



CABINET - 13TH FEBRUARY 2019

SUBJECT: BUDGET PROPOSALS FOR 2019/20 AND MEDIUM TERM FINANCIAL PLAN 2019/20 TO 2023/2024

REPORT BY: DIRECTOR OF EDUCATION & CORPORATE SERVICES

1. PURPOSE OF REPORT

- 1.1 To seek cabinet endorsement of the 2019/20 budget proposals contained within this report prior to final determination at Council on the 21st February 2019.
- 1.2 To receive and note an updated Medium –Term Financial Plan (MTFP) covering the five year period 2019/20 to 2023/24.

2. SUMMARY

- 2.1 Cabinet on the 14th November 2018 received a report providing details of draft budget proposals based on the Welsh Government (WG) Provisional 2019/20 Local Government Financial Settlement.
- 2.2 The cabinet report of the 14th November 2018 also provided details of draft savings proposals along with a higher than forecast council tax rise, that provided a set of proposals to cover a savings target of £15.6m for 2019/20 to enable the Authority to set a balanced budget.
- 2.3 This report provides an updated position based on the Final 2019/20 Local Government Financial Settlement announced by WG on the 19th December 2018.
- 2.4 This report details those savings that after assessing consultation responses and considering changes contained in the Final settlement cabinet propose should be removed for the 2019/20 financial year.
- 2.5 This report presents a balanced budget for consideration and approval at Council on the 21st February 2019.

3. LINKS TO STRATEGY

- 3.1 The budget setting process encompasses all the resources used by the Council to deliver services and meet priorities.
- 3.2 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.

4. THE REPORT

4.1 Headline Issues in the 2019/20 Provisional Settlement

4.1.1 Published on the 9th October 2018, the key points of the WG Provisional 2019/20 Local Government Financial Settlement were the following: -

- An overall net cash decrease of 0.3% in the Aggregate External Finance (Revenue Support Grant (RSG) and Redistributed Non-Domestic Rates) on an all-Wales basis compared to 2018/19. This included additional funding for Free School Meals of £7m, Social Care of £20m and Teachers Pay of £13.7m. These are all cost pressures that need to be funded.
- The headline All Wales average Aggregate External Finance (AEF) reduction included a range across authorities. This is due to the funding formula. There was a range from a 1% decrease to a 0.4% increase for 2019/20.
- For Caerphilly CBC there was a cash decrease of £560k which was a 0.21% reduction in the AEF compared to the 2018/19 financial year.
- WG did not provide an all-Wales indicative percentage reduction/increase in AEF for the 2020/21 financial year.
- The Capital allocations available to Caerphilly CBC in the RSG and from the General Capital Grant was decreased by £23k from the 2018/19 financial year.

4.1.2 The Final 2019/20 Local Government Financial Settlement announced on the 19th December 2018 showed:-

- an overall cash increase in CCBC's AEF compared to the Provisional Financial Settlement of the equivalent of £1.9m of cash funding. This set against the original cash reduction in AEF of £560k, gives £1.37m of funding towards all of the Authority's pay, non-pay and growth pressures for 2019/20
- after adjusting for the transfer in of new responsibilities, along with other RSG transfers in/out the available funds reduce to £549k.

Table 1 – Adjusted Cash Position for Caerphilly CBC

	£m
2018/19 Aggregate External Finance	267.240
2019/20 Aggregate External Finance	268.614
Cash Increase in Final Settlement	1.374
Funding in Settlement for New Responsibilities	(0.380)
Transfers In/Out of the Settlement	(0.445)
EFFECTIVE CASH INCREASE	0.549

4.2 Updated 2019/20 Budget Proposals

4.2.1 The proposals contained within this report will deliver a balanced budget for 2019/20, along with some savings in advance, on the basis that Council Tax is increased by 6.95%. Table 2 provides a summary: -

Table 2 – Summary

Paragraph	Description	£m	£m
4.2.3 – 4.2.10	Whole-Authority cost pressures	14.992	
4.2.12 – 4.2.18	Inescapable service pressures	4.156	
4.1.2	Increase in WG funding		1.374
4.3.1	Savings proposals 2019/20		13.921
4.3.4 – 4.3.5	Savings in advance	0.475	
4.5.1 – 4.5.2	Council Tax uplift (6.95%)		4.678
	Council Tax Surplus adjustment		(0.350)
	TOTAL	19.623	19.623

4.2.2 Cabinet should note that the budget proposals include growth for Schools in 2019/20 to cover all pay related, non-pay and demographic growth pressures. There is no longer a requirement in the Final Settlement to protect Schools. Appendix 2 proposes a savings target for schools of £2.1m. This in effect equates to a real terms cut of circa 2%. However, this needs to be considered alongside the need to deliver savings of £13.4m for 2019/20. Schools spend is approximately 30% of net available budgetary spend. Hence the £2.1m savings proposal i.e. 15% of the total savings required, does provide relative protection to schools from the full extent of savings required to deliver a balanced budget.

4.2.3 The whole Authority cost pressures totalling £14.992m are set out in Table 3 below -

Table 3 – Whole Authority Cost Pressures

	£m
Pay – APT&C and Teachers	5.331
Foundation Living Wage	0.065
Employer pension contributions – APT&C, Teachers and Fire Service	4.416
Non-pay inflation at 2.4%	3.526
School service pressures(including schools new pay and grading)	1.031
Transfers In / New Responsibilities	0.623
TOTAL	14.992

4.2.4 **Pay – 2.2% APT&C and 3.5% Teachers** - The pay award for the 2019/20 financial year has been fully funded as a growth pressure for both APT&C staff and Teachers. The increased costs are split in Appendix 6 between Schools and General Fund. A grant will be made available from WG to fund the increase in Teachers pay from 1st September 2018 to 31st March 2019, this grant funding has then been transferred into the RSG for 2019/20.

4.2.5 **Foundation Living Wage** – Caerphilly CBC is a Living Wage Foundation employer so a sum is included in the budget proposals to allow for annual increases in the Foundation Living Wage hourly rate compared to the National Living Wage hourly rate that is now factored into the new Pay and Grading's growth detailed below in para 4.2.17.

4.2.6 **Employer pension contributions(APT&C staff)**– Following the outcome of the most recent triennial valuation of the Pension Fund, Caerphilly CBC is required to increase its pension contribution by £1,007k (1.0%) for the 2019/20 financial year.

- 4.2.7 **Employer pension contributions (Teachers and Fire Service)** – A significant additional growth pressure has presented itself in the last six months in respect of increased employer pension contributions for Teachers (£3,205k) and the Fire Service (£204k). These are ‘unfunded’ schemes, the Authority has no choice but to pay over the increase in employers costs in accordance with the rate as determined by Central Government. There may be a ‘one off’ payment made by Treasury to cover these 2019/20 costs, albeit that this has not been confirmed. Furthermore there is no certainty(if there is any ‘one-off’ funding) that this funding will cover the actual costs for 2019/20. The overall total increased costs in respect of these employer pension contribution increases will then roll into 2020/21 and be considered for funding by Central Government as part of the comprehensive spending review in 2019. It must be emphasised that there is much uncertainty around the funding of this significant growth pressure both for 2019/20 and on-going. If ‘one off funding’ is made available to the Authority after the Budget has been set, a further report will be presented to a future Council meeting giving Council the opportunity to determine how that ‘one off funding’ is allocated. It must be emphasised that this Authority can set a balanced budget without this ‘one off’ funding, and ‘one-off’ funding should not be used to reinstate permanent savings proposals.
- 4.2.8 **Non-pay inflation at 2.4%** - The Consumer Prices Index (CPI) inflation rate was 2.4% in August 2018, in September it fell to 2.2%. The situation will remain under review prior to final budget proposals, but members are reminded that this area was not fully funded for 2018/19. There are also potential emerging pressures in respect of energy prices and the impact of any Brexit arrangements.
- 4.2.9 **Schools Service Pressures** – this includes funding for mainstream pupil demographic growth, along with growth in respect of an increase in pupil numbers at Trinity Fields school. Formula funding growth is also required in the main for premises related costs. The increase in pupil numbers at Trinity Fields will lead to an increase in the costs associated with Home to School transport costs for those pupils. Finally for schools there is also an amount of £230k for growth for the new Pay and Grading’s structure in respect of school based staff.
- 4.2.10 **Other Passported Grants/Transfers In and Out** –There is a transfer in of £302k that represents anticipated growth in free school meal numbers as a consequence of changes to eligibility criteria as a result of the introduction of Universal Credit. There is a reduction of £202k primarily relating to PFI funding that was anticipated. The Final settlement provided funds for extra responsibilities in respect of increasing capital limits for Residential care (£380k) and discretionary business rate relief (£143k)
- 4.2.11 It is incumbent upon Council to set a realistic budget each year. Table 4 provides details of the 2019/20 inescapable service commitments/pressures that have been identified and require consideration in respect of funding: -

Table 4 – Inescapable Service Pressures and Other Service Commitments

	£M
CTRS Additional Liability	0.958
Social Services cost pressures	1.500
City Deal partnership revenue contribution & Debt charges	0.067
Levies	0.026
EOTAS	0.800
Dry Recycling	0.400
New pay and Grading’s Structure	0.405
TOTAL	4.156

- 4.2.12 **CTRS Additional Liability** – the Authority is required to fund a Council Tax Reduction Scheme (CTRS). This replaced Council Tax Benefit a few years ago. The CTRS is a means tested benefit that assists in full or part towards a resident’s council tax bills.

