

Business Case

To support better spending and investment decisions and better procurement

Members Allowances - Additional Superannuation Budget

**SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK
(£0 TO £250K VALUE OF PROCUREMENT)**

SRO:	Sarah King
Project Manager:	Sarah King
Organisation:	BGCBC – Governance and Partnerships

	Name	Signature	Date
Prepared by:	Gemma Wasley	Gemma Wasley	29/08/23
Reviewed by:	Sarah King		
Approved by:			

1.	INTRODUCTION
	The purpose of the business case is to provide options for realigning/reducing the budget for Member Allowances to deliver cost reductions (as part of the Council's Bridging the Gap programme) in support of attaining a balanced budget.
2.	THE CASE FOR CHANGE
	<p>The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2028/2029 indicates a budget gap of £34m over the 5 year period, with an estimated funding gap of £10m in 2024/2025.</p> <p>In accordance with the requirements of the Independent Remuneration Panel Wales, the Council allocates budget to all Elected Members as part of the Member Remuneration. Payments made in respect of Members' salaries and superannuation are paid from this allocated budget. A review of historical trends identifies that there has been limited take up of the identified budget for Members joining the superannuation scheme, therefore there is a projected underspend against the budget in 23/24, continuing the trend from previous years. A budget reduction in this area could contribute to identifying savings to mitigate the estimated Council funding gap.</p>
3.	OPTIONS ANALYSIS
3.1	Main options
	<p>Option 1 – Do Nothing / Business as Usual</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Budget would be available for additional Members to join the superannuation scheme. • Reduced likelihood of a cost pressure arising against the identified budget in future periods. <p>Disbenefits:</p> <ul style="list-style-type: none"> • No budget reduction to contribute towards the Council's Bridging the Gap programme. <p>Option 2 – Budget reduction of £12,000</p> <p>£12,000 would be the maximum budget that could be removed without it impacting the overall annual spend and creating a cost pressure based on historical trends within the budget.</p>

Benefits:

- Budget reduction would contribute towards the Council's Bridging the Gap programme.
- Budget would be aligned to historical spend data.

Disbenefits:

- There would be less contingency within the budget to allow Members to join the superannuation scheme without resulting in an overspend against the budget.

Risks:

- Reduction of budget could be perceived to be discouraging Members from joining the superannuation scheme.
- Members joining the superannuation scheme could result in an overspend against the budget.

Mitigating Actions:

- The Council will not discourage any Members from joining the superannuation scheme and all Members will continue to be provided with this opportunity.
- Historical spend evidence supports the level of budget reduction without resulting in a cost pressure.

Option 3 – Budget reduction of a value below £12,000

A budget reduction of less than £12,000 could be implemented without it impacting the overall spend and creating a cost pressure based on historical trends within the budget.

Benefits:

- Budget reduction would contribute towards the Council's Bridging the Gap programme.
- Budget would be more aligned to historical spend data.

Disbenefits:

- There is less contingency within the budget to allow Members to join the superannuation scheme without resulting in an overspend against the budget. Although more contingency would remain than if the maximum £12,000 were to be removed.

Risks:

- Reduction of budget could be perceived to be discouraging Members from joining the superannuation scheme.
- Members joining the superannuation scheme could result in an overspend against the budget.

