently operate.</p>
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BUDGET AREA:	General Fund Housing (cc 5993 P818)
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TOTAL BUDGET FOR THIS AREA:	£1,289,212 (net of recharges)	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	3.5%
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TOTAL SAVING:	£45675
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
--

The CEW's currently offer a specific service to the following areas:
 Graig Y Rhacca
 Blackwood
 Risca
 Gilfach
 Pontlloftyn
 Caerphilly
 Lansbury Park

The staff are on Cleansing payroll and recharged out as below:
 The budget (£291k) is funded as follows

37% Cleansing fixed contribution (£108k)	} 37% Cleansing
16% General Fund Housing (£45k)	}
47% HRA (137k)	} 63% Housing

The CEW's carry out waste management duties over and above the normal Councils remit. They dispose of approx. ½ ton waste per site which includes general house & garden clearance. This would include HRA properties hence the recharge to the HRA which is funded from tenants rent.

To meet the MTFP target for General Fund Housing It is proposed to delete this service that is offered to Non HRA residents as it is seen to be over and above what is covered for general tenants within the

borough.

The saving would be £45k for General Fund Housing which represents 16% of the total cost. £45k is equivalent to 1 FTE salary for a community warden. However, This does not necessarily mean the removal of one post would achieve the saving because of how the recharge is calculated. One post deletion could result in a saving of about £10k to General Fund Housing but this depends on the Cleansing contribution (fixed) and the HRA contribution (75%) remaining the same, which of course may not be the case if the service is affected.

To illustrate:

There is already a vacant post within this structure which could generate a saving of £10k, if this post was removed from the structure, but, this assumes the Cleansing & HRA contribution remains the same. (ie Cleansing remains fixed at £108k (no saving) and HRA remains at 75% of the balance which would be £106k (£30k saving))

If the Cleansing contribution reduced accordingly then the saving for General Fund Housing would reduce to £6k (Cleansing £93k (15k saving) and HRA 75% £118k (£18k saving))

There would be an impact on those members of the public who currently benefit from this service but not everyone has access to this service unless they live in these areas and general waste management is already offered to council residents.

There would be an impact on the staff involved in this service which could create options for retirement, redundancy or redeployment bearing in mind the "employer" is Cleansing Services not Housing.

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD **IMPACT UPON THE PUBLIC:**

CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, *LONG-TERM* IMPLICATIONS FOR FUTURE GENERATIONS AND *PREVENTATIVE SERVICES*. RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.

Long-term guidance: *Consider the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs.*

This is a non statutory service that provides additional support with cleansing duties in some areas of the borough. The proposal would require further consultation with all service areas with the intention to review the arrangement in order that it is delivered consistently across the county borough. This would therefore assist in supporting the long term needs of our residents.

Prevention guidance: *Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.*

There is some concern that fly tipping in certain areas could increase in the short-term, although it is proposed that local residents need to take some responsibility for their own communities and therefore before being implemented the proposal would need to be communicated. Perhaps neighbourhood watch schemes could be established so residents operate as a group rather than in isolation.

It is proposed that this proposal be implemented as a pilot scheme initially to ensure it operates successfully with no increase in fly tipping, however fly tipping is not the responsibility of Housing and therefore the areas currently covered should receive the same level of service as the rest of the county borough.

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
		✓
NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE POLICY PORTAL . SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.		

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.

CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *INVOLVEMENT*.

Involvement guidance: *Consider whether you have involved people who have an interest in the service area, including service users and potential service users.*

No consultation has yet taken place, but clearly the withdrawal of an existing service will not be well received by any community. We obviously need to prioritise the services we deliver with limited funded and this proposal would make a saving and provide services to other parts of the borough who currently do not receive it.

The proposal will be consulted upon as part of the 2020/21 Medium Term Financial Plan.

IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY CONSULTATION.	YES	NO
	✓	

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
		✓		

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD **IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION**:

As this service is managed through Cleansing Services, changes would need to be made with the way the existing wardens operate and consideration of how this impacts on its future service provision. Whilst this proposal is a potential saving for General Fund Housing it may not be the same for Cleansing Service, however with the current arrangement, some communities are receiving an increased level of service to others.

PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL IMPACT UPON MEMBERS OF STAFF:

Any reduction in the service will have staff implications in Cleansing Services. Limited interest was made in the recent workforce development exercise. There could be an opportunity to cross match with other cleansing staff but voluntary severance costs would need to be considered.

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED: 7

NUMBER OF POSTS IN BUDGET AREA AFFECTED: 7

NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING: 7

PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS?
POST(S) ALREADY VACANT:	1
VOLUNTARY SEVERANCE:	?
RETIREMENT:	?
REDEPLOYMENT:	?
REDUNDANCY:	?

PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED: Discussions need to be held with relevant services now to ensure implementation for 2020/21

WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	YES	NO
	<input checked="" type="checkbox"/>	<input type="checkbox"/>
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
	<input type="checkbox"/>	<input checked="" type="checkbox"/>

IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR INTEGRATION. DESCRIBE BELOW:

- THE AREA(S) AFFECTED; AND
- HOW THE PROPOSED SAVING WILL IMPACT

Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives.

Cleansing Services employ the CEW's directly therefore the savings in this proposal will affect how this service operates going forward. Issues to consider will be the financial impact (Cleansings contribution to current service, costs associated with severance, and additional demand on current service if this proposal is agreed)

There is an option to integrate more efficiently and possibly avoid potential redundancies if the CEW role changed to provide services directly beneficial to council tenants (in the more problematic estates such as Graig Y Rhacca, Lansbury Park, Ty Sign and Phillipstown) providing more of a supporting role for tenants (e.g. assisting with tenancy enforcement issues, garden conditions, communal area checks, ASB and parking issues). This could either be a direct HRA cost (transfer of staff) or a review of the current set-up managed by Cleansing Services. However, consideration needs to be taken in view of the fact that HRA will be downsizing following the achievement of WHQS (est June 2020) and providing alternative roles for existing HRA staff which could compliment any new arrangement.

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT?
PLEASE PROVIDE DETAILS OF ANY MITIGATION.

IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *COLLABORATION*.

Collaboration guidance: *Acting in collaboration with any other service or partner to meet objectives.*

Review of current structure.

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
	✓			

3. LINKS TO POLICY AND CORPORATE OBJECTIVES

DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING?
IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.

POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please state which objectives)		
STATUTORY DUTIES		
WELSH GOVERNMENT GUIDANCE or STRATEGY		

4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION	YES	NO
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WITH THIS SAVING PROPOSAL? (PLEASE TICK)	✓	
<p>IF YES, PLEASE SPECIFY BELOW:</p> <p>PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.</p>		
<p>Reduction in the service could cause concerns regarding the cleanliness of the areas, especially in the more problematic areas such as Lansbury Park and Graig Y Rhacca.</p> <p>Cleansing Services could argue there is no saving to their budget if they have to divert another cleansing team into areas where the wardens have been reduced although this service should be funded from council fund (not HRA) either way.</p> <p>Likelihood of introducing charges to residents on the estates for any additional work over and above the normal council funded service.</p>		
<p>PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED?</p> <p>NOT ALL RISKS CAN BE MITIGATED. SOME MAY NEED TO BE TOLERATED IN THE CONTEXT OF BUDGET PRESSURES.</p>		
<p>Passing costs onto the residents may create a more considerate approach to the area they live in.</p>		

5. OTHER RELEVANT INFORMATION

<p>PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT BEEN CAPTURED.</p>
<p>As this proposal affects 3 service areas, further consultation is needed to ensure all views are included.</p>

HEAD OF SERVICE: SHAUN COUZENS

DATE OF COMPLETION: 13 SEP 2019

MEDIUM-TERM FINANCIAL PLAN SAVING PROPOSAL TEMPLATE

DIRECTORATE:	Communities
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SERVICE AREA:	Regeneration – Business Enterprise & Renewal Team
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1. GENERAL INFORMATION

SAVING PROPOSAL:	Reduction in revenue budget for Caerphilly Enterprise Fund, previously allocated to Community Regeneration Fund and Business Development Grants.
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BUDGET AREA:	Business Support & Funding Team (2504)
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TOTAL BUDGET FOR THIS AREA:	£1,345,041 total for budget (£101,251 allocated to Caerphilly Enterprise Fund)	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	3.6%
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TOTAL SAVING:	£49,700
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
The revenue budget for grants previously administered by the Business Support & Funding Team has reduced from £232K (Community Regeneration Fund) and £62K (Business Development Grants) in 2015-16 down to a combined revenue pot for the new Caerphilly Enterprise Fund of £101K. It is proposed that this be reduced by 49% in 2020-21, but it should be noted that the capital allocation for the Fund of £149K will not be reduced.

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE PUBLIC:
CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, <i>LONG-TERM</i> IMPLICATIONS FOR FUTURE GENERATIONS AND <i>PREVENTATIVE SERVICES</i> . RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.
Long-term guidance: Consider the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs.
There will be some impact due to the reduction in budget available for businesses and community groups, but potential applicants will continue to be able to access the remaining budget and the capital budget. Officers will also continue to strive to identify alternative sources of support.

Prevention guidance: Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.

There are no significant issues to consider in this respect.

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
		X
NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE POLICY PORTAL. SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.		

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.
CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, <i>INVOLVEMENT</i> .
Involvement guidance: Consider whether you have involved people who have an interest in the service area, including service users and potential service users.
None on this specific budget reduction as it will not impact to any significant extent on any service users.
The proposal will be included in the public engagement on the proposed 2020/21 budget.

IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY CONSULTATION.	YES	NO
	X	

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):				
NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
	X			

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION:
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There may be some limited negative feedback to the Council from businesses and community groups as the amount of funding available continues to be reduced. However, a significant amount of funding remains available and any negative comments can be addressed by officers engaging in searches for alternative sources of support.

PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL IMPACT UPON MEMBERS OF STAFF:

There will be no immediate effect on staffing numbers.

However, the Business Enterprise Renewal Team will effectively have a smaller budget to deliver an effective business and community support function.

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED:	3
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NUMBER OF POSTS IN BUDGET AREA AFFECTED:	3
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NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING:	none
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PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS?
POST(S) ALREADY VACANT:	n/a
VOLUNTARY SEVERANCE:	n/a
RETIREMENT:	n/a
REDEPLOYMENT:	n/a
REDUNDANCY:	n/a

PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED:	n/a
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WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	YES	NO
		X
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
		X

IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR *INTEGRATION*. DESCRIBE BELOW:

- THE AREA(S) AFFECTED; AND
- HOW THE PROPOSED SAVING WILL IMPACT

Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives.

The proposed reduction will inevitably result in a smaller number of projects being supported, but the reduction still leaves a viable pot in place, especially when considering the revenue and capital budgets available.

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT?
PLEASE PROVIDE DETAILS OF ANY MITIGATION.

IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *COLLABORATION*.

Collaboration guidance: Acting in collaboration with any other service or partner to meet objectives.

The Team will continue to strive to identify alternative sources of funding support for local projects.

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
	X			

3. LINKS TO POLICY AND CORPORATE OBJECTIVES

DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING?
IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.

POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please state which objectives)	Well-being Objective 2 – Enabling employment	There will be minimal impact as a result of this proposal.
STATUTORY DUTIES	N/A	
WELSH GOVERNMENT GUIDANCE or STRATEGY	N/A	

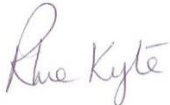
4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION WITH THIS SAVING PROPOSAL? (PLEASE TICK)	YES	NO
		X

IF YES, PLEASE SPECIFY BELOW: PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.
PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED?

5. OTHER RELEVANT INFORMATION

PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT BEEN CAPTURED.
None to add



HEAD OF SERVICE:

DATE OF COMPLETION: 09 September 2019

MEDIUM-TERM FINANCIAL PLAN SAVING PROPOSAL TEMPLATE

DIRECTORATE:	Communities
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SERVICE AREA:	Regeneration – Urban Renewal
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1. GENERAL INFORMATION

SAVING PROPOSAL:	Reduction in Community Projects/Town Centre Budget
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BUDGET AREA:	Urban Renewal/Town Centre Management (2506 and 3021)
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TOTAL BUDGET FOR THIS AREA:	£41,507 total for budget P209 – Community Projects	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	19%
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TOTAL SAVING:	£8,000
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
<p>A small reduction in the available budget allocated under budget code P209 Community Projects/TC which for 2019/20 was £41,507</p> <p>A £8,000 reduction in a £41,507 maintenance/public realm improvement budget is manageable as it equates to a 19% reduction.</p> <p>These budgets are currently used to deliver small capital improvements in our town and village centres, mainly concentrating on the public realm.</p> <p>The budgets are focused on undertaking works identified on the town centre audits conducted in the five main town centres. In addition, works identified by local councillors are also often undertaken using these monies throughout the county borough council.</p>

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE PUBLIC:
CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, <i>LONG-TERM</i> IMPLICATIONS FOR FUTURE GENERATIONS AND <i>PREVENTATIVE SERVICES</i> . RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.
Long-term guidance: Consider the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs.

A reduction of 19% on the public realm maintenance / improvement budgets will have an impact on the ability of the Council to react to maintenance /improvement issues in the county borough's towns and villages.