- 4.2.13 **Social Services cost pressures** - Cabinet will recall that the 2018/19 budget included additional funding of £1.5m for Social Services cost pressures. This has been necessary to fund increases in fees for external care providers due in the main to the introduction of the National Living Wage, and additional costs arising from increasing demand for services in both Adult and Children's Services. It is proposed that a further sum of £1.5m should be allocated in the 2019/20 budget to meet ongoing financial pressures for Social Services.
- 4.2.14 **City Deal partnership revenue contribution and City Deal Debt Charges** – There is a small increase required for 2019/20 in respect of the revenue contribution of £6k for the City Deal Partnership. The City Deal includes a borrowing requirement of £120m for the ten partner Local Authorities. An additional £61k is required for 2019/20 to meet the current anticipated cost for Caerphilly CBC's share of potential borrowing that may be undertaken during the 2019/20 financial year.
- 4.2.15 **Education Other Than At School (EOTAS)** – Members will be aware of a continuing overspend in respect of costs relating to EOTAS. These have been regularly reported to Education for Life Scrutiny as part of Budget Monitoring arrangements. The spend has been reviewed and is unlikely to reduce in the short term without a thorough review of service areas that comprise EOTAS. Hence growth has been proposed of £800k to deal with the on-going pressures.
- 4.2.16 **Dry Recycling increased costs** - Members will again be aware of the increased costs relating to dry recycling reprocessing. These have been previously reported to Cabinet and Scrutiny. It was hoped that the costs associated with the contracts to reprocess dry recycling tonnage would reduce. An earmarked reserve, previously approved by Council, was utilised while contracts were renegotiated and the market monitored. Unfortunately this area continues to be a growth pressure, hence growth is proposed of £800k spread evenly across 2019/20 and 2020/21. This has been possible due to the fact that there is an estimated £400k of previously agreed earmarked reserve available for 2019/20.
- 4.2.17 **New Pay and Grading Structure** - The Council as part of National Terms and conditions for APT&C staff will be required to use a new range of salary scale points from April 2019. This will mean that some grades of staff will see an increase in their salaries. The increases are predominately in the lower grade ranges. It is estimated that growth is required of £230k for schools and £405k for other services to accommodate these changes. There will be a separate report presented to Cabinet/Council on these new proposals
- 4.2.18 **Private Finance Initiative (PFI) review** – A review of the Council's PFI contracts is currently being undertaken. These contracts relate to Fleur de Lys (Ysgol Gyfun Cwm Rhymini) and Pengam (Lewis Boys) Secondary Schools, and Sirhowy Enterprise Way (SEW). 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 anticipate that an options appraisal in respect of these contracts will be presented to Policy and Resources Scrutiny committee prior to consideration by cabinet in the Summer 2019. In the meantime this is very much work in progress, hence the estimated growth required has been moved to the 2020/21 financial year when it will be dealt with in the report to Cabinet.

4.3 2019/20 Savings Proposals

- 4.3.1 Savings proposals have been identified for the 2019/20 financial year totalling £13.921m as summarised in Table 5: -

Table 5 – Savings Proposals 2019/20

Description	2019/20 Saving £m
Savings proposals with no public impact	4.557
Savings proposals with a public impact: -	
• Low impact	5.344
• Medium impact	3.502
• High impact	0.518
TOTAL	13.921

- 4.3.2 The updated 2019/20 savings proposal include total proposed savings of £13.921m. These comprise £10.649m of permanent savings and £3.272m of temporary savings. The changes from the draft position are summarised in Table 6 below;

Table 6 - Changes to 2019-20 Draft Savings Proposals

	£m	£m
2019-20 draft savings proposals (Cabinet 14 th Nov 2018)		14.660
Savings to be deferred following consultation process:		
Partial reinstatement of Temporary RCCO Waste Vehicles	(0.090)	
Partial reinstatement of Community Safety Wardens (9 FTE's to 6 FTE's)	(0.247)	
Meals Direct (deferred pending wider review of the Catering Service)	(0.141)	
Defer the introduction of charges for rat treatments	(0.020)	
Defer the closure of 2 Civic Amenity sites pending outcome of waste review	(0.098)	
Community Centres – Defer withdrawal of funding for 2 Centres not in CCBC ownership (see Note 1 below).	(0.013)	
Community Centres - Defer reduction of 1 hour Caretaker support across all Centres (see Note 1 below).	(0.018)	
Community Centres - Defer reduction of all Caretaker support across all Centres from October 2019 (see Note 1 below).	(0.079)	
Community Centres – Defer the closure of Tirphil, Phillipstown and Channel View Community Centres (see Note 1 below).	(0.018)	
Match Funding for Community Schemes - Bargoed Ice Rink and Senghenydd Splash Pad to be funded for 2019/20 only (see Note 1 below).	(0.015)	
		(0.739)
Total		13.921

Note 1

The proposed savings in respect of Community Centres, the Bargoed Ice Rink and the Senghenydd Splash Pad will be deferred for 2019/20 only. This allows a period of time for the Community Centres and the groups involved with the events to find alternative funding or consider alternative delivery models that do not involve funding by CCBC. Failure to secure additional funds (outside of CCBC) may result in the closure of Centres and the cessation of the events from April 2020.

- 4.3.3 A summary of the updated savings proposals are included in Appendix 2 and Appendix 3.
- 4.3.4 The proposed savings in Appendix 2 of £10.649m along with the proposed temporary savings in Appendix 3 of £3.272m, with a proposed Council Tax increase of 6.95% will allow for savings in advance of £475k and provide a balanced budget position for 2019/20.

- 4.3.5 The savings in advance of £475k presents an opportunity to create a ‘one off’ revenue contribution to capital. It is proposed that the £475k is allocated for Band B match funding for the 21st century schools programme. This will lead to £1.4m of spend on the programme.
- 4.3.6 The Head of Finance and S151 officer’s advice to Council in the light of the significant savings required in future years as detailed in the revised MTFP, would be to take as many savings as possible to generate savings in advance.

4.4 General Fund Balances

- 4.4.1 Details of the projected movement on General Fund balances are provided in Appendix 4.
- 4.4.2 As previously agreed by Council the Council Tax surplus each year is channelled through the General Fund to support the base budget in the following financial year
- 4.4.3 A total of £1.8m has been transferred from the General Fund during the 2018/19 financial year in accordance with previous approvals. These are shown in Appendix 4.
- 4.4.4 Cabinet will note that projected underspends for 2018/19 will result in £1.6m being transferred into General Fund balances.
- 4.4.5 The Councils Section 151 officer is advising that in light of the worsening financial outlook, that General Fund balances are retained at a higher level than in previous years. This position can be reviewed when the provisional settlement is announced for 2020/21 in October 2019.

4.5 Council Tax Implications 2019/20

- 4.5.1 The draft budget proposals within this report include a proposed increase of 6.95% in Council Tax for the 2019/20 financial year. This will increase the Caerphilly CBC Band D precept from £1,057.70 to £1131.21 i.e. an annual increase of £73.51 or weekly increase of £1.41.
- 4.5.2 The proposed increase of 6.95% for 2019/20 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 7 – 2019/20 Council Tax (CCBC Element) at 6.95% Increase

Band	Council Tax (CCBC Element) £	Weekly Increase £
A	754.14	0.94
B	879.83	1.10
C	1005.52	1.26
D	1131.21	1.41
E	1382.59	1.73
F	1633.97	2.04
G	1885.35	2.36
H	2262.42	2.83
I	2639.49	3.30

4.6 Capital Programme 2019/20 to 2021/22

- 4.6.1 The proposed Capital Programme for the three-year period 2019/20 to 2021/22 is detailed in Appendix 5 of this report and summarised in Table 8.

Table 8 – Summary of Capital Programme 2019/20 to 2021/22

	2019/20	2020/21	2021/22
	£m	£m	£m
Capital Programme proposals	14.530	11.124	9,649
WG funding available	(7.943)	(7.943)	(7,943)
Capital funding gap	6.587	3.181	1,706
Funded by: -			
Surplus/(Deficit) b/fwd	0	0	0
Capital Underspends from previous years	0.326	0.306	0
One-Off funding from MRP Policy Review	1.700	1.640	1.578
RCCO budget (Miscellaneous Finance)	0.128	0.128	0.128
Additional General Capital Grant (Final Settlement) -18-19	2.794	0	0
Additional General Capital Grant (Final Settlement)	1.639	1.107	0
Total Additional Funding	6.587	3.181	1.706
Surplus/(Deficit) carried forward	0	0	0

- 4.6.2 Members are advised that the Final settlement for 2019/20 identified additional capital grant for 2018/19 of £2.794m, 2019/20 of £1.639m and 2020/21 of £1.107m.
- 4.6.3 Cabinet considered on the 30th January 2019 a Use of Reserves report presented by the Head of Finance and S151 Officer. Following consideration of that report Cabinet proposed that unallocated reserves of £16m could be released and used for capital expenditure. Of this £16m it was proposed by cabinet that £5m be allocated towards the Band B 21st Century schools programme where £27m of match funding is required. A further proposal was made to allocate a further £1.2m to the Regeneration Project Board (£300k had been previously agreed by Cabinet). The remaining £9.8m to be earmarked for future capital schemes.
- 4.6.4 Further reports will need to be prepared and presented to Cabinet in respect of options to allocate the additional capital grant (referred to in paragraph 4.6.2) along with the £9.8m of unallocated capital earmarked reserves.

4.7 Financial Outlook for Future Years and the Medium Term Financial Strategy

- 4.7.1 The revised Medium-Term Financial Plan has been updated and detailed in Appendix 6. There is currently no indicative allocation for 2020/21 provided by WG. Hence it has been assumed that the AEF will reduce by 0.5% for the following 4 years after 2019/20. The revised MTFP assumptions now require savings to be achieved of £44m from 2020/21 to 2023/24, with £15.7m required for 2020/21.
- 4.7.2 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.

- 4.7.3 The Corporate Management Team is currently working with the Cabinet to establish a vision for 'Caerphilly 2022' and this will form the basis of a report to Cabinet at the end of March 2019 and then Council in April. The report will set out details of a programme to examine how services are prioritised, how they can become more business efficient through a series of service reviews, exploring opportunities for greater customer focus, digital delivery, alternative delivery models, and commercial opportunities; whilst looking at preventative measures that will encourage early intervention that will ultimately allow the demand for certain services to be better controlled.

5. WELL-BEING OF FUTURE GENERATIONS

- 5.1 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.

6. EQUALITIES IMPLICATIONS

- 6.1 An equalities impact assessment (EIA) has been completed for all of the 2019/20 savings proposals that have a public impact. This is to ensure that decisions that affect different individuals and groups are assessed at an appropriate and relevant level and at the correct stage in the process. These EIA's are available on the council's website..
- 6.2 Consultation with residents, when done in accordance with the Council's Public 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.

7. FINANCIAL IMPLICATIONS

- 7.1 As detailed throughout the report.