	<p>Mitigating Actions:</p> <ul style="list-style-type: none"> • The Council will not discourage any Members from joining the superannuation scheme and all Members will continue to be provided with this opportunity. • Historical spend evidence supports the level of budget reduction without resulting in a cost pressure. 														
3.2	Recommended option														
	To be determined as part of consideration and engagement process.														
3.3	Sources and assumptions														
	The above proposals outline the savings and potential risks to the Council and specifically the Members Allowances budget, however the proposal has been based upon historical spend data and forecast expenditure.														
4.	PROCUREMENT ROUTE														
	Not relevant at this point.														
5.	FUNDING AND AFFORDABILITY														
	<p>If approved the financial impact on the funding gap in relation to the above options would be:</p> <ul style="list-style-type: none"> - Option 1 No Impact - Option 2 Budget reduction of £12,000 - Option 3 Budget reduction of a value below £12,000 <table border="1" data-bbox="461 1310 919 1617"> <thead> <tr> <th>Year</th> <th>Potential Saving</th> </tr> </thead> <tbody> <tr> <td>2024/2025</td> <td>£12,000</td> </tr> <tr> <td>2025/2026</td> <td>£0</td> </tr> <tr> <td>2026/2027</td> <td>£0</td> </tr> <tr> <td>2027/2028</td> <td>£0</td> </tr> <tr> <td>2028/2029</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>£12,000</td> </tr> </tbody> </table>	Year	Potential Saving	2024/2025	£12,000	2025/2026	£0	2026/2027	£0	2027/2028	£0	2028/2029	£0	Total	£12,000
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6.	DELIVERY ARRANGEMENTS														
	<ul style="list-style-type: none"> • This is a proposal to reduce an existing budget which is traditionally underspent year on year as a number of Members have chosen to not opt into the Superannuation Fund. • If approved, a budget reduction could be implemented from 2024/25. • Principal councils must maintain an annual schedule of member remuneration detailing the payments it will make to members in the coming municipal year. 														

Business Case

To support better spending and investment decisions and better procurement

Resources Department – Proposed Cost Reductions

SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK (£0 TO £250K VALUE OF PROCUREMENT)

SRO:	Rhian Hayden
Project Manager:	Gina Taylor
Organisation:	Resources Department

	Name	Signature	Date
Prepared by:	Gina Taylor		
Reviewed by:	Rhian Hayden		
Approved by:	Rhian Hayden		

1.	INTRODUCTION
	<p>The purpose of the Business Case is to provide options for delivering cost reductions for 2024/2025 onwards (as part of the council's Bridging the gap programme) in support of attaining a balanced budget.</p> <p>This business case will detail the options identified to deliver a reduction in staff costs of £157,000 (3.5 fte) following a review of the Resources Division which includes a review of:</p> <ul style="list-style-type: none"> • Vacant posts • Potential downsizing and reducing or ceasing aspects of service delivery whilst maintaining a core service.
2.	THE CASE FOR CHANGE
	<p>The current economic climate is challenging for both the public and private sector as the cost of living crisis continues into 2023 with inflation remaining high at 6.7% (September 2023), higher than anticipated pay costs, increased borrowing costs, increased energy and fuel costs, all continuing to put pressure on budgets and the cost of delivering services to our residents.</p> <p>The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2028/2029 indicates a budget gap of £34m over the 5-year period, with an estimated funded gap of £10m in 2024/2025.</p> <p>Across the Council service delivery methods are being reviewed including, staffing structures, external costs to identify budget cuts to contribute to mitigating the Council's budget gap.</p> <p>The Resources Budget is predominantly staffing and therefore proposals to reduce costs will impact on the staff numbers and impact on the level of service provided.</p>
3.	OPTIONS ANALYSIS
3.1	Main options
	<p>Option 1 – Do Nothing / Business as Usual</p> <p>This option would not deliver financial efficiencies but would ensure that capacity is maintained to continue existing service delivery levels.</p>

Option 2 – Review and downsize Resources to reduce Staffing costs by 5% - £157,000.

The Resources Division, headed by the Chief Officer Resources, comprises 3 services:

- **Accountancy**
Providing expert financial advice and support in relation to all aspects of financial management across the Council including:
 - Quarterly Budget Monitoring reports to Members
 - Developing, reviewing & updating the Council's Medium Term Financial Strategy
 - Preparation of the Council's Budget
 - Statutory Statement of Accounts

- **Revenues**
Responsible for the administration and collection of the Council's Income streams, namely Council Tax, Sundry Accounts, Miscellaneous Income, Social Service Charges Income and the collection of Non-Domestic Rates on an agency basis for Welsh Government.

The service is responsible for collecting in the region of £71M per annum.