A small reduction of this nature will not have a massive impact but will still be enough for the general public, and more specifically, Councillors and also members of the five town centre management groups to experience a small decline in the ability of council staff to make improvements to the public realm throughout the county borough.

Prevention guidance: Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.

If preventative action is unable to be taken using this budget because of budget reductions then there are opportunities for public realm maintenance issues in town centres to escalate and cost more in the long term

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
		X
NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE POLICY PORTAL. SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.		

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.

CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *INVOLVEMENT*.

Involvement guidance: Consider whether you have involved people who have an interest in the service area, including service users and potential service users.

None on this specific budget reduction as it is small in nature.

The proposal will be included in the public engagement on the proposed 2020/21 budget.

IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY CONSULTATION.	YES	NO
	X	

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
	X			

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION:
There will be some negative feedback to the Council from the town centre business communities, town centre management group members and local councillors as they realise that the Council's ability to carry out improvement works to the public realm reduces.

PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL IMPACT UPON MEMBERS OF STAFF:
There will be no immediate effect on staffing numbers. However, the Urban Renewal/Town Centre team will effectively have a smaller budget to deliver public realm improvements.

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED:	3
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NUMBER OF POSTS IN BUDGET AREA AFFECTED:	3
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NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING:	none
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PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS ?
POST(S) ALREADY VACANT:	n/a
VOLUNTARY SEVERANCE:	n/a
RETIREMENT:	n/a
REDEPLOYMENT:	n/a
REDUNDANCY:	n/a

PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED:	n/a
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WILL THE PROPOSED SAVING HAVE AN IMPACT	YES	NO
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ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	X	
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
		X
IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR <i>INTEGRATION</i> . DESCRIBE BELOW: <ul style="list-style-type: none"> • THE AREA(S) AFFECTED; AND • HOW THE PROPOSED SAVING WILL IMPACT 		
Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives. The budget has traditionally been used to instruct NCS and Park Services to undertake small repair projects in our town centres. The amount of works being instructed will reduce in line with the budget cuts.		

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT? PLEASE PROVIDE DETAILS OF ANY MITIGATION. IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, <i>COLLABORATION</i> .
Collaboration guidance: Acting in collaboration with any other service or partner to meet objectives. A clear message is already being presented to the business community, town centre management group members and Councillors through the regular dialogue that Urban Renewal and Town Centre Management staff have with them that budgets are reducing and that some functions will be affected.

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):				
NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
	X			

3. LINKS TO POLICY AND CORPORATE OBJECTIVES

DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING? IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.		
POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please	Well-being Objective 2 – Enabling employment	There will be fewer resources to ensure town centres remain attractive places to visit. Visitor numbers may be affected

state which objectives)		negatively.
STATUTORY DUTIES	N/A	
WELSH GOVERNMENT GUIDANCE or STRATEGY	N/A	

4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION WITH THIS SAVING PROPOSAL? (PLEASE TICK)	YES	NO
	X	
IF YES, PLEASE SPECIFY BELOW: PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.		
Risk of adverse reaction by town and village communities, including local ward Members. However the reduction is small enough so as not to have a large impact.		
PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED? NOT ALL RISKS CAN BE MITIGATED. SOME MAY NEED TO BE TOLERATED IN THE CONTEXT OF BUDGET PRESSURES.		
<ul style="list-style-type: none"> - Regular face to face contact with the business community through the Town Centre Management team - Town Centre Management Groups are aware of proposed cuts to Council services, as are local Members 		

5. OTHER RELEVANT INFORMATION

PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT BEEN CAPTURED.
None to add



HEAD OF SERVICE:

DATE OF COMPLETION: 09 September 2019

MEDIUM-TERM FINANCIAL PLAN
SAVING PROPOSAL TEMPLATE

DIRECTORATE:	Regeneration & Planning
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SERVICE AREA:	Community Regeneration
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1. GENERAL INFORMATION

SAVING PROPOSAL:	£35,000 from Community Regeneration Central budget for Partnership Support & Community Engagement (normally allocated to 2511/P209) – to fund Workforce Planning costs.
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BUDGET AREA:	Community Regeneration
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TOTAL BUDGET FOR THIS AREA:	£53,721	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	65%
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TOTAL SAVING:	£35,000
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
<p>Due to the reduction of Community Regeneration Co-ordinator posts and the phasing out of the Communities First Programme, a number of community partnerships have ceased across the borough. This budget helped support the partnerships with annual running costs including liability insurance for events, marketing, administration fees etc.</p> <p>This saving was offered up in 2018/19 as a short term measure; however, we are in a position to be able to sustain the current level of allocated budget going forward. £31k will be utilised to cover workforce planning arising from the restructure and the residual £4k will contribute to 20/21 MTFP.</p>

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE PUBLIC:
CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, <i>LONG-TERM</i> IMPLICATIONS FOR FUTURE GENERATIONS AND <i>PREVENTATIVE SERVICES</i> . RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.
<p>Long-term guidance: Consider the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs.</p> <p>The reduction of budget has limited effect on the level of support given to the community and to community groups throughout the borough over the past few years. The reduced budget has required a</p>

prioritisation of projects requested based on need and the ability to the allocation to lever in additional funding.

Prevention guidance: Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
		X
NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE POLICY PORTAL. SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.		

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.

CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *INVOLVEMENT*.

Involvement guidance: Consider whether you have involved people who have an interest in the service area, including service users and potential service users.

No consultation has taken place; however, our level of service has not been impacted due to the reduction of budget over the past few years.

The proposal will be included in the public engagement on the proposed 2020/21 budget.

IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY CONSULTATION.	YES	NO
	X	

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
	X			

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION:

No impact

PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL **IMPACT UPON MEMBERS OF STAFF**:

No impact

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED:	Nil
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NUMBER OF POSTS IN BUDGET AREA AFFECTED:	Nil
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NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING:	Nil
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PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS ?
POST(S) ALREADY VACANT:	0
VOLUNTARY SEVERANCE:	0
RETIREMENT:	0
REDEPLOYMENT:	0
REDUNDANCY:	0

PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED:	Already in place
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WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	YES	NO
		x
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
		x

IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR *INTEGRATION*. DESCRIBE BELOW:

- THE AREA(S) AFFECTED; AND
- HOW THE PROPOSED SAVING WILL IMPACT

Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives.

No impact

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT?
PLEASE PROVIDE DETAILS OF ANY MITIGATION.

IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *COLLABORATION*.

Collaboration guidance: Acting in collaboration with any other service or partner to meet objectives.

No impact

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
x				

3. LINKS TO POLICY AND CORPORATE OBJECTIVES

DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING?
IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.

POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please state which objectives)	No	No Impact
STATUTORY DUTIES	No	No Impact
WELSH GOVERNMENT GUIDANCE or STRATEGY	No	No Impact

4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION WITH THIS SAVING PROPOSAL? (PLEASE TICK)	YES	NO
		x
IF YES, PLEASE SPECIFY BELOW:		
PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.		
No risks identified		

PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED?

NOT ALL RISKS CAN BE MITIGATED. SOME MAY NEED TO BE TOLERATED IN THE CONTEXT OF BUDGET PRESSURES.

No risks identified

5. OTHER RELEVANT INFORMATION

PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT BEEN CAPTURED.

None



HEAD OF SERVICE:

DATE OF COMPLETION: 09 September 2019

MEDIUM-TERM FINANCIAL PLAN
SAVING PROPOSAL TEMPLATE

DIRECTORATE:	HOUSING & REGENERATION
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SERVICE AREA:	HOUSING (NON HRA) – Private Sector Housing
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1. GENERAL INFORMATION

SAVING PROPOSAL:	An increased recharge to the HRA to support the minor works of adaptation work currently managed by Social Services and commissioned to Private Sector Housing.		
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BUDGET AREA:	Private Sector Housing - Minor Works (cc 2204)		
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TOTAL BUDGET FOR THIS AREA:	£276,050 (net of recharges)	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	9%
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TOTAL SAVING:	£25,000		
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
<p>Social Services commission about £230k of work to Private Sector Housing for minor works of adaptation. Private Sector Housing charge a fee of 10% (£23k). The cost of providing this service outweighs the income that is generated which results in a shortfall each year (currently budgeted at £25k in 2019/20).</p> <p>Whilst reviewing this area it appears that some of the minor works of adaptations are benefitting council tenants and therefore a contribution could be made from the HRA for part of this work.</p> <p>Whilst it could be argued that this service should benefit the residents of CCBC irrespective if they are council tenants, homeowners or private rented tenants, and therefore HRA tenants should not be charged, the service itself is not statutory. Therefore a £25k contribution from the HRA seems reasonable to allow this account to be fully financed.</p>

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE PUBLIC:
CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, <i>LONG-TERM</i> IMPLICATIONS FOR FUTURE GENERATIONS AND <i>PREVENTATIVE SERVICES</i> . RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.
<p>Long-term guidance: <i>Consider the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs.</i></p> <p>This is a non statutory service that offers small adaptation works to residents within the borough to assist them with their day to day living. The proposal is not to reduce this service but to gain funding from another service area to maintain the current level.</p>

Prevention guidance: Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.

This is a non statutory service that offers small adaptation works to residents within the borough to assist them with their day to day living. The proposal is not to reduce this service but to gain funding from another service area to maintain the current level.

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
		✓
NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE POLICY PORTAL. SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.		

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.

CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *INVOLVEMENT*.

Involvement guidance: Consider whether you have involved people who have an interest in the service area, including service users and potential service users.

No direct consultation is necessary as there is no change to the current service.

The proposal will be consulted upon as part of the 2020/21 Medium Term Financial Plan.

IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY CONSULTATION.	YES	NO
	✓	

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
✓				

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD **IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION**:

The only organisational impact will be on the HRA where the additional funding will need to be sought. It can be argued that tenants rent should not be allocated to a service that benefits the whole community, but

the additional funding can be absorbed within the current dedicated HRA adaptation budget. In theory, if this non-statutory service was deleted, the cost of replacing it within the HRA (if it was replaced) would probably cost more than the proposed contribution.

PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL IMPACT UPON MEMBERS OF STAFF:

No impact on staff as the service will remain the same.

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED:	1.3 FTE
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NUMBER OF POSTS IN BUDGET AREA AFFECTED:	0
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NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING:	0
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PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS?
POST(S) ALREADY VACANT:	n/a
VOLUNTARY SEVERANCE:	n/a
RETIREMENT:	n/a
REDEPLOYMENT:	n/a
REDUNDANCY:	n/a

PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED:	n/a
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WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	YES	NO
	<input checked="" type="checkbox"/>	<input type="checkbox"/>
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
	<input checked="" type="checkbox"/>	<input type="checkbox"/>

IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR *INTEGRATION*. DESCRIBE BELOW:

- THE AREA(S) AFFECTED; AND
- HOW THE PROPOSED SAVING WILL IMPACT

Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives.

The other service impact will be on the HRA where the additional funding will need to be sought. It can be argued that tenants rent should not be allocated to a service that benefits the whole community but the

additional funding can be absorbed within the current dedicated HRA adaptation budget. In theory, if this non-statutory service was deleted, the cost of replacing it within the HRA (if it was replaced) would probably cost more than the proposed contribution.

Assisting people to remain safe in their own homes reduces the possible future burden on partners in the health service.

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT?
PLEASE PROVIDE DETAILS OF ANY MITIGATION.

IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *COLLABORATION*.

Collaboration guidance: *Acting in collaboration with any other service or partner to meet objectives.*

Mitigation is not necessary as the additional funding will be absorbed within the current HRA budget

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
	✓			

3. LINKS TO POLICY AND CORPORATE OBJECTIVES

DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING?
IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.

POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please state which objectives)	WBO 3 "...provide advice, assistance or support to help improve peoples well – being" WBO 6 "Support citizens to remain independent and improve their well-being"	Sustain the objective and meet MTFP requirements
STATUTORY DUTIES		
WELSH GOVERNMENT GUIDANCE or STRATEGY		

4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION	YES	NO
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WITH THIS SAVING PROPOSAL? (PLEASE TICK)		✓
<p>IF YES, PLEASE SPECIFY BELOW:</p> <p>PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.</p>		
<p>PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED?</p> <p>NOT ALL RISKS CAN BE MITIGATED. SOME MAY NEED TO BE TOLERATED IN THE CONTEXT OF BUDGET PRESSURES.</p>		

5. OTHER RELEVANT INFORMATION

<p>PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT BEEN CAPTURED.</p>

HEAD OF SERVICE: SHAUN COUZENS

DATE OF COMPLETION: 13 SEP 2019

MEDIUM-TERM FINANCIAL PLAN SAVING PROPOSAL TEMPLATE

DIRECTORATE:	Communities
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SERVICE AREA:	Regeneration and Planning:
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1. GENERAL INFORMATION

SAVING PROPOSAL:	Planning Fees
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BUDGET AREA:	Development Management and Conservation Service
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TOTAL BUDGET FOR THIS AREA:	The expectation in the budget for pre-application advice income is £29,060	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	20%
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TOTAL SAVING:	£6,000
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
<p>Fees for the submission of planning applications and other forms of consent are set by Welsh Government. The local planning authority (LPA) cannot charge for any statutory service unless there are corresponding statutory fees. One of the services provided by the LPA is planning advice prior to the submission of an application. This has a statutory element, for which there is a statutory fee schedule, and a non-statutory element i.e. additional services for which an extra charge is levied. Those extra services and fees are proposed to be increased. Further it is proposed that a new charge be introduced in respect of discretionary pre-application advice in respect of Conservation/Built Heritage applications to bring them in line with other applications.</p>

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE PUBLIC:
CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, <i>LONG-TERM</i> IMPLICATIONS FOR FUTURE GENERATIONS AND <i>PREVENTATIVE SERVICES</i> . RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.
<p>Long-term guidance: Consider the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs.</p> <p>The increase in planning fees makes the service more sustainable in the long-term.</p>

Prevention guidance: Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.