8. PERSONNEL IMPLICATIONS

- 8.1 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 then every opportunity will be taken to find alternative employment through the Council's redeployment policy. The Council will also utilise other policies as appropriate e.g. voluntary severance.
- 8.2 Expressions of interest recently received from employees to leave the employment of the Council via the workforce flexibilities policies have been and will continue to be considered to determine whether they can assist service areas to achieve savings and to avoid compulsory redundancy situations. Any requests supported will require robust business cases confirming the savings and impact on service delivery. Any savings that are achieved from this workforce planning exercise, that occur after the budget has been set, will be reported as part of the budget monitoring exercises to the relevant Scrutiny meetings. These savings can then be taken for 2020/21.

9. CONSULTATIONS

- 9.1 Following Cabinet endorsement of the draft 2019/20 budget proposal on 14th November 2018 a period of extensive consultation has been undertaken over a period of eight weeks, Appendix 7 provides a summary of the feedback from the consultation process. The full detail is available on the Council's website.

- 9.2 As part of the consultation process Special Scrutiny Committees were held during December 2018 to focus on the savings proposals. The Special scrutiny reports presented to these meetings along with the minutes of these meetings are available on the Councils website.
- 9.3 Feedback from the consultation process has been used and taken into consideration when finalising the proposed increase in council tax for 2019/20 and savings that are being proposed that could be deferred for 2019/20.

10. RECOMMENDATIONS

- 10.1 Prior to consideration and determination at Council on 21st February 2019. Cabinet is asked: -
- 10.1.1 To support the proposal that the grants transferred/passported into the Financial Settlement and the funding for new responsibilities are passed directly to those services that they relate to see para 4.2.10.
- 10.1.2 To endorse the proposed savings for 2019/20 totaling £13.921m as set out in para 4.3.1 and 4.3.2 and Appendix 2 and Appendix 3 of this report.
- 10.1.3 To endorse the Revenue Budget proposals for 2019/20 of £337.745m as set out in this report and summarised in Appendix 1.
- 10.1.4 To support the proposal to allocate £5m to 21st Century schools match funding, see paragraph 4.6.3.
- 10.1.5 To support the proposal to allocate £1.2m to the Regeneration Project Board, see paragraph 4.6.3.
- 10.1.6 To support the proposal to allocate the £475k savings in advance to the 21st Century schools Band B programme, see paragraph 4.3.5.
- 10.1.7 To endorse the proposed Capital Programme for the period 2019/20 to 2021/22, see Appendix 5.
- 10.1.8 To note the Updated Medium-Term-Financial Plan detailed in Appendix 6 of this report and the indicative savings requirement of £44m for the following 4 financial years (2020/21 to 2023/2024)
- 10.1.9 To support the proposal to increase Council Tax by 6.95% for the 2019/20 financial year to ensure that a balanced budget is achieved (Council Tax Band D being set at £1131.21).

11. REASONS FOR THE RECOMMENDATIONS

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

12. STATUTORY POWER

- 12.1 The Local Government Acts 1998 and 2003.

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

Background Papers:

WG Provisional 2019/20 Local Government Financial Settlement (9th October 2018)
WG Final 2019/20 Local Government Financial Settlement (19th December 2018)
Medium-Term Financial Strategy 2019/20 to 2023/24

Appendices:

Appendix 1 Net Revenue Budget 2019/20
Appendix 2 2019/20 Permanent savings Proposals
Appendix 3 2019/20 Temporary Savings Proposals
Appendix 4 Movements on General Fund
Appendix 5 Capital Programme 2019/20 to 2021/22
Appendix 6 Updated Medium Term Financial Plan 2019/20 to 2023/2024
Appendix 7 Budget Consultation Feedback 2019/20

APPENDIX 1**NET REVENUE BUDGET 2019/20**

	£'000	£'000
Base Budget 2018-19		332,043
2019-20 Transfers In	0	<u>302</u>
		302
2019-20 Transfers Out		0
Other passported grants		
Private Finance Initiative (Asset Financing)	<u>-202</u>	<u>-202</u>
New Responsibilities		
Increased Capital Limit for Residential Care	380	
Targeted Business Relief	<u>143</u>	<u>523</u>
		523
Whole Authority Cost Pressures		
Pay Inflation	5,331	
Living Wage (assumed increase of 20p per hour)	65	
Non-pay inflation at 2.4 %	3,526	
Superannuation Increase (LGPS 1 %, Teachers 7.12%)	4,212	
Fire Service Levy	204	
Schools Service Pressures	391	
Trinity Fields Demographic Growth	290	
Trinity Fields Transport Costs (Democratic Growth)	120	
Schools New Pay and Grading Structure	<u>230</u>	<u>14,369</u>
		14,369
Inescapable Service Pressures		
Social Services Cost Pressures	1,500	
EOTAS	800	
Dry Recycling	400	
City Deal - Partnership Revenue	6	
City Deal - Debt Charges	61	
General Fund New Pay and Grading Structure	405	
Council Tax Reduction Scheme	958	
Levies Net Additional Contribution	<u>26</u>	<u>4,156</u>
		4,156
Savings In Advance		475
Savings Proposals 2018-19		-13,921
Proposed Expenditure		337,745
Funding		
WG Support		-268,614
Council Tax (6.95 %)		-68,081
Council Tax Surplus		-1,050
Total Funding		-337,745

2019-20 Permanent Savings Proposals

Proposed Saving	£000's	Comments	Public Impact
EDUCATION & LIFELONG LEARNING			
Planning and Strategy			
Full-year impact of closure of Cwmcarn High School	221	Closure of Cwmcarn High in October 2018. Balance of lump sum funding. £200k reduction in 2018/19, £221k is the balance following closure. Pupil related funding remains within the formula.	Nil
Reduction in Local Management of Schools (LMS) Contingency budget to reflect actual spend	40	Reduce budget based on prior years spend. If a formula issue arises in year will need to consider the use of LMS Contingency balances - subject to formal approval for use of balances.	Low
Outdoor Education - support for FSM pupils attending courses (fund through grants instead)	17	Removal of full budget - was set up many years ago to support FSM pupils in accessing outdoor education activities. In 2017-18 only 8 (out of 86) schools accessed this funding and all but 1 have an SRB. Consequently the impact will not be felt across all schools in the Authority. Other schools are using PDG funding and where the impact is linked to those in danger of an exclusion this will be picked up as part of the SRB Review.	Low
1/3rd Reduction in the School Meal Admin. Utility & Telephone Budget	10	Schools collecting significant levels of Catering income for Auth. & not funded for Catering utility costs on site. Significant staff time commitment within Schools to support this process. £10k relates to saving on telephone lines in most schools for Catering - as now using mobiles. Budget split - £252k Admin. Reimb. To Primary Schools; £162k Utilities Reimb. to Primary Schools; £10k Reimb. to Primary Schools.	Nil
5% Efficiency target P&S Mgt & Support Services	29	Opportunities with regards to additional income generation – most notably linked to grant funding	Nil
	317		
Learning, Education and Inclusion			
Rising 3's - budget realignment	50	Budget Realignment / Vacancy Management	Nil
Reduction in School Improvement Initiatives budget	243	Proposal to remove the funding set aside to support schools in difficulty from a school improvement perspective. These situations are normally linked to inspection outcomes and more recently to national categorisation. As a result of a decreasing number of schools in higher risk categories this level of reduction is achievable at this time. There would need to be an understanding that should "emergency" funds be required, there is a potential to access funding from reserves (subject to the appropriate approval for use of balances).	Medium
Visually Impaired Service - 4.4% reduction in contribution	17	Service hosted by Torfaen CBC. The Authority will need to progress with the Lead Authority..	Medium
Education Achievement Service (EAS) - 2% reduction in contribution	48	Budget Realignment / Vacancy Management	Nil
Education Improvement Grant (EIG) - Reduction in match-funding contribution	27	Budget Realignment / Vacancy Management	Nil
14-19 Transport Initiative - budget realignment	10	Budget Realignment / Vacancy Management	Nil
Early Years (Central Team) - budget realignment	20	Budget Realignment / Vacancy Management	Nil
Education Welfare Service - vacancy management	46	Saving will be in place for 2019/20. Follows a re-modelling of the Service from September 2018 - EWO's compliment of 11.24 FTE's reduced to 8.45 FTE's but with a new Administrative Post to support the Team. The new model is designed to increase the flexibility of staff in the Team to support schools and to not be rigidly fixed to designated schools. Posts already vacant.	Low
Reduction in Music Service	50	Workforce requests received in the recent "letters". Need to review & work this through to establish the position going forward in respect of staff reductions.	Low
	511		
Lifelong Learning			
Community Education (Youth Service) - premises, vacant posts etc.	100	Budget Realignment / Vacancy Management	Nil
Community Education (Adult Service) - budget realignment	50	Budget Realignment / Vacancy Management	Nil
Libraries - Reduction in premises costs, staff and books	85	Current resources budget is £355k. Reduction of £85k in Book Fund. Proposals include : Top slicing sections of the book fund to mitigate the impact of the reduction on key customer categories including children, older residents & learners; Remove 50% of the allocated funding for DVD's with the remaining allocation ring-fenced for popular customer interest areas such as children's titles; Significantly increase the proportion of paperback titles to increase the efficiency in resource spend and number of titles available; Increase use of South Wales Books4U scheme; Review free request service with the intention of reintroducing charges for rare non fiction titles which are not cost effective to elect to buy.	Medium
Libraries - Reduction in premises costs, staff and books	15	Budget Realignment / Vacancy Management	Nil
Library Service (Additional £30k to the £100k = £130k)	30	Budget Realignment / Vacancy Management	Nil
GAVO (Youth Service) - Remove contribution as service can be provided by CCBC	25	Removal of full contribution to GAVO - relating to Holiday Scheme Co-Ordinator. Implications for GAVO as this funding links to a post. No implications for public as the advice will continue to be provided through the Youth Service. [Function is to provide advice & support to any groups considering the provision of school holiday period-specific activity for children & young people between the age of 8 to 18 years].	Medium
Review of Staffing model in Libraries	50	Need to reference recent workforce requests in respect of the letter.	Low
	355		
Schools - MTFP shortfall	2,126	Schools will be required under their delegated powers to balance their own individual budgets, hence they will be required to identify their savings to cover the £2.1m. School budgets are typically 80 % staff related hence there will be a reduction in staff in schools	Medium
TOTAL Education and Lifelong Learning	3,309		