- **Internal Audit & Risk Management**
Responsible for providing an internal audit service and providing an opinion on the level of assurance provided by the Council's systems of internal control, supporting the Council with risk management responsibilities and ensuring the appropriate insurance coverage as well as undertaking claims handling in-house.

Table 1 below details the Employee information for the

Table 1 – Resources Employee Data

Directorate	No of Employees	Employee Budget £'000	5% Efficiency Savings £'000	Current No. of Vacant Posts
Accountancy	34	1,566	78	1
Revenues	28	1,098	55	2
Internal Audit & Risk Management	9	480	24	0
Total	71	3,144	157	3

This option proposes reviewing the structures and services delivered to identify those services which will cease to enable staff downsizing to deliver financial efficiencies.

Accountancy

Downsizing the workforce by 2 fte will achieve annual cost reductions of approximately £78,000 (depending on the job roles identified).

The reduced capacity will impact upon the level of financial advice and support available to the Council and whilst the core financial responsibilities will continue to be provided, the performance of the team will be reduced as follows: -

- Financial information will only be provided on a quarterly basis and will be less timely as it will take longer to produce. To mitigate some of the impact, self-service options through Civica Financials will be developed / implemented for budget holders.
- Reduced capacity to attend meetings, support the development of projects/business cases/ reports etc.
- Delay in payments to Suppliers
- The administration of Members Grants – there will no longer be capacity to support this function. Alternative administrative arrangements will need to be identified elsewhere within the Council or Members Grants to cease (non-statutory activity)
- System administration responsibilities are transferring from the SRS to the Council. Undertaking these activities within Accountancy will further reduce available capacity to undertake core functions. The Council will either accept this impact or identify alternative arrangements for undertaking the System Administration role.

Revenues

Downsizing the workforce by approximately 1.5 fte will achieve annual cost reductions of approximately £60,000 (depending on the job roles identified).

The review of the service will require a reallocation of duties within the remaining staff however the reduced capacity will impact upon the performance of the team. Specific impacts include: -

- Reduction in hours available to deal with public enquiries.
- Increases in response times to mail/change of circumstances (currently this is averaging at 14 days)
- Potential to further reduce collection rates of income.
- System administration responsibilities transferring from the SRS will further reduce available capacity and there will be a reduced ability to undertake system upgrades and enhancements in a timely manner to ensure that the systems are in place to undertake revenue recovery for the Council.

Digital transactions between the public and the Council will be encouraged where possible to mitigate some of the impact from the downsizing.

In the longer-term collaboration opportunities will be explored.

	<p>Internal Audit & Risk Management</p> <p>The Internal Audit Service has previously undergone service reviews and rationalisation reducing the workforce to current levels. A budget of £19,000 has previously been identified within the Resources Budget to enable an Apprentice role to be introduced to the service as part of succession planning arrangements for Risk and Insurance, however given the financial challenge, it is proposed to release this budget to contribute towards the budget cut.</p>
3.2	Recommended option
	To be determined as part of the consideration and engagement process.
3.2.1	<p>Accountancy</p> <p>To downsize by 2 FTE across the Section. This will impact on:</p> <p><u>Core Accountancy Functions</u></p> <ul style="list-style-type: none"> • Financial information will only be provided on a quarterly basis and will be less timely as it will take longer to produce. • Reduced capacity to support projects/business cases. <p><u>Supplier Payments</u></p> <ul style="list-style-type: none"> • Delay in payments to Suppliers <p><u>Other</u></p> <ul style="list-style-type: none"> • The administration of Members Grants – there will no longer be capacity to support this function. • System administration responsibilities are transferring from the SRS to the Council. Undertaking these activities within Accountancy will further reduce available capacity to undertake core functions. The Council will either accept this impact or identify alternative arrangements for undertaking the System Administration role. • Increased response times to FOIs <p>Downsizing will be achieved by deleting the vacant Business Partner post and a review of the apprenticeship scheme and/or through (seeking voluntary) redundancy. This will lead to current employees changing job roles / responsibilities through restructuring, with roles and responsibilities aligning to the priority areas of core accountancy functions and payments to suppliers.</p> <p><u>Risks</u></p> <ul style="list-style-type: none"> • Loss of expertise through retirement / redundancy • Reduced service resilience and succession planning arrangements will be impeded. • Downsizing could impact on future collaboration model. • Unable to meet statutory deadlines leading to reputational damage with regulators and potential delays in claiming grant income.