N/A

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
		X
<p>NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE POLICY PORTAL. SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.</p>		

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.

CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *INVOLVEMENT*.

Involvement guidance: Consider whether you have involved people who have an interest in the service area, including service users and potential service users.

Caerphilly’s fees are not excessive when compared across the Region, and there is certainly scope for an increase. Service users are not obliged to utilise the additional service and the fee increase will be monitored to determine if they have an adverse impact on the number of service requests received.

The proposal will be included in the public engagement on the proposed 2020/21 budget.

IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY CONSULTATION.	YES	NO
	X	

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
	X			

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD **IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION:**

The proposals will continue to deliver longer term sustainability of the service through efficiency, value for money and prudent use of resources.

PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL IMPACT UPON MEMBERS OF STAFF:

Staff will have to continue to show their awareness of the need to continue to drive down the costs of delivering the service through flexibility and adaption to change.

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED:	11
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NUMBER OF POSTS IN BUDGET AREA AFFECTED:	11
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NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING:	0
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PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS?
POST(S) ALREADY VACANT:	N/A
VOLUNTARY SEVERANCE:	N/A
RETIREMENT:	N/A
REDEPLOYMENT:	N/A
REDUNDANCY:	N/A

PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED:	With immediate effect.
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WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	YES	NO
		X
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
		X

IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR *INTEGRATION*. DESCRIBE BELOW:

- THE AREA(S) AFFECTED; AND
- HOW THE PROPOSED SAVING WILL IMPACT

Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives.

n/a

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT? PLEASE PROVIDE DETAILS OF ANY MITIGATION.

IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *COLLABORATION*.

Collaboration guidance: Acting in collaboration with any other service or partner to meet objectives.

n/a

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
x				

3. LINKS TO POLICY AND CORPORATE OBJECTIVES

DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING?
IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.

POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please state which objectives)	N/A	
STATUTORY DUTIES	Section 18 of the Planning (Wales) Act 2015 requires Local Planning Authorities to provide statutory pre-application advice. This is an additional service which is discretionary.	Slight increase in planning fees will not adversely impact service users' ability to access the service.
WELSH GOVERNMENT GUIDANCE or STRATEGY	N/A	

4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION WITH THIS SAVING PROPOSAL? (PLEASE TICK)	YES	NO
	x	

IF YES, PLEASE SPECIFY BELOW:

PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.

The uncertain nature of planning fee income which can vary from year to year, depending on how many major applications are submitted, constitutes a risk in terms of the income level not being realised.

PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED?

NOT ALL RISKS CAN BE MITIGATED. SOME MAY NEED TO BE TOLERATED IN THE CONTEXT OF BUDGET

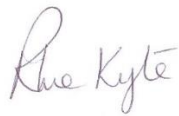
PRESSURES.

Regular budget monitoring to identify trends in expenditure and resource usage.

5. OTHER RELEVANT INFORMATION

PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT BEEN CAPTURED.

None



HEAD OF SERVICE:

DATE OF COMPLETION: 09 September 2019

MEDIUM-TERM FINANCIAL PLAN
SAVING PROPOSAL TEMPLATE

DIRECTORATE:	Communities
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SERVICE AREA:	Regeneration – Urban Renewal
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1. GENERAL INFORMATION

SAVING PROPOSAL:	Increased staff fee income from project management on grant funded projects.
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BUDGET AREA:	Urban Renewal/Town Centre Management 3021T009 (income)
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TOTAL BUDGET FOR THIS AREA:	£ 4,000	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	Increase of 50%
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TOTAL SAVING:	£2,000 increase in income
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
Increase fee income from Urban Renewal project management of externally funded projects, predominantly ERDF funded ones.

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE PUBLIC:
CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, <i>LONG-TERM</i> IMPLICATIONS FOR FUTURE GENERATIONS AND <i>PREVENTATIVE SERVICES</i> . RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.
<p>Long-term guidance: Consider the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs.</p> <p>There will be no impact on the public</p> <p>Prevention guidance: Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.</p> <p>There will be no impact as this is an internal management budget and does not affect external service provision</p>

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
		X
NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE POLICY PORTAL. SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.		

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.

CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *INVOLVEMENT*.

Involvement guidance: Consider whether you have involved people who have an interest in the service area, including service users and potential service users.

This is an internal services management budget so its realignment has no effect on customers/residents.

The proposal will be included in the public engagement on the proposed 2020/21 budget.

IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY CONSULTATION.	YES	NO
	X	

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
X				

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD **IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION**:

This will have no impact on the organisation and future service provision.

PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL **IMPACT UPON MEMBERS OF STAFF**:

There will be no immediate effect on staffing numbers.

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED:	3
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NUMBER OF POSTS IN BUDGET AREA AFFECTED:	3
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NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING:	none
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PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS ?
POST(S) ALREADY VACANT:	n/a
VOLUNTARY SEVERANCE:	n/a
RETIREMENT:	n/a
REDEPLOYMENT:	n/a
REDUNDANCY:	n/a

PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED:	n/a
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WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	YES	NO
		X
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
		X

IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR *INTEGRATION*. DESCRIBE BELOW:

- THE AREA(S) AFFECTED; AND
- HOW THE PROPOSED SAVING WILL IMPACT

Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives.

Not applicable

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT? PLEASE PROVIDE DETAILS OF ANY MITIGATION.

IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *COLLABORATION*.

Collaboration guidance: Acting in collaboration with any other service or partner to meet objectives.

Not applicable

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):				
NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
X				

3. LINKS TO POLICY AND CORPORATE OBJECTIVES

DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING? IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.		
POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please state which objectives)	Not applicable	
STATUTORY DUTIES	N/A	
WELSH GOVERNMENT GUIDANCE or STRATEGY	N/A	

4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION WITH THIS SAVING PROPOSAL? (PLEASE TICK)	YES	NO
	X	
IF YES, PLEASE SPECIFY BELOW: PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.		
Risk of not sustaining this income year on year. European funded projects will cease in 2022 and there is no successor programme in place.		
PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED? NOT ALL RISKS CAN BE MITIGATED. SOME MAY NEED TO BE TOLERATED IN THE CONTEXT OF BUDGET PRESSURES.		