COMMUNITIES			
Regeneration and Planning			
Reduction in Community Regeneration Fund	50	Impact on Voluntary Organisations	Low
Business Support & Funding - vacancy management	25	Budget Realignment / Vacancy Management	Nil
Business Support & Funding - budget realignment	10	Budget Realignment / Vacancy Management	Nil
Cwmcam Visitor Centre - increase in income	10	Budget Realignment / Vacancy Management	Nil
Events & Marketing - budget realignment	10	Budget Realignment / Vacancy Management	Nil
Blackwood Miners Institute - budget realignment	20	Budget Realignment / Vacancy Management	Nil
Realignment of staffing budgets at the Winding House	67	To reduce opening hours and staff resource	Low
Urban Renewal - budget realignment	4	Budget Realignment / Vacancy Management	Nil
Reduction in Town Centre budget	5	Reduction in works in Town Centres	Low
Planning Division - vacancy management	42	Budget Realignment / Vacancy Management	Nil
Staffing restructure in Regeneration and Planning	125	Mainly Vacant Posts	Nil
2% efficiency target for Arts Development budget	3	Budget Realignment / Vacancy Management	Nil
Reduction in Events Budgets	47	Reduction in some Events in Town Centres	Low
Total Regeneration and Planning	418		
Infrastructure			
Introduction of bus station departure charges	100	Impact on providers but could result in increase in public charges. Proposed increase 35p per departure	Low
32% reduction in Carriageway Resurfacing RCCO (capital budget = £750k)	53	Deterioration in road quality, increased risk insurance claims	Medium
7% reduction in Carriageway Surface Dressing budget	60	Deterioration in road quality, increased risk insurance claims	Medium
4% reduction in Highways Reactive Maintenance budget through use of Technology (Jetpatcher)	55	New technology providing efficiency	Nil
7% reduction in Highways Structures budget	36	Deterioration in infrastructure	Low
14% reduction in Traffic Management Maintenance budget	5	Reduction in maintenance and budget efficiency	Low
2% reduction in Street Lighting Non-Routine Maintenance budget	9	Reduction in maintenance as a result of new LED technology	Nil
8% reduction in other Highways Maintenance budgets	66	Deterioration in infrastructure	Medium
Reduction in other miscellaneous Highway/Land Drainage budgets	21	Increased flood risk	Medium
Reduction in Risca Canal budget	10	offset by capital enhancement	Low
Gully Cleansing - 1 jetter to be funded from SLA agreement with Another Authority	64	MTCBC SLA Agreement if agreed	Nil
Deletion of Community Response Team budget - retirements/non-essential work	100	Service removed - minor maintenance works	Nil
Public Transport - review of contracts with highest subsidy per passenger	68	Reduction/termination of some bus routes	Medium
Vacancy management (part of wider £200k restructure proposal)	34	Budget Realignment / Vacancy Management	Nil
Highways Operations additional income	6	More focussed pursuit of highway recharges	Nil
Lunchtime School Crossing Patrols	36	Removal of Lunch Patrol	High
9% reduction in Traffic Signal Routine Maintenance budget	11	Contract Efficiency	Nil
Reduction in Accident Studies due to contract review	10	Contract Efficiency	Nil
Increase in road closure fee income	30	Charge to contractors for all closures with no further event subsidies	Nil
Passenger Transport - increase in income	3	Increase in replacement bus pass cards - Change in price (new charge £10 per replacement of lost card)	Low
Increase in Car Park charges	40	First increase in 8 Years and possible charging on Sunday, proposed increase 20p per tariff	Low
Introduction of a charge for residential parking permits	30	Introducing an annual charge in accordance with policy. Recommending £15.00 per permit.	Low
Integrated Transport Unit	50	Better utilisation of authority fleet when external contracts are due for renewal	Nil
Staffing restructure in Infrastructure Division	166	Budget Realignment / Vacancy Management	Nil
Total Infrastructure	1,063		
Public Protection			
Provision of Meals Direct Service to Section 117 clients only (Deferred Saving)	0	Cease meals on wheels service except for clients eligible under Section 117 aftercare, currently just 1 individual. Part year saving to allow for implementation.	High
Increase price of secondary school meals by 10p from April 2019 (£2.25 to £2.35)	50	Price increase	Low
Increase price of primary school meals by 10p from April 2019 (£2.00 to £2.10)	54	Price increase	Low
Increase price of civic meals by 5%	3	Price increase E.g. • carvery set menu would raise from £4.70 to £4.95 • daily special choice would raise from £4.10 to £4.30 • sandwich would raise from £2.45 to £2.60	Low
Increased catering income from Secondary Schools - budget realignment	20	Budget Realignment / Vacancy Management	Nil
Cessation of the Community Safety Warden Service	108	Reconfiguration of Service	High
Increase in fee for retrieving stray dogs from Pound	3	Price increase to £75 from £44.	Low
Introduction of charges for rat treatments (Deferred Saving)	0	New Charge - £20 (plus VAT) per treatment reducing to £10 (plus VAT) for those on means tested benefits.	Low
Environmental Health - budget realignment	15	Budget Realignment / Vacancy Management	Nil
Registrars - increase in ceremony fees	10	Increase in fees which range from 7.5% to 20% depending on day of the week and the venue.	Low
Trading Standards - vacancy management	40	Delete Fair Trading Officer post	Low
CCTV - reduction in line rental costs	40	Budget Realignment / Vacancy Management	Nil
Reduction in CCTV overtime budget	8	Budget Realignment / Vacancy Management	Nil
5% efficiency target for Health Division budgets	12	Budget Realignment / Vacancy Management	Nil
5% efficiency target for Pollution budgets & Emergency Planning budgets	26	Delete 0.5 fte Environmental Health Officer post	Medium
Total Public Protection	389		

Community and Leisure Services			
Sport & Leisure - changes in VAT for leisure pricing	50	Some clubs may have to pay more for the service	Low
Sport & Leisure - reduction in sport & leisure tutor budgets (budget realignment)	75	Budget Realignment / Vacancy Management	Nil
Sport & Leisure - reduction in Smart Rewards budget	15	Budget Realignment / Vacancy Management	Nil
Sport & Leisure - reduction in Supplies budget including uniforms and smartcards	8	Budget Realignment / Vacancy Management	Nil
Sport & Leisure - reduction in Caerphilly Adventures budget	12	Budget Realignment / Vacancy Management	Nil
Fleet Management - cease use of external diagnostic services and provide in-house	10	Budget Realignment / Vacancy Management	Nil
Building Cleaning - increase in income	15	Budget Realignment / Vacancy Management	Nil
Building Cleaning - budget realignment	31	Budget Realignment / Vacancy Management	Nil
Community Centres - withdrawal of funding for 2 Centres (Rudry & Glan y Nant) not in CCBC ownership (Deferred Saving)	0	Reduces subsidy to user centre ownership. Glan-y-Nant and Rudry	Low
Community Centres - reduction of 1 hour Caretaker support across all Centres (Deferred Saving)	0	additional charge from community centres committees	Low
Community Centres - reduction of all Caretaker support across all Centres from October (Deferred Saving)	0	additional charge from community centres committees needed to fund the caretakers salary. Part Year from 1st October 2019	High
Community Centres - closure of 4 Centres (Tirphil, Phillipstown, Channel View & Lower Rhymney* (already closed)) Deferred Saving - Tirphil, Phillipstown, Channel View	5	Loss of community centre to users	Medium
Parks & Countryside- Bowling Green rationalisation programme	10	Ongoing phased removal of the grants to bowls clubs as previously agreed by Cabinet	Nil
Parks & Countryside - review of Pavilion Attendant provision	30	Reduction of pavilion attendant hours.	Nil
Parks & Countryside - reduction in Community Asset budget	54	Cessation of minor infrastructure maintenance and upgrades; examples of works include the installation of knee rails, gates and barriers etc.	Low
Parks & Countryside - vacancy management	18	Budget Realignment / Vacancy Management	Nil
Parks & Countryside - reduction in machinery budget	20	Reduced budget to invest in new machinery.	Low
Parks & Countryside - reduction in playground maintenance budget	10	Reduced ability to replace play equipment and ultimately could lead to the closure / removal of facilities.	Low
Parks & Countryside - staffing restructure	44	Reduction in Area Parks staff	Low
Parks & Countryside - removal of one application of the weed spraying contract	32	Reduced service	Low
Green Spaces/Cemeteries - staff restructure	100	Potential redundancy of staff	Low
Green Spaces/Cemeteries - reduction in Cemeteries maintenance budget	25	Budget Realignment / Vacancy Management	Nil
Green Spaces/Cemeteries - reduction in War Memorial maintenance budget	15	Budget Realignment / Vacancy Management	Nil
Green Spaces/Cemeteries - reduction in Allotments budget	3	Budget Realignment / Vacancy Management	Nil
Green Spaces/Cemeteries - increase in Cemeteries income (budget realignment)	40	Budget Realignment / Vacancy Management	Nil
Waste Management - Cleansing staffing reductions	166	filling the vacant posts will increase standard of street cleanliness and would improve resilience of service'	Medium
Waste Management - introduction of new scheme of charging for bulky waste collections	50	New charge of a charge of £16 for 1 to 3 items (for all items other than fixtures and fittings).	Low
Waste Management - rationalisation of farm round waste collection service	53	reduced service	Low
Waste Management - reduction in mechanical sweeping	193	Reduced service	Medium
Waste Management - closure of 2 Civic Amenity Sites (Deferred Saving)	0	2 CA sites are Penallta and Aberbargoed	Medium
Waste Management - staffing restructure	34	Budget Realignment / Vacancy Management	Low
Waste Management - reduction in Proactives Initiatives budget	50	Budget Realignment / Vacancy Management	Low
Waste Management - Civic Amenity Sites to shut an additional day (assumes 4 remain open)	38	Reduced service	Medium
Waste Management - development of an electronic Commercial Waste System	5	Budget Realignment / Vacancy Management	Nil
Waste Management - closure of all 5 Public Conveniences	74	Closure in all towns (Twyn to stay open as managed within TIC)	High
Waste Management - reduction in the level of weekend cleansing	34	Reduces service	Medium
Waste Management - off-hire one Supervisor van	6	Budget Realignment / Vacancy Management	Nil
Further reduction in Parks and Playing Fields budgets	30	Budget Realignment / Vacancy Management	Nil
Total Community and Leisure Services	1,354		
Corporate Property			
Ty Duffryn - standing charges and lease income	394	New lease agreed with Third Party Operators	Nil
Enterprise House - termination of lease	67	Staff moving to Tredomen	Nil
Reduction in Corporate Property DDA budget	50	Reduced Budget availability	Nil
Energy savings from LED lights in Ty Penallta	20	Budget Realignment / Vacancy Management	Nil
Reduction in cleaning of Corporate Buildings	15	Budget Realignment / Vacancy Management	Nil
Total Corporate Property	546		
Total Communities	3,770		