	Members may not agree to cease members grants and therefore unable to deliver full financial efficiency.
3.2.2	<p>Revenues To downsize by 1.5 FTE across the service. The impact will include: -</p> <p><u>Customer Contact</u></p> <ul style="list-style-type: none"> • Reduction in hours available to deal with public enquiries. • Increases in response times to mail/change of circumstances (currently this is averaging at 14 days) <p><u>Other</u></p> <ul style="list-style-type: none"> • System administration responsibilities are transferring from the SRS to the Council. Undertaking these activities within Revenues will further reduce available capacity to undertake core functions. The Council will either accept this impact or identify alternative arrangements for undertaking the System Administration role. <p>Downsizing will be achieved by deleting 1.5 posts across the service either by deleting current vacant and/or through (seeking voluntary) redundancy. This will lead to current employees changing job roles / responsibilities through restructuring, with roles and responsibilities aligning to the priority areas.</p> <p><u>Risks</u></p> <ul style="list-style-type: none"> • Loss of expertise through retirement / redundancy • Reduced service resilience • Downsizing could impact on future collaboration model. • <u>Negative impact on collection & recovery rates</u> • Unable to meet statutory deadlines leading to reputational damage with regulators. <p>In addition to termination costs (in instances of redundancy) there will be system development costs required to enhance the digital transaction ability for the public to interact with the service.</p>
3.2.3	<p>Internal Audit & Risk Management To cut the budget by £19,000 and lose the opportunity to consider appointing an apprentice to support the Service.</p> <p><u>Risks</u></p> <ul style="list-style-type: none"> • Lack of service resilience and succession planning impeded • Limited capacity to meet increased demands e.g., insurance claims, investigations and ad hoc audits.
3.3	Sources and assumptions
	Pay assumptions within the Medium-Term Financial Strategy has been utilised to assess the financial impact of the proposals.

4.	PROCUREMENT ROUTE														
	Not relevant at this point.														
5.	FUNDING AND AFFORDABILITY														
	<p>Where downsizing cannot be achieved through vacant posts and where redeployment opportunities cannot be identified, there will be termination costs incurred e.g., redundancy and pension strain costs. These costs will be one off, funding for these is currently being considered.</p> <p>If approved the financial impact on the funding gap in relation to the above options would be:</p> <ul style="list-style-type: none"> - Option 1 No Impact - Option 2 Budget reduction of £157,000 <table border="1" data-bbox="448 898 903 1200" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Year</th> <th>Potential Saving</th> </tr> </thead> <tbody> <tr> <td>2024/2025</td> <td>£157,000</td> </tr> <tr> <td>2025/2026</td> <td>£0</td> </tr> <tr> <td>2026/2027</td> <td>£0</td> </tr> <tr> <td>2027/2028</td> <td>£0</td> </tr> <tr> <td>2028/2029</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>£157,000</td> </tr> </tbody> </table>	Year	Potential Saving	2024/2025	£157,000	2025/2026	£0	2026/2027	£0	2027/2028	£0	2028/2029	£0	Total	£157,000
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6.	DELIVERY ARRANGEMENTS														
	<p>This proposal will be delivered through a structure review and downsizing of the current staffing structure and will include:</p> <ul style="list-style-type: none"> • Engagement with staff, the Trade Union and Organisation Development. 														

Blaenau Gwent County Borough Council - Integrated Impact Assessment

All decisions, policy reviews or policy implementation will now require a completed Integrated Impact Assessment.