- | |
|---|
| - Having strong projects to submit to successor programmes to ensure that the Council can continue to draw down a management fee for their implementation . |
|---|

5. OTHER RELEVANT INFORMATION

PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT BEEN CAPTURED.

None to add



HEAD OF SERVICE:

DATE OF COMPLETION: 09 September 2019

MEDIUM-TERM FINANCIAL PLAN SAVING PROPOSAL TEMPLATE

DIRECTORATE:	Communities
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SERVICE AREA:	Regeneration and Planning:
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1. GENERAL INFORMATION

SAVING PROPOSAL:	Cwmcarn: Trails & adventure park – Income generation
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BUDGET AREA:	Cwmcarn Forest Visitor Centre & Campsite
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TOTAL BUDGET FOR THIS AREA:	£247,164	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	4%
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TOTAL SAVING:	£10,000
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
<p>As a consequence of a number of investments that have developed on site aimed at attracting more visitors to the site. Investments that have come on stream this year include: the installation of an adventure park aimed at family audiences; 6 new accommodation units that provide a greater yield per pitch compared to the camping pitches they have replaced.</p> <p>Further investments due to come on stream in 2020/21 that are anticipated to increase income include two new cycle trails, improvements to walking trails and the reopening of the forest drive.</p>

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE PUBLIC:
CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, <i>LONG-TERM</i> IMPLICATIONS FOR FUTURE GENERATIONS AND <i>PREVENTATIVE SERVICES</i> . RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.
<p>Long-term guidance: Consider the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs.</p> <p>The savings will have a positive impact on the public in providing an enhanced offer at the site at a reduced cost.</p> <p>Prevention guidance: Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.</p>

The savings will have a positive impact on the well-being of the public through increased access to the recreational offer as a consequence of the investments in place and a reduced cost of provision.

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
		X
NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE POLICY PORTAL. SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.		

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.

CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *INVOLVEMENT*.

Involvement guidance: Consider whether you have involved people who have an interest in the service area, including service users and potential service users.

NRW have been consulting with local users to gauge feedback on future investment and developments that they would like to see at the site which will inform future development plans for the site.

The proposal will be included in the public engagement on the proposed 2020/21 budget.

IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY CONSULTATION.	YES	NO
	X	

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
X				

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION:

The saving will have a positive impact on the organisation reflecting an increase in service provision through the addition of recreational and family attractions on the site.

PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL **IMPACT UPON MEMBERS OF STAFF**:

The saving will have no impact on staff

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED:	11.92
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NUMBER OF POSTS IN BUDGET AREA AFFECTED:	22
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NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING:	0
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PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS ?
POST(S) ALREADY VACANT:	N/A
VOLUNTARY SEVERANCE:	N/A
RETIREMENT:	N/A
REDEPLOYMENT:	N/A
REDUNDANCY:	N/A

PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED:	
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WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	YES	NO
		X
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
		X

IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR *INTEGRATION*. DESCRIBE BELOW:

- THE AREA(S) AFFECTED; AND
- HOW THE PROPOSED SAVING WILL IMPACT

Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives.

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT? PLEASE PROVIDE DETAILS OF ANY MITIGATION.

IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *COLLABORATION*.

Collaboration guidance: Acting in collaboration with any other service or partner to meet objectives.

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):				
NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
x				

3. LINKS TO POLICY AND CORPORATE OBJECTIVES

DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING? IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.		
POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please state which objectives)	Contributes to a Healthier Wales and CCBC's Well-being Objective 5 - Creating a county borough that supports a healthy lifestyle	Provision of additional recreational facilities and access to the countryside improving physical and mental well being
STATUTORY DUTIES	N/A	
WELSH GOVERNMENT GUIDANCE or STRATEGY	N/A	

4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION WITH THIS SAVING PROPOSAL? (PLEASE TICK)	YES	NO
	x	
IF YES, PLEASE SPECIFY BELOW: PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.		
The financial risk of not achieving the stated income.		
PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED? NOT ALL RISKS CAN BE MITIGATED. SOME MAY NEED TO BE TOLERATED IN THE CONTEXT OF BUDGET PRESSURES.		
A range of investments are planned to appeal to a cross section of user and potential user groups to diversify the portfolio of attractions across cycling, walking, soft adventure and family based attractions.		

5. OTHER RELEVANT INFORMATION

PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT BEEN CAPTURED.
None



HEAD OF SERVICE:

DATE OF COMPLETION: 09 September 2019

MEDIUM-TERM FINANCIAL PLAN
SAVING PROPOSAL TEMPLATE

DIRECTORATE:	Communities
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SERVICE AREA:	Regeneration and Planning:
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1. GENERAL INFORMATION

SAVING PROPOSAL:	Caerphilly Visitor Centre: Income generation
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BUDGET AREA:	Caerphilly Visitor Centre
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TOTAL BUDGET FOR THIS AREA:	£81,325	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	6%
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TOTAL SAVING:	£5,000
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
As a consequence of an investment in new furniture at the site the number of café 'covers' have increased and a more appealing café offer has been created.

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE PUBLIC:
CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, <i>LONG-TERM</i> IMPLICATIONS FOR FUTURE GENERATIONS AND <i>PREVENTATIVE SERVICES</i> . RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.
<p>Long-term guidance: Consider the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs.</p> <p>The savings will have a positive impact on the public in providing an enhanced offer at the site at a reduced cost.</p> <p>Prevention guidance: Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.</p> <p>The savings will have a positive impact on the well-being of the public through the provision of an enhanced visitor experience as a consequence of the investment that has been undertaken.</p>

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
		X
NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE POLICY PORTAL. SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.		

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.

CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *INVOLVEMENT*.

Involvement guidance: Consider whether you have involved people who have an interest in the service area, including service users and potential service users.

Feedback is regularly provided by existing customers on their experiences at the centre.

IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY CONSULTATION.	YES	NO
		X

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
X				

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD **IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION:**

The saving will have a positive impact on the organisation reflecting an enhanced experience in service provision through a reduced cost.

PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL **IMPACT UPON MEMBERS OF STAFF:**

The saving will have no impact on staff .

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED:	4.3
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NUMBER OF POSTS IN BUDGET AREA AFFECTED:	22
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NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING:	8
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PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS ?
POST(S) ALREADY VACANT:	N/A
VOLUNTARY SEVERANCE:	N/A
RETIREMENT:	N/A
REDEPLOYMENT:	N/A
REDUNDANCY:	N/A

PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED:	
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WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	YES	NO
		x
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
		x

IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR *INTEGRATION*. DESCRIBE BELOW:

- THE AREA(S) AFFECTED; AND
- HOW THE PROPOSED SAVING WILL IMPACT

Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives.

n/a

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT? PLEASE PROVIDE DETAILS OF ANY MITIGATION.

IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *COLLABORATION*.

Collaboration guidance: Acting in collaboration with any other service or partner to meet objectives.

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
x				

3. LINKS TO POLICY AND CORPORATE OBJECTIVES

DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING? IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.		
POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please state which objectives)	N/A	
STATUTORY DUTIES	N/A	
WELSH GOVERNMENT GUIDANCE or STRATEGY	N/A	

4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION WITH THIS SAVING PROPOSAL? (PLEASE TICK)	YES	NO
	x	
IF YES, PLEASE SPECIFY BELOW:		
PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.		
The financial risk of not achieving the stated income.		
PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED?		
NOT ALL RISKS CAN BE MITIGATED. SOME MAY NEED TO BE TOLERATED IN THE CONTEXT OF BUDGET PRESSURES.		
The income is not significant and the furniture has been installed during the current financial year and recent budget monitoring show a 12% increase in income since the furniture had been installed.		

5. OTHER RELEVANT INFORMATION

PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT BEEN CAPTURED.
None

Rhe Kyle

HEAD OF SERVICE:

DATE OF COMPLETION: 09 September 2019

MEDIUM-TERM FINANCIAL PLAN
SAVING PROPOSAL TEMPLATE

DIRECTORATE:	Communities
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SERVICE AREA:	Regeneration and Planning:
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1. GENERAL INFORMATION

SAVING PROPOSAL:	Blackwood Miners Institute: Income generation
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BUDGET AREA:	Blackwood Miners Institute
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TOTAL BUDGET FOR THIS AREA:	£327,815	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	1.5%
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TOTAL SAVING:	£5,000
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
A focus on secondary spend through the provision of a mobile bar and confectionary unit aims to improve sales to customers by taking saleable items into the auditorium during shows.

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE PUBLIC:
CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, <i>LONG-TERM</i> IMPLICATIONS FOR FUTURE GENERATIONS AND <i>PREVENTATIVE SERVICES</i> . RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.
Long-term guidance: Consider the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs.
The savings will have a positive impact on the public in providing easier access to the sales items.
Prevention guidance: Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.
N/A

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
		X
NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE POLICY PORTAL. SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.		

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.

CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *INVOLVEMENT*.

Involvement guidance: Consider whether you have involved people who have an interest in the service area, including service users and potential service users.

Feedback is regularly provided by existing customers on their experiences at the venue.

The proposal will be included in the public engagement on the proposed 2020/21 budget.

IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY CONSULTATION.	YES	NO
	X	

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
X				

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD **IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION**:

The saving will have a positive impact on the organisation reflecting an enhanced experience in service provision through the easier access to retail items on site.

PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL **IMPACT UPON MEMBERS OF STAFF**:

The saving will have no impact on staff.

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED:	8.47
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NUMBER OF POSTS IN BUDGET AREA AFFECTED:	12
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NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING:	0
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PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS ?
POST(S) ALREADY VACANT:	N/A
VOLUNTARY SEVERANCE:	N/A
RETIREMENT:	N/A
REDEPLOYMENT:	N/A
REDUNDANCY:	N/A

PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED:	
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WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	YES	NO
		X
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
		X

IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR *INTEGRATION*. DESCRIBE BELOW:

- THE AREA(S) AFFECTED; AND
- HOW THE PROPOSED SAVING WILL IMPACT

Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives.

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT? PLEASE PROVIDE DETAILS OF ANY MITIGATION.

IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *COLLABORATION*.

Collaboration guidance: Acting in collaboration with any other service or partner to meet objectives.

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
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x				
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3. LINKS TO POLICY AND CORPORATE OBJECTIVES

DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING? IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.		
POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please state which objectives)	N/A	
STATUTORY DUTIES	N/A	
WELSH GOVERNMENT GUIDANCE or STRATEGY	N/A	

4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION WITH THIS SAVING PROPOSAL? (PLEASE TICK)	YES	NO
	x	
IF YES, PLEASE SPECIFY BELOW: PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.		
The financial risk of not achieving the stated income.		
PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED? NOT ALL RISKS CAN BE MITIGATED. SOME MAY NEED TO BE TOLERATED IN THE CONTEXT OF BUDGET PRESSURES.		
The income is not significant and the mobile bars have already been purchased during the current financial year.		

5. OTHER RELEVANT INFORMATION

PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT BEEN CAPTURED.
None

Rue Kytte

HEAD OF SERVICE:

DATE OF COMPLETION: 09 September 2019

MEDIUM-TERM FINANCIAL PLAN
SAVING PROPOSAL TEMPLATE

DIRECTORATE:	Communities
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SERVICE AREA:	Regeneration and Planning:
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1. GENERAL INFORMATION

SAVING PROPOSAL:	Events Programme: Income
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BUDGET AREA:	BERT
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TOTAL BUDGET FOR THIS AREA:	£88,630	% OF TOTAL BUDGET IN SAVINGS PROPOSAL:	13.5%
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TOTAL SAVING:	£12,000
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PLEASE PROVIDE A DESCRIPTION OF HOW THE SAVING WILL BE ACHIEVED:
<p>Following a review of the Events programme considered by the Regeneration and Environment Scrutiny Committee in 2018 and a subsequent £47,494 reduction in the events budget the events team have continued to work hard to increase income for the events programme and reduce event expenditure where possible to continue to reduce the net cost of the event programme.</p> <p>The more successful events in terms of income generation are those based in Caerphilly Town and further income generation can be achieved through: an increase in pitch fees, pitch income and sponsorship as the commercial appeal of the events is reflected in the demand for pitch space at the associated events; and a reduction in discrete areas of spend within the events budget.</p>

2. PUBLIC IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD IMPACT UPON THE PUBLIC:
CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR, <i>LONG-TERM</i> IMPLICATIONS FOR FUTURE GENERATIONS AND <i>PREVENTATIVE SERVICES</i> . RECOGNISING THAT SAVINGS MAY SECURE FUTURE PROVISION, OR MAY BE NEEDED TO SECURE PROVISION IN ANOTHER AREA.
<p>Long-term guidance: Consider the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs.</p> <p>N/A</p>

Prevention guidance: Consider whether the proposed saving is affecting a preventative area that reduces future burdens and supports well-being.