SOCIAL SERVICES & HOUSING			
Children's Services			
4C's rebate - joint commissioning of children's placements	35	Realignment of budget with no public impact	Nil
Review of admin support	186	Details to be confirmed but could be back office restructure with little or no public impact	Low
Review of Barnardo's contract	189	Potential reduction in Family Support Services	Medium
Families First - deletion of admin post	23	Deletion of vacant back office post with no public impact	Nil
Customer Services restructure	20	Back office restructure with no public impact	Nil
Total Children's Services	453		
Adult Services			
Review of staffing budgets in Adult Services	550	Details to be confirmed but could be back office restructure with little or no public impact	Low
Review of non Residential Charging Policy	100	Propose changes to the current non residential charging policy to ensure equity for all service users to include: charging for support element of domiciliary care, charging for day opportunities in a community setting, and charging for day opportunities provided by the independent and third sector.	Low
Retender of Shared Care Respite Contract currently held by Action for Children	50	All of these savings could be achieved through a re-design of services including closure of a day base Twyn Carn) with little impact on service users. E.g. Service users could receive a similar service but in a different location. Promotion of independence to enable people to meet their own outcomes.	Low
Review of Day Services to achieve a budget reduction of 6%	300		Low
Implications of Social Services & Wellbeing Act 2014	150		Low
Review of external day care	205		Low
Cap inflationary uplifts on external contracts	3	Minor reductions could be achieved through efficiencies within the provider organisation	Nil
Domiciliary Care client income - budget realignment	25	Realignment of budget with no public impact	Nil
Non renewal of Mental Health Carers Support contract	34	Full year effect of not renewing the contract that ends on 31/03/19. Consultation currently ongoing	Low
Income generation - Ty Hapus	25	Will offer for use by other local authorities and ABUHB	Nil
Cease contribution to SEWIC	15	Regional agreement has been reached to cease a back office function with no public impact	Nil
Extra Care - budget realignment	20	Realignment of budget with no public impact	Nil
Adult Services	1,477		
Service Strategy and Business Support			
Dissolution of South East Wales IT Consortium	22	Full year effect of termination of a regional arrangement for back office IT Support in 2018/19. This support is now provided through the Regional WCCIS Service.	Nil
5% efficiency target for Office Expenses	9	Back Office efficiencies	Nil
Total Service Strategy and Business Support	31		
Housing Services			
Private Housing - staffing restructure	34	Budget Realignment / Vacancy Management	Nil
Removal of Homeless Prevention Fund budget - to be funded through growth in RSG	46	Nil effect	Nil
Revise staff apportionments between General Fund and HRA	50	Budget Realignment / Vacancy Management	Nil
Llamau grant reduction	3	Reduced service already being provided	Nil
Total Housing Services	133		
Total Social Services & Housing	2,094		
CORPORATE SERVICES			
Corporate Finance			
Housing Benefits - vacant post	27	Could increase performance if post filled	Low
Environment Finance - vacant post	24	Budget Realignment / Vacancy Management	Nil
Environment Finance - restructure	33	Budget Realignment / Vacancy Management	Nil
Housing Benefits - New Burdens funding	42	Could increase performance if post filled	Low
Additional grant and fees and charges income	67	Budget Realignment / Vacancy Management	Nil
Total Corporate Finance	193		
Procurement and Customer Services			
Customer Services - management/team leader restructure	108	Front line service but no impact on service delivery due to revised working practices.	Low
Customer Services - potential retirement	26	Front line service but no impact on service delivery due to revised working practices.	Low
Total Procurement and Customer Services	134		
Corporate Policy			
Reduction in voluntary sector Service Level Agreements (SLAs)	42	Directly impact Voluntary Sector SLA payments.	Medium
Reduction in Technical Assistance budget	5	Reduction in budget which is used to provide technical advice and guidance to Voluntary sector to allow them to access external grant programmes.	Low
Reduction in Well-being budget	10	Reduction in budget used to support well-being activities.	Low
Deletion of former Outcome Agreement budget	40	Budget Realignment / Vacancy Management	Nil
Equalities Team - reduction in publicity and promotion budgets	4	Budget Realignment / Vacancy Management	Nil
Reduction in Welsh Language Translation budget	10	Budget Realignment / Vacancy Management	Nil
Cease the use of Flynnon	12	New ways of working	Nil
Service Review	67	Budget Realignment / Vacancy Management	Nil
Total Corporate Policy	190		
Information Technology			
Staff restructure / workforce planning	150	Staffing Restructure	Nil
Reduction in PSBA charges	132	Budget Realignment / Vacancy Management	Nil
Reduction in telephony costs and line rentals	35	Budget Realignment / Vacancy Management	Nil
Staffing restructure in Central Services	33	Vacant Posts	Nil
Reduce to a single van (mailroom)	4	Budget Realignment / Vacancy Management	Nil
Agenda distribution - cessation of delivery of papers to Members	5	Budget Realignment / Vacancy Management	Nil
Total Information Technology	358		

Human Resources and Communications			
Human Resources - restructure	120	Vacant posts	Nil
Total Human Resources and Communications	120		
Health and Safety			
Health & Safety - restructure	83	Vacant posts	Nil
Total Health and Safety	83		
MISCELLANEOUS FINANCE			
Pension contributions former Authorities - budget realignment	50	Budget Realignment / Vacancy Management	Nil
External Audit fees - budget realignment	50	Budget Realignment / Vacancy Management	Nil
Welsh language - budget realignment	53	Budget Realignment / Vacancy Management	Nil
NNDR on empty properties	131	Budget Realignment / Vacancy Management	Nil
Rent Allowances, War Widow Concessions - budget realignment	10	Budget Realignment / Vacancy Management	Nil
Reduction in Careline budget	20	Budget Realignment / Vacancy Management	Nil
Reduction in Carbon Management Scheme budget	25	Budget Realignment / Vacancy Management	Nil
PV Panels income	15	Budget Realignment / Vacancy Management	Nil
Class 1A NI Contributions (Tusker)	40	Budget Realignment / Vacancy Management	Nil
Reduction in miscellaneous items budget	4	Budget Realignment / Vacancy Management	Nil
Communities Match Funding Pot (Deferred Saving)	0	Could impact on Communities to organise these 2 events. Community council/sponsorship funding would be needed to continue with the events.	Low
Total MISCELLANEOUS FINANCE	398		
Total Corporate Services and Miscellaneous Finance	1,476		
Total 2019-20 Proposed Savings	10,649		

2019-20 Temporary Savings Proposals

Proposed Saving	£000's	Comments	Public Impact
EDUCATION & LIFELONG LEARNING			
LMS Contingency - 23% Reduction	45	Current budget is £193k, this will reduce to £153k prior to this £45k proposed reduction. This leaves just £108k to deal with in year formula issues. Consequently if an issue arises will need to consider the use of LMS Contingency balances - subject to formal approval.	Medium
TOTAL Education and Lifelong Learning	45		
COMMUNITIES			
Regeneration and Planning			
Community Regeneration Community Projects - 53% Reduction	35	Impact on ability to fund small projects that do not have specific funding	Low
Business Grants - 50% Reduction	25	Reduced funding for Businesses.	Low
Community Regeneration Fund - 100% Reduction	50	Impact on Voluntary Organisations. This is the remaining budget.	Low
Total Regeneration and Planning	110		
Infrastructure			
Winter Maintenance - 54% Reduction	500	Alternative funding via winter maintenance reserve	Nil
Public Rights of way -50% Reduction	31	Deterioration in Public Rights of Way	Low
Maintenance of Land - 50 % Reduction	15	Deterioration in maintenance of land	Low
Temporary reduction in Carriageway Resurfacing RCCO	110	Alternative funding sort WG	Low
Temporary reduction in Carriageway Surface Dressing	800	Alternative funding sort WG	Low
Temporary reduction in Structures Maintenance budget	40	Alternative funding sort WG	Low
Temporary reduction in Highways Reactive Maintenance budget	43	Alternative funding sort WG	Low
Temporary reduction in Risca Canal Maintenance budget	40	Reliant on capital project	Low
Total Infrastructure	1,579		
Community and Leisure Services			
RCCO Waste Vehicles - 77% Reduction	300	Risk to vehicle availability/reliability	Low
Total Community and Leisure Services	300		
Corporate Property			
Property Maintenance - 20% Reduction	309	Reduced funding available for discretionary work.	Low
Total Corporate Property	309		
Total Communities	2,298		

SOCIAL SERVICES & HOUSING			
Reduce Growth provision	300	Would only meet existing need but does not allow for any demographic increases from August 2018 or for any fee increases in excess of inflation.	High
Total Social Services & Housing	300		
CORPORATE SERVICES			
Information Technology			
PC Refresh -100% Reduction	129	Replacement PC and MFP capacity Budget £132k	Nil
Total Information Technology	129		
Miscellaneous Finance			
Deferred Borrowing - 4.4% Reduction	500	Reduces opportunity to use as a one off underspend on capital schemes.	Low
Total MISCELLANEOUS FINANCE	500		
Total Corporate Services and Miscellaneous Finance	629		
Total 2019-20 Temporary Savings Proposals	3,272		