- Section 1-Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Section 2-Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Section 3-Corporate Plan
- Section 4-Wellbeing of Future Generations (Wales) Act 2015
- Section 5-Welsh Language (Wales) Measure 2011
- Section 6-Children’s Right “The Right Way”
- Section 7-Community Safety
- Section 8 Armed Forces
- Section 9-Data
- Section 10-Consultations Statutory Consultation Doctrine of Legitimate Expectation and Gunning Principles
- Section 11-Monitoring
- Section 12-Decision of proposal

Lead Officer	Head of Service	Service Area & Department	Date
Rhain Hayden	Gina Taylor Dave Elias Louise Rosser	Accountancy Revenues Internal Audit, Risk Management & Insurance	08/02/2024

Briefly outline the proposal indicating what change or decision is to be made, also provide any documentation that may be used to support this.

What is the proposal that needs to be assessed?

The proposal identifies options to deliver a reduction in staff costs of £157,000 (3.5 fte) following a review of the Resources Division which includes a review of:

- Vacant posts
- Potential downsizing and reducing or ceasing aspects of service delivery whilst maintaining a core service.
-

If agreed the proposal will result in changes to service delivery levels, the Revenues proposal may impact directly on individuals transacting with the Council for Council Tax & NNDR, specifically the time to resolve / respond to queries may lengthen.

Section 1 Outline how the proposal will impact on any people or groups of people with protected characteristics, please refer to the Equalities Act 2010 (Wales) for further information Equality Act 2010: guidance - GOV.UK (www.gov.uk) and the EHRC guidance The Essential Guide to the Public Sector Equality Duty: EHRC Briefly outline below if there will be any positive or negative impacts as a result of the proposal being considered.			
Protected characteristics	Will the proposal have any positive impacts on those with a protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
<i>Age (people of all ages)</i>	No	Yes	<p>The proposal will reduce capacity within Revenues to respond to individuals / businesses. This may result in people having to wait longer for their queries to be resolved and change in circumstances etc to be actioned.</p> <p>The service will be developing / enhancing digital means of transacting with the Council for Council Tax and NNDR e.g. Self Service functionality.</p>

			For those who are unable to transact digitally, the Community Hubs will continue to provide the service.
Disability (<i>people with disabilities/ long term conditions</i>)	No	Yes	As above
Gender Reassignment (<i>anybody who's gender identity or gender expression is different to the sex they were assigned at birth</i>)	No	Yes	As above
Marriage or Civil Partnership (<i>people who are married or in a civil partnership</i>)	No	Yes	As above
Pregnancy and Maternity (<i>women who are pregnant and/or on maternity leave</i>)	No	Yes	As above
Race (<i>people from black, Asian and minority ethnic communities and</i>	No	Yes	As above

<i>different racial backgrounds)</i>			
Religion or Belief <i>(people with different religions and beliefs including people with no beliefs)</i>	No	Yes	As above
Sex <i>(women and men, girls and boys and those who self-identify their gender)</i>	No	Yes	As above
Sexual Orientation <i>(lesbian, gay, bisexual, heterosexual, other)</i>	No	Yes	As above

NOTE: Section 2 only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.

Section 2

Socio-economic Duty (Strategic Decisions Only)


The Welsh Governments [Socio-economic Duty](#) provides a framework in order to ensure tackling inequality is at the forefront of decision making.





.Please consider the below vulnerable groups and consider how the proposal could affect them:

- Single parents and vulnerable families
- People with low literacy/numeracy
- Pensioners
- Looked after children
- Homeless people
- Carers
- Armed Forces Community
- Students
- Single adult households
- People misusing substances
- People who have experienced the asylum system
- People of all ages leaving a care setting
- People living in the most deprived areas in Wales (WIMD)
- People involved in the criminal justice system

Socio Economic disadvantage definitions.	Will the proposal have a positive, negative or neutral impacts on the below?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered.
Low Income / Income Poverty <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i>			
Low and/or No Wealth <i>(enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future)</i>			
Material Deprivation <i>(unable to access basic goods and services i.e. financial products like life</i>			