N/A

DOES THE PROPOSAL HAVE THE POTENTIAL TO IMPACT MORE GREATLY ON PEOPLE WITH PROTECTED CHARACTERISTICS? (PLEASE TICK) (AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE or CIVIL PARTNERSHIP, PREGNANCY AND MATERNITY, RACE, RELIGION or BELIEF, SEX, SEXUAL ORIENTATION)	YES	NO
		X
<p>NB * IF YES, PLEASE COMPLETE AN EQUALITY IMPACT ASSESSMENT (EIA) SCREENING. THIS WILL DETERMINE WHETHER A FULL EIA IS NEEDED. FOR FURTHER ADVICE AND GUIDANCE PLEASE SEE THE POLICY PORTAL. SCREENING FORMS AND ANY EIAs WILL NEED TO BE APPENDED TO ALL DECISION REPORTS RELATED TO THE PROPOSED SAVING.</p>		

PLEASE DETAIL ANY CONSULTATION THAT HAS BEEN UNDERTAKEN IN CONSIDERING THIS PROPOSAL. SUMMARISE ANY FEEDBACK RECEIVED.

CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, *INVOLVEMENT*.

Involvement guidance: Consider whether you have involved people who have an interest in the service area, including service users and potential service users.

An extensive consultation process was undertaken as part of the Events Review report considered by the Council’s Scrutiny committee in 2018 and further consultation was undertaken as part of a recent Fees and Charges report considered by Cabinet.

The proposal will be included in the public engagement on the proposed 2020/21 budget.

IS FURTHER CONSULTATION REQUIRED BEFORE THIS PROPOSAL CAN BE IMPLEMENTED? (PLEASE TICK) PLEASE SEEK GUIDANCE FROM CORPORATE POLICY, WHO CAN ADVISE ON THE GUNNING PRINCIPLES, IN PLANNING ANY CONSULTATION.	YES	NO
	X	

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE PUBLIC IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
X				

3. ORGANISATIONAL IMPACT ANALYSIS

PLEASE DESCRIBE HOW THE PROPOSED SAVING COULD **IMPACT UPON THE ORGANISATION AND FUTURE SERVICE PROVISION:**

The saving will have a positive impact on the organisation in making the events programme more sustainable financially.

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PLEASE DESCRIBE HOW THE PROPOSED SAVING WILL IMPACT UPON MEMBERS OF STAFF :
N/A

NUMBER OF FULL-TIME EQUIVALENT (FTE) STAFF IN BUDGET AREA AFFECTED:	1.6
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NUMBER OF POSTS IN BUDGET AREA AFFECTED:	2
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NUMBER OF POSTS AFFECTED BY THE PROPOSED SAVING:	0
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PLEASE SPECIFY HOW THIS WILL BE MANAGED:	HOW MANY POSTS?
POST(S) ALREADY VACANT:	N/A
VOLUNTARY SEVERANCE:	N/A
RETIREMENT:	N/A
REDEPLOYMENT:	N/A
REDUNDANCY:	N/A

PLEASE PROVIDE DETAILS OF WHEN THIS WILL BE IMPLEMENTED:	
--	--

WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER DIRECTORATE, SERVICE AREA OR TEAM WITHIN THE COUNCIL? (PLEASE TICK)	YES	NO
		x
WILL THE PROPOSED SAVING HAVE AN IMPACT ON ANOTHER PUBLIC SECTOR PARTNER, OR VOLUNTARY SECTOR PARTNER? (PLEASE TICK)	YES	NO
		x

IF YES, PLEASE CONSIDER THE 5 WAYS OF WORKING, IN PARTICULAR <i>INTEGRATION</i> . DESCRIBE BELOW: <ul style="list-style-type: none">• THE AREA(S) AFFECTED; AND• HOW THE PROPOSED SAVING WILL IMPACT
Integration guidance: Consider how the proposal will impact on other service areas, or partners, and their ability to meet their objectives.
N/A

HAVE ANY OPTIONS BEEN CONSIDERED TO MITIGATE ORGANISATIONAL IMPACT? PLEASE PROVIDE DETAILS OF ANY MITIGATION.
IN ADDITION, CONSIDER THE 5 WAY OF WORKING, IN PARTICULAR, <i>COLLABORATION</i> .

Collaboration guidance: Acting in collaboration with any other service or partner to meet objectives.

The Council works collaboratively with Town and Community Councils to deliver a number of events.

TAKING ACCOUNT OF THE ABOVE AND THE IMPACT RATING DEFINITIONS, PLEASE INDICATE THE ORGANISATIONAL IMPACT RATING APPLICABLE TO THIS SAVING PROPOSAL (PLEASE TICK):

NIL IMPACT	MINOR IMPACT	MODERATE IMPACT	SIGNIFICANT IMPACT	CRITICAL IMPACT
x				

3. LINKS TO POLICY AND CORPORATE OBJECTIVES

DOES THE SAVINGS PROPOSAL LINK TO ANY OF THE FOLLOWING?
IF SO, PLEASE SPECIFY AND STATE WHAT THE IMPLICATION MAY BE.

POLICY AREA	WHAT IS THE LINK?	WHAT WILL BE THE IMPACT?
CORPORATE PLAN and WELL-BEING OBJECTIVES (please state which objectives)	N/A	
STATUTORY DUTIES	N/A	
WELSH GOVERNMENT GUIDANCE or STRATEGY	N/A	

4. RISK(S) AND SENSITIVITIES

HAVE ANY RISKS BEEN IDENTIFIED IN CONNECTION WITH THIS SAVING PROPOSAL? (PLEASE TICK)	YES	NO
	x	

IF YES, PLEASE SPECIFY BELOW:

PLEASE CONSIDER RISK TO SERVICE USERS, LOSS OF PREVENTATIVE SERVICE AND FUTURE IMPACTS, FINANCIAL RISK, RISK TO STATUTORY PERFORMANCE etc.

There is a risk that income generation is not achieved through a lack of commercial demand and occasional weather interruptions to the events programme. There is also a risk that the public perceptions of the events programme are negative as a result of an 'over commercialisation' of the events programme.

PLEASE SPECIFY BELOW HOW THESE RISKS/SENSITIVITIES WILL BE MITIGATED?

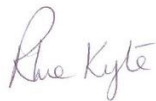
NOT ALL RISKS CAN BE MITIGATED. SOME MAY NEED TO BE TOLERATED IN THE CONTEXT OF BUDGET PRESSURES.

Work has already been undertaken to attract more sponsorship that has delivered a successful new sponsor to The Big Cheese for the 2019 events. This work will continue along with a review of the pitch fees associated with the programme and a promotion of the positive aspects of delivering a financially sustainable events programme.

5. OTHER RELEVANT INFORMATION

PLEASE USE THIS SECTION TO PROVIDE ANY OTHER RELEVANT INFORMATION WHICH YOU FEEL HAS NOT BEEN CAPTURED.

None



HEAD OF SERVICE:

DATE OF COMPLETION: 09 September 2019

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