APPENDIX 4**MOVEMENT ON GENERAL FUND**

	£'000	£'000
Opening Balance 01/04/2018		13,200
2017-18 Council Tax Surplus to support 2018-19 Budget		-1,400
Take From General Fund Agreed by Council		
MTFP Savings Delivery Fund	-1,800	
		<hr/> -1,800
Projected Take to General Fund from 2018-19 Underspends :-		
Education and Corporate Services	158	
Social Services & Housing	494	
Communities	0	
Miscellaneous Finance	1,008	
		<hr/> 1,660
Estimated 2018-19 Council Tax Surplus		1,400
Approved Transfers to General Fund from Earmarked Reserves	0	
		<hr/> 0
Proposed Transfer to Capital Earmarked Reserve		0
2018-19 Council Tax Surplus to support 2019-20 Budget		-1,400
Projected Balance 31/03/2019		<hr/> <hr/> 11,660

APPENDIX 5**Capital Programme 2019/20 to 2021/22**

Scheme	2019/20 £000's	Indicative 2020/21 £000's	2021/22 £000's
<u>Education and Lifelong Learning</u>			
Health & Safety Regulations Works	296	296	290
Basic Needs Accomodation	221	221	220
School Security	62	62	62
Asset Management	591	591	590
School Boiler Replacement Programme	253	253	253
Total Education & Lifelong Learning	1,423	1,423	1,415
<u>Communities</u>			
Sport Pitches	30	30	30
Total Community & Leisure Services	30	30	30
Environmental Schemes	228	228	0
Total Countryside	228	228	0
Voluntary Sector Capital Grants	98	98	80
Total Economic Development	98	98	80
Infrastructure Retaining Walls	314	314	314
Street Lighting	50	50	50
Land Purchase-Future Schemes	41	41	40
Major Highway Reconstruction	739	739	739
Bridge Strengthening	441	441	441
Land Drainage- Corporate	123	123	123
Land Drainage - Non Corporate	123	123	123
Vehicle Restraint Systems	148	148	148
Corporate Maintenance - Tips Mines Spoils	246	246	246
Monmouth & Brecon Canal.	208	208	200
Footway Reconstruction	148	148	148
Total Engineers	2,581	2,581	2,572
Commercial And Industrial Grants	50	50	40
Town Centres	20	20	18
Navigation Colliery Site Regeneration	19	0	0
Total Urban Renewal	89	70	58
CCTV Replacement	74	74	74
Kitchen Refurbishments	419	419	419
Total Public Protection	493	493	493
Total Communities	3,519	3,500	3,233

Social Services & Housing

Condition Surveys	345	344	340
Total Social Services	345	344	340
Disabled Facility Grants	1,133	1,133	1,130
Home Imp Grants/Miscellaneous	246	246	240
Home Repair Grant	788	788	780
Total Private Housing	2,167	2,167	2,150
Total Social Services & Housing	2,512	2,511	2,490

Corporate Services

IT Hardware & Software	230	230	220
Total ICT	230	230	220
Corporate Asset Management	690	690	690
Total Property	690	690	690
Total Corporate Services	920	920	910
Capital Earmarked Reserve	1,723	1,663	1,601
Unallocated General Capital Grant	4,433	1,107	0
Total Capital Programme	14,530	11,124	9,649

Updated Medium Term Financial Plan 2019/20 to 2023/2024

Description	2019/20 £000s	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s
AEF (0.51 % ,-0.50 %,-0.50%, -0.50%,-0.5%)	1,374	(1,343)	(1,336)	(1,329)	(1,323)
Less:					
New Responsibilities - Increase in Capital Limits for Residential Care	380	0	0	0	0
Transfer In - Free Schools Meals	302	0	0	0	0
Transfer In - WG specific funding discretionary rate relief.	143	0	0	0	0
Net Welsh Government Funding available	549	(1,343)	(1,336)	(1,329)	(1,323)
Council Tax (6.95 % then 4.52 % each year)	4,678	3,077	3,216	3,362	3,514
Council Tax Surplus adjustment	(350)	0	0	0	0
Net Council Tax Funding Available	4,328	3,077	3,216	3,362	3,514
Total Funding to support budget	4,877	1,734	1,880	2,033	2,191
Schools					
Teachers Pay (3.5 % , then 2% each year)	2,431	1,502	1,572	1,603	1,635
Living Wage	16	16	16	16	16
Teachers Employers Pension Contributions (7.12 %)	2,984	2,272	0	0	0
APT&C Pay (2.2% ,2%, 2% 2%)	271	262	269	278	287
APT&C Employers Pension Contributions (1 % , 1%, 1%, 1%)	126	133	137	141	145
New Pay and Grading Structure	230	0	0	0	0
Non-Pay Inflation (2.4%)	454	439	423	432	441
Schools Service Pressures	391	181	301	364	274
Trinity Fields Demographic Growth	290	0	0	0	0
Trinity Fields Transport Costs (Democratic Growth)	120	0	0	0	0
Total Schools	7,313	4,805	2,718	2,834	2,798
General Fund Services					
Pay (2.2% ,2%, 2% 2%)	2,629	2,249	2,294	2,340	2,387
Living Wage	49	49	49	49	49
Employers Pension Contributions (1 % , 1%, 1%, 1%)	881	890	899	908	917
Teachers Employers Pension Contributions (7.21 %)	221	0	0	0	0
Non-Pay Inflation (2.4% 2.2 % 2.1%, 2.1%)	3,072	2,809	2,905	3,005	3,111
Fire Service Levy (Unfunded Pension Increase - Additional Contribution)	204	0	0	0	0
Reduction in PFI funding transferred into RSG	(202)	0	0	0	0
Total General Fund Services	6,854	5,997	6,147	6,302	6,464
Sub-Total	14,167	10,802	8,865	9,136	9,262
CTRS Additional Liability (6.95 % then 4.52% each year)	958	667	697	728	761
EOTAS	800	0	0	0	0
Dry Recycling	400	400	0	0	0
New Pay and Grading Structure	405	0	0	0	0
Social Services Cost Pressures Contingency	1,500	1,500	1,500	1,500	1,500
City Deal (Partnership Revenue Contribution)	6	7	6	8	8
City Deal (Debt Charges)	61	44	89	122	171
PFI Review	0	700	0	0	0
Levies net additional contributions	26	0	0	0	0
Sub-Total	4,156	3,318	2,292	2,358	2,440
Reinstatement of 2019-20 temporary budget reductions	0	3,272	0	0	
Annual Shortfall	13,446	15,658	9,277	9,461	9,511
Cumulative Shortfall	13,446	29,104	38,381	47,842	57,353

Caerphilly County Borough Council Budget Consultation 2019/20 Summary Report

Introduction

In October 2018, Welsh Government announced its provisional budget settlement, which outlined how much money will go into public services across Wales for the next financial year (2019/20). Under the settlement, Caerphilly County Borough Council faced a funding reduction of 0.3%.

This coupled with inescapable pressures that the Council has to fund, means that the Council needed to find savings of over £15.6 million for the next year alone.

A series of draft budget proposals totalling almost £14.7 million were considered by Cabinet on 14th November 2018 alongside a proposed Council Tax rise of 6.95% to cover the remaining shortfall.

The views of residents and stakeholders views were sought on the draft proposals over a period of 6 weeks from **19th November 2018 to 11th January 2019**, with views expressed as part of this consultation to be fed back to and considered by elected Members prior to the final budget for 2018/19 being agreed at a special meeting of full Council in **February 2019**.

Annexes relating to this report can be found at
<https://www.caerphilly.gov.uk/thecaerphillyconversation>

Methodology

An extensive period of engagement with residents and stakeholders began prior to and during a formal consultation on the draft savings proposals. The formal consultation period ran **between 19th November 2018 and 11th January 2019**. Key elements of the engagement were:

- Media and digital media campaign
- Awareness raising and engagement in the 5 main town centres
- Face to face drop in sessions held at venues across the county borough
- A survey distributed via the Council's newsletter "Newsliner", made available on the Council's website and at all main Council buildings and libraries.
- Written communication with stakeholder groups (including Councillors, Town and Community Councils)
- Face to face "Viewpoint Panel" meeting held on 28th November 2018
- Additional face-to-face meetings with Trade Unions and other stakeholder groups
 - Voluntary Sector Liaison Committee meeting
 - Special Scrutiny Committee Meetings

The main elements of the engagement and consultation process are outlined below. Further details of each element of the public and stakeholder engagement can be found in the appendices.

Media and Digital Media Campaign

In the months prior to the launch of the consultation and throughout the consultation period, a range of web, media and social media activity was carried out to raise awareness of the financial situation facing the Council and to promote and encourage residents to take part and have their say in the consultation process.

A key element of the activity prior to and during the consultation period focussed on increasing understanding of the unprecedented financial situation and the reasons why the Council is faced with having to make such difficult financial decisions.

It highlighted areas such as the inescapable financial pressures that the Council must fund, the significant (but relatively small in the grand scheme) role that Council Tax has in funding council services and the rationale for the Council needing to ask residents to pay a little more, through Council Tax, for the services they receive.

Activities carried out as part of this work included:

- Video
- Web content
- Infographic/information leaflet
- Media releases
- Digital media including Facebook, Twitter and NewsOnline (see **Annex 7**)

These and a range of other communication channels were also used throughout the consultation period to remind and encourage residents to give their views.

Town Centre Engagement and Public Drop in sessions

During the first week of the consultation period (20th – 23rd November 2018), Cabinet members and supporting officers visited each of the 5 main town centres across the county borough - Bargoed, Blackwood, Caerphilly, Risca and Ystrad Mynach.

Located in areas of high footfall, the purpose of these visits was to raise awareness of the financial pressures facing the Council and to encourage residents to take part and inform them of how they could have their say on the proposed budget savings through providing details of the online survey and forthcoming face to face drop in sessions.

Face to face drop in sessions were held at 9 venues across the county borough between 26th November and 13th December 2018 as shown in **Table 1**.

Each of these drop-in sessions was attended by a member of the senior management team, staff from the Communications and Corporate Finance team and at least one Cabinet member. The sessions were publicised widely at the venues

and at the main Council premises across the county borough. Local Councillors were asked to encourage attendance and regular reminders were sent out via social media. Residents were encouraged to come in and chat to officers and Cabinet members and to find out more about the proposals and provide feedback through completing a questionnaire. This approach allowed face to face interaction with individuals and encouraged debate and discussion.