<p><i>insurance, repair/replace broken electrical goods, warm home, hobbies etc.)</i></p>			
<p>Area Deprivation <i>(where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?</i></p>			
<p>Socio-economic Background <i>(social class i.e. parents education, employment and income)</i></p>			
<p>Socio-economic Disadvantage <i>(What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged)</i></p>			

Section 3-Corporate Plan <i>Please outline any Corporate Plan linkages of the proposal -BG Corporate Plan 22-27</i>	
Priority 1 - Maximise learning and skills for all to create a prosperous, thriving, resilient Blaenau Gwent	
Priority 2 - Respond to the nature and climate crisis and enable connected communities	
Priority 3 - An ambitious and innovative council delivering quality services at the right time and in the right place	
Priority 4 - Empowering and supporting communities to be safe, independent and resilient	
Section 4-Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP) <i>Sustainable development principles. The WBFG Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)</i>	
Five Ways of Working	How have you used the Sustainable Development Principles in forming the proposal?
<p>Long Tern</p> 	<i>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</i>

<p>Prevention</p> 	<p><i>Consider how the proposal is preventing problems from occurring or getting worse</i></p>
<p>Integration</p> 	<p><i>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</i></p>
<p>Collaboration</p> 	<p><i>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</i></p>
<p>Involvement</p> 	<p><i>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</i></p>

How does your proposal link to the Welsh Governments Priorities for Wales? Please indicate below.	
1. A PROSPEROUS WALES ... an innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	n/a
2. A RESILIENT WALES ... a nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change). Think about how your activity will have regard to protecting and enhancing biodiversity.	n/a
3. A HEALTHIER WALES ... a society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	n/a
4. A MORE EQUAL WALES ... A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).	n/a
5. A WALES OF COHESIVE COMMUNITIES ... attractive, viable, safe and well-connected communities.	n/a

6. **A WALES OF VIBRANT CULTURE AND THRIVING ...** a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

n/a

7. **A GLOBALLY RESPONSIBLE WALES ...** a nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

n/a



Section 5-Welsh Language (Wales) Measure 2011 and Welsh Language Standards

(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact that any proposal may have on opportunities to use the Welsh language. [Welsh Language Standards](#))

Requirement	Does the proposal have any positive, negative or neutral impacts in regards to the below?	What can be done to mitigate any negative impacts?	Please demonstrate any evidence used to form this opinion.
<p>Compliance with the Welsh Language Standards. <i>Specifically Standards 88 - 93</i></p>	No		
<p>What opportunities are there to promote the Welsh Language? <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i></p>	No		
<p>What opportunities are there for a person or person to use the Welsh Language? <i>e.g. staff, residents and visitors</i></p>	No		
<p>Has the Welsh Language been considered in order to treat the Welsh language no less favourably than the English language?</p>	No		

Section 6 – Children’s Rights Approach - [The Right Way](#)

The Children’s Rights Approach – The Right Way is a framework for working with children, grounded in the UN Convention on the Rights of the Child (UNCRC). It places the UNCRC at the core of planning and service delivery and integrates children’s rights into every aspect of decision-making, policy and practice. The Right Way focuses on three main them Participation, Provision and Protection.

Protected characteristics	Will the proposal have any positive impacts on the Children’s Rights Approach?	Will the proposal have any negative impacts on the Children’s Rights Approach?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Participation (child or young person as someone who actively contributes to society as a citizen)	No	No	
Provision (the basic rights of children and young people to survive and develop)	No	No	
Protection (children and young people are protected against exploitation, abuse or discrimination)	No	No	

Section 7– Community Safety

Duty to Consider Crime and Disorder Implications

Section 17 of the Crime and Disorder Act 1998 places a duty on the local authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder, anti-social and other behaviour adversely affecting the local environment, the misuse of drugs, alcohol and other substances, re-offending and serious violence.