In total **121 people** attended the drop in sessions across the nine venues with New Tredegar and Nelson seeing the greatest footfall. All who attended viewed the information and engaged in discussion with most taking away a copy of the survey to complete. The demographic composition of attendees was skewed towards the older age groups however, there was a good cross section of male and female attendees.

Table 1: Face to Face Session

Date and time	Venue	Attendees
26/11/18 (10am - 1pm)	Rhymney Library	7
27/11/18 (2pm – 5.45pm)	Bargoed Library	16
29/11/18 (2pm – 6pm)	Caerphilly Library	7
30/11/18 (10.30am – 1.30pm)	New Tredegar, Whiterose Centre	23
3/12/18 (10.30am – 2.30pm)	Risca Palace	14
6/12/18 (10am – 12.30pm)	Ystrad Mynach Library	11
11/12/18 (10.30am – 1.30pm)	Newbridge “Tabernacle”	8
12/12/18 (3pm – 6pm)	Nelson Library	20
13/12/18 (10.30am – 2.30pm)	Blackwood Library	15

Survey

A short open ended questionnaire was developed to seek views on the draft budget proposal. A copy of the questionnaire can be found in **Annex 1**.

The questionnaire asked respondents to give their views on the savings proposals outlined indicating whether they strongly agree or disagree with any of the cuts listed and to give reasons for their views. Respondents were also asked to provide any ideas they may have about how we can limit the impact of any of these proposals on our communities.

The questionnaire then asked respondents to identify whether they feel that budget cuts in a specific area will affect them as an individual (positively or negatively) because of their ethnic origin, gender, age, marital status, sexual orientation, disability, gender reassignment, religious beliefs or non-belief, use of Welsh language, BSL or other languages, nationality or responsibility for any dependents.

Looking forward to 2020 and beyond, the questionnaire then prompted respondents to suggest areas of spending that be reduced, removed or that service users could be charged for.

The survey and supporting consultation information (draft proposals and completed Equality Impact Assessments for each proposal) was included on the CCBC website for the duration of the consultation period (19th November 2018 to 11th January 2019) with a prominent front page banner and a link directly to the survey.

Details of draft budget proposals were highlighted on the front page of the December 2018 edition of the Council's newsletter "Newslines" with further information and the questionnaire included in a central pull out section of the publication. "Newslines" is delivered to every household within the county borough.

The survey was also shared with a wide range of key stakeholders and groups (as outlined in **Annex 2**) via e-mail and/or in printed format as appropriate.

"Viewpoint Panel" Meeting

On Wednesday 28th November 2018, 37 residents from across the county borough attended a meeting at 6pm in Penallta House. Groups represented included the Caerphilly County Borough Viewpoint Panel, Caerphilly Parent Network, Caerphilly 50+ Forum and the Welsh speaking community through Menter Iaith Caerffili. Of these, 23 were male and 14 were female.

In addition, 15 members of Caerphilly Youth Forum, aged 12 to 24, attended the meeting. Of these 3 were boys and 12 were girls.

Prior to the meeting, attendees were provided with details of the proposals and on arrival, were welcomed by Councillor David Poole, Leader of Caerphilly County Borough Council. After listening to a presentation by the Head of Corporate Finance in the Council Chamber, attendees were then split into smaller groups where they were invited to discuss the draft proposals in more detail.

The discussion sessions focussed on identifying how attendees felt the impact of the proposals could be limited for them as individuals and on their communities. The discussion then moved to identifying suggestions for areas of spending that could be reduced, removed, or that service users could be charged for looking forward to 2020. The discussion topics closely reflected the questionnaire included in the survey but allowed for a more in depth discussion and debate of the options identified.

One group was conducted through the medium of Welsh (this included 3 adults and 3 young people) and another group was led by the Youth Service to ensure that young people had an opportunity to have their say. Throughout the discussion, senior officers and Cabinet members were available to clarify the draft proposals and provide context where needed.

Additional Stakeholder Consultation

In addition to the written correspondence with stakeholders noted above, additional face to face discussions were held at the Voluntary Sector Liaison Committee on 5th December (See **Annex 5**). Meetings were held with the trade unions and the following Special Scrutiny Committee Meetings were held:

- Special, **Policy and Resources** Scrutiny Committee - Monday, 3rd December, 2018
- Special, **Health Social Care and Wellbeing** Scrutiny Committee - Thursday, 6th December, 2018
- Special, **Education for Life** Scrutiny Committee - Monday, 17th December, 2018
- Special, **Regeneration and Environment** Scrutiny Committee - Tuesday, 18th December, 2018

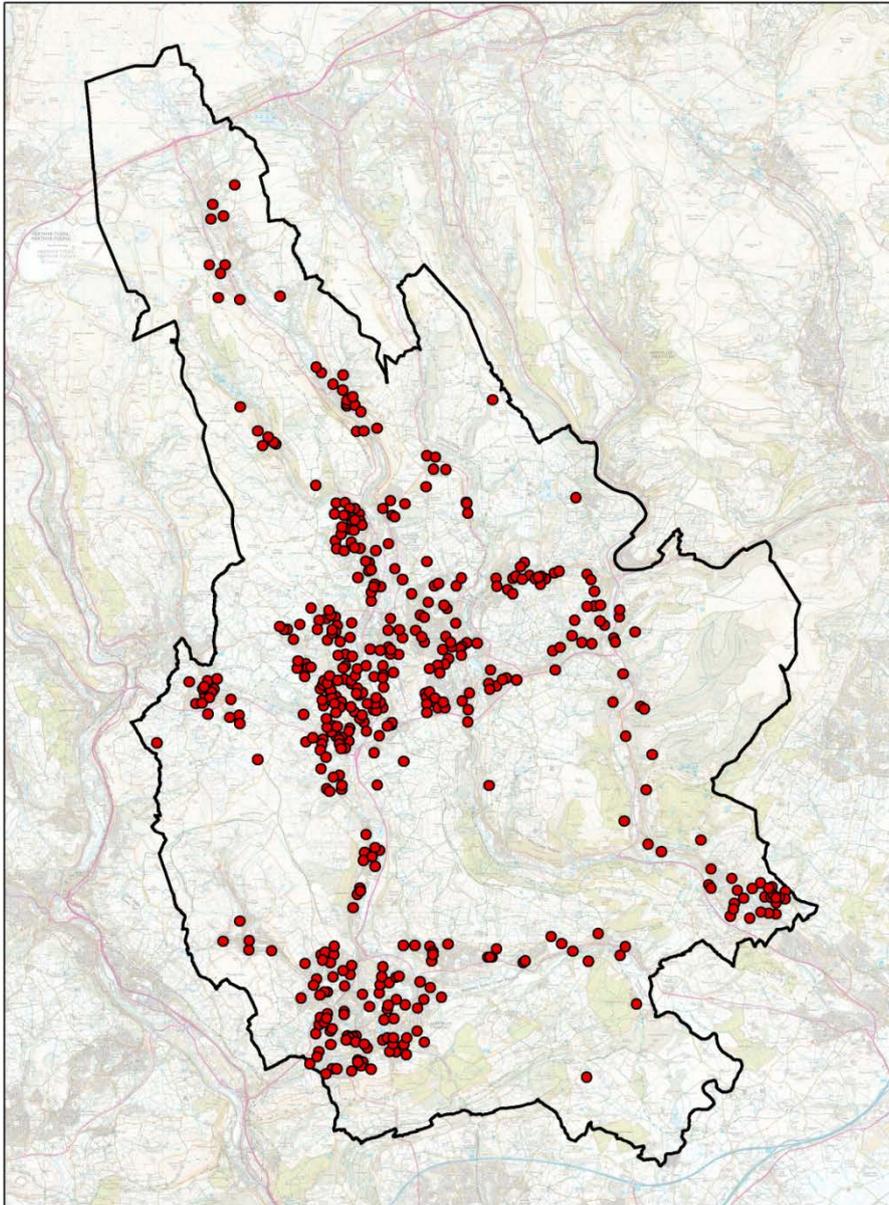
The details of these discussions are recorded outside of this report and are available on the Council's website www.caerphilly.gov.uk .

Responses

The total number of responses received to the survey was **708** (2 were completed in Welsh). 94% of respondents were residents of the county borough and as shown in **Map 1**, there was a good geographical distribution from across the area. 43% of respondents were male whilst 22% indicated that they have a disability. A full respondent profile can be found in **Annex 3**. A digest of comments received via the survey can be found in **Annex 4**.

Map 1: Postcode distribution of survey respondents (n=559)

MTFP 2019-20 Survey Responses by Postcode



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A further 19 responses were received from residents via e-mail, letter and the Council's website. In addition, written responses were received from the following elected representatives/groups/organisations:

- Agape Church
- Barnardo's, Bargoed (re Phillipstown Community Centre)
- Bedwas, Trethomas and Machen Ward Labour Party
- Cllr K Etheridge
- Cllr R Gough
- Future Generations Commissioner

- Gelligaer Community Centre
- Gelligaer Community Council
- Gerald Jones MP
- Hefin David AM
- Llanbradach and Pwll-y-pant Community Council
- Nelson Community Council
- Pen-y-bryn Community Centre
- Rhymney Community Council
- Tir y Berth Village Hall Management Committee
- Voluntary Sector Liaison Committee (meeting on 5th December 2018)
- Stakeholder responses relating to subsidised bus services (extended period)

The full digest of the responses received is included in **Annex 5**.

A transcript of the Viewpoint Panel meeting discussion can be found in **Annex 6**.

A selection of social media response is included in **Annex 7**.

Responses received after the closing date have not been included in the analysis.

Petitions

A number of petitions have been received and will be presented and considered alongside the consultation findings:

1. Pen y Bryn Community Centre – Petition against CCBC proposed cut backs regarding payment of Caretaker wages.
2. Gelligaer Community Council – Petition in relation to the proposed cessation of the Community Safety Warden Service through the Borough in the CCBC Budget Consultation
3. Gelligaer Community Council – Petition in relation to the proposed closure of Penallta Civic Amenity Site CCBC Budget Consultation 2019/20
4. Cllr Lyndon Binding – Petition against the removal of funding for the Children’s Splash Park
- 5.** Cllr Eluned Stenner - Petition against the closure of Phillipstown Community Centre

Key Findings and Themes

A large number of comments received made reference to the ongoing investigation relating to senior officer pay. These comments have been noted and are included in the appendices to this report but do not fall within the remit of the consultation. A number of other issues were raised that fall outside control of the Council, namely:

- The number of Councillors and Councillor pay/expenses
- Prescription charges, free bus passes and Welsh language provision
- Town centre flowers and stand-alone firework displays

Key themes emerging from the survey were reflected in responses from other sources and as such, the key themes highlighted below reflect all consultation responses and not just those from the survey.

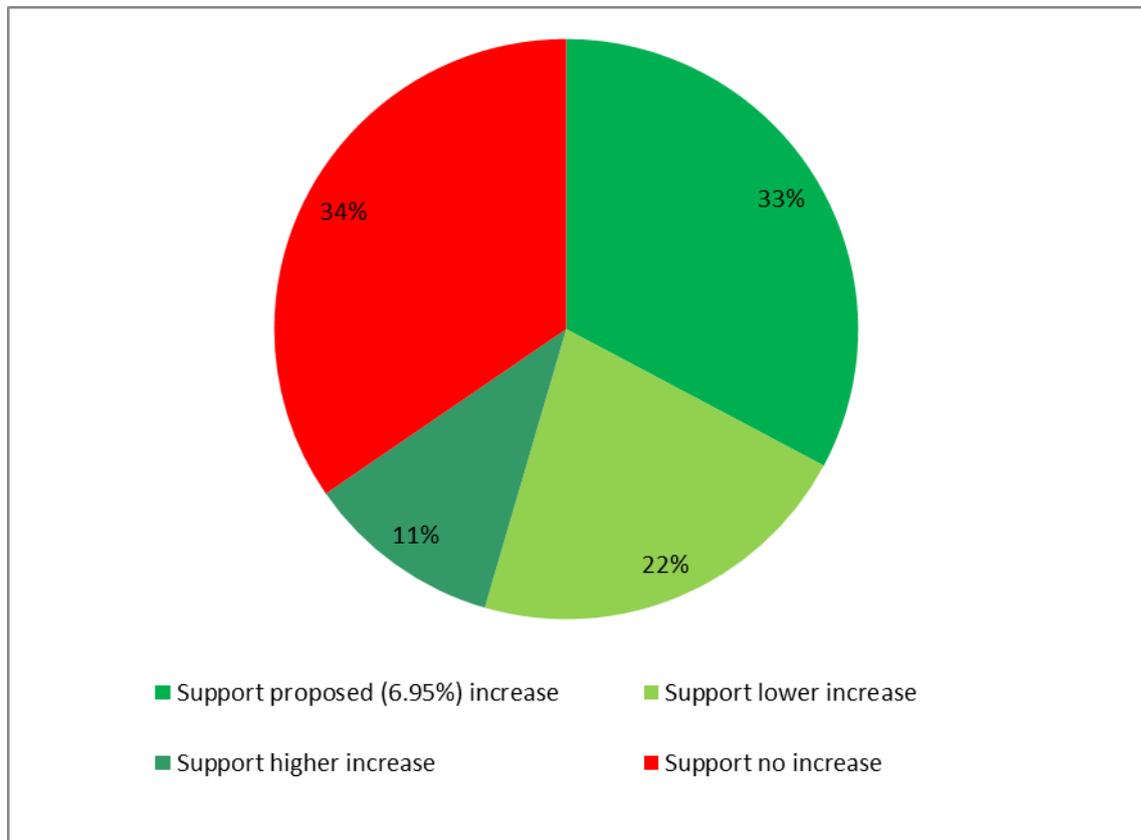
Council Tax Increase

In relation to the proposed increase in Council Tax, survey respondents were asked to choose from 4 options:

1. I support the proposed increase in Council tax (6.95%) which would mean an increase of £1.41 per week for a Band D property
2. I support a lower increase in Council Tax. (Every 1% reduction from the proposed 6.95% would mean having to find a further £496k of savings)
3. I support a greater increase in Council Tax. (Every 1% increase above the proposed 6.95% would mean having to find £496k less savings)
4. I do not support an increase in Council Tax and understand that this would mean having to find further savings to balance the budget.

As highlighted in **Graph 1**, 34% of those who responded to the question were in favour of no increase in Council Tax. A similar proportion (33%) supported the proposed rise in Council Tax of 6.95%, whilst 11% indicated that they would be prepared to support an even greater increase.

Graph 1: Preference for Council Tax Increase (n= 668)



An analysis of the text responses highlighted some reasons behind preferences for the proposed Council Tax increases given. For those who did not support any increase in Council Tax, a key factor was the unfairness of a “pay more, get less” scenario where, despite an increase in Council Tax, fewer services can be provided. A number also made reference to the need to save money in other ways (increased efficiency and less waste, a reduction in senior management salaries).

Of those in support of an increase in Council Tax, some indicated that they did so reluctantly whilst others indicated that they understood the necessity for such increases. A key reason for supporting an increase was to help ensure that key services to support the most vulnerable in the community could be maintained.

Views on the savings proposals

Whilst some respondents felt that the proposals were balanced, there was strong disagreement with a number of key areas within the savings proposals:

- Provision of Meals Direct Service to Section 117 clients only (High Impact).

With little exception, there were strong feelings that this service should be retained and that the removal of this service would impact on a vulnerable sector of the community. It was felt by many that no appropriate alternative is available and that the service provides more than simply a hot meal to clients.

- Waste Management – Closure of 2 Civic Amenity sites at Penallta and Aberbargoed (Medium Impact).

Particular concerns were raised about the impact on the cleanliness of local area and specifically to the impact on illegal fly tipping. The choice of the proposed sites, particularly the site at Penallta was questioned as these sites considered to be well located and well used by those residents who responded to the survey.

- Community Centres – reduction in all Caretaker support across all Centres from October 2019 (High Impact)

Whilst a number of respondents disagreed with the closure of specific Community Centres, there was more concern with the wide impact of removing funding for caretaker support across all centres. Community Centres are seen to be key in providing services to local communities and it was felt that their use should be encouraged.

Other areas of concern that were raised by a number of respondents were:

- Cessation of the Community Safety Warden Service – Removal of the Service (High)

There were some mixed views on the provision of community safety wardens. Whilst some strongly supported retaining these roles and were concerned about the impact on the safety of local community, a number felt that community safety should be the responsibility of the Police Service or indicated that they had never seen a Community Safety Warden in their area.

- Highways Maintenance – various budgets

Comments related to the possible increase in damage to vehicles and increased costs that could result from a poorly maintained road network in the longer term.

- Waste Management

Many felt that reduced levels of cleansing have already led to a decline in town centres and local communities and that this should not be reduced further. Introduction of rat treatment fees was not welcomed as it was felt this would discourage use of the service, exacerbate the problem and not bring in a large income.

- Closure of all 5 Public Conveniences – Closure in all towns (High)

Comments related to the need to maintain provision in town centres and at transport hubs as it was felt those who need them most would be discouraged from visiting local town centres. Alternative means of provision (e.g. using private businesses) was mentioned by a few respondents as was the need to consider this proposal in light of the Local Toilet Strategy.

- Social Services

A number of comments made reference to the need to protect the most vulnerable in society and felt that cuts to services within Social Services would have a big impact on certain sectors in our communities.

- In relation to cuts to the Voluntary Sector

Care should be taken to ensure that introducing alternative ways of providing services does not impact on the quality and level of service received. A number of comments suggested that there is a need to increase the use of voluntary sector providers to plug the gaps in services that can no longer be provided by the Council.

- Events

There were mixed views relating to events. Whilst some felt they encourage tourism, others felt them to be a poor use of resources.

- Transport

It was felt by some that removing bus routes and increasing charges for use of public transport could be counter productive at a time when residents are being encouraged to move away from using cars.

- Schools and Education

A reduction in funding for schools and education was considered, by a number of people, to be detrimental on young people and it was felt that these proposed cuts would have longer term implications for the community.

- Libraries

Libraries are considered by some to be a key service and full use should be made of library buildings, whilst others felt that some library services could be charged for and smaller branches could be shut.

Reduce Impact

Groups considered to be impacted more by the proposals were older people, younger people and those with disabilities. The cumulative impact of savings on these vulnerable sectors of the community was noted by a number of respondents.

It was also noted by some respondents that those in work but on low incomes may be disproportionately disadvantaged and that the cumulative impact would be felt by some geographical communities more than others.

Suggestions for reducing the impact of savings included suggestions to simply not remove some services at all, with particular reference to those services highlighted in the previous section, and finding ways of saving money elsewhere through improved efficiency and less waste.

A number of comments made reference to short term savings having wider and longer term impact on other services, which could in turn result in additional financial burden on the Council and impact on other services such as the health service and Police. For example, it was felt that the removal of the Meals Direct service could have implications for carers, other social services provision and the health service. Closure of Civic Amenity sites could have implications for fly tipping and increased pressure on cleansing services.

Looking forward to 2020 and beyond

Looking forward to 2020 and beyond, suggestions were sought for areas of spending that could be reduced, removed completely or that could be charged for.

Reduce spending on/Remove spending completely

There was a wide range of responses in relation to how the Council could reduce spending or suggestions for areas that spending could be completely removed with some suggesting that all non-essential services should be cut whilst others indicating that no services should be cut.

There were many comments relating to reducing waste and inefficiency – e.g. reducing corporate spending on catering, vehicles. A number suggested a review of management structures and looking at the costs associated with staffing.

Buildings – a number suggested that Council buildings should be rationalised to save money and that those buildings that remain are utilised fully and could be used as a source of income through hire and rental.

Charge for

Many of the comments under this section related to the generation of income through increased enforcement and penalty charges for litter, dog fouling, fly tipping and illegal car parking.

Where not already noted above, other areas that respondents felt could be charged for include:

- Staff meals
- Public Toilets
- Meals Direct
- Bulky Waste/Garden Waste (mixed views)

A greater increase in Council Tax was felt appropriate by some - rather than the introduction of numerous small charges elsewhere.