Impacts	Will the proposal have any positive impacts on crime and disorder?	Will the proposal have any negative impacts on crime and disorder?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Crime (consider impact on each: victims, offenders and neighbourhoods)	No	No	
Anti-Social Behaviour and behaviour adversely affecting the local environment (consider impact on each: victims, offenders, neighbourhoods and green spaces)	No	No	

<p>Misuse of drugs, alcohol and other substances (Think vulnerable children, adults, families and communities)</p>	No	No	
<p>Re-offending (Think young people and adults, victims, families, communities)</p>	No	No	
<p>Serious Violence (Think vulnerable young people, vulnerable adults, victims, families, communities)</p>	No	No	
<p>Counter Terrorism (People and places that are vulnerable to terrorism or violent extremism)</p>	No	No	
<p>Community Cohesion (Asylum seekers, Migrants, Victims or Hate Crime, Community tensions)</p>	No	No	

Section 8- Armed Forces Covenant Duty [AFC Draft Statutory Guidance - Final.pdf](#)

Impacts	Will the proposal have any positive impacts on the armed forces community?	Will the proposal have any negative impacts on the armed forces community?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
<p>Health</p> <ul style="list-style-type: none"> • Provision of services • Planning and funding • Co-operation between bodies and professionals <p>These healthcare functions are within scope of the Duty in the following settings:</p> <ul style="list-style-type: none"> • NHS Primary Care services, including general practice, community pharmacies, NHS dental, NHS optometry services and public health screening services. 	No	No	

<ul style="list-style-type: none"> • NHS Secondary Care services, including urgent and emergency care, hospital and community services, specialist care, mental health services, and additional needs services (as applicable). • Local authority-delivered healthcare services, including sexual health services and drug and alcohol misuse services 			
<p>Education</p> <ul style="list-style-type: none"> • Admissions • Educational attainment and curriculum • Child wellbeing • Transport • Attendance • Additional needs support • Use of Service Pupil Premium funding (England only) <p>These education functions are within scope of the Duty in compulsory education settings, that is,</p>	<p>No</p>	<p>No</p>	

<p>primary, secondary, and, for England only, compulsory further education. The Duty does not cover nursery (early years education), higher education, or other voluntary adult education settings</p>			
<p>Housing</p> <ul style="list-style-type: none"> • Allocations policy for social housing • Tenancy strategies (England only) • Homelessness • Disabled Facilities Grants 	<p>No</p>	<p>No</p>	

Section 9-Data-Please outline any data or evidence that has been used to develop the proposal, this can be previous consultations, local/national data, pilot projects, reports, feedback from clients etc.		
Data/evidence –What data/evidence was used? - provide any links.	What were the key findings?	How has the data/evidence informed this proposal?
<p>The Council’s Medium Term Financial Strategy has identified budget gaps of in excess of £30m over the next 5 years.</p> <p>Services have identified cuts to support the Council achieve a balanced budget for 24/25.</p>	<p>The current financial climate has seen higher than expected pay awards (est 5%), continuing high inflation (4%) and increasing demand for some Council services has resulted in significantly higher costs.</p> <p>70% of the income to fund service provision comes from WG in the Local Government Settlement, this funding is increasing by 2.8% for 2024/25, when compared to pay & price increases this represent a real term cut to income.</p> <p>Resources identified a number of vacant posts that could be deleted necessitating a review of structures and tasks that could be stopped or delayed whilst continuing to deliver statutory services at a reasonable level.</p> <p>Benchmarking undertaken with other Council’s suggested that public response times within Revenues compared favourable with other local authorities.</p>	<p>Data / evidence suggests that staff downsizing could be accommodated and although service levels will reduce, statutory responsibilities will continue to be delivered.</p>

Are there any data or information gaps and if so what are they and how do you intend to address them?

Specific impact of proposals have been assessed, monitoring of impact will need to be undertaken.

Section 10-Consultation. Please provide details of consultation undertaken to support the proposal. Please consider the Gunning Principles: -

Principle 1: Consultation must take place when the proposals are still at a formative stage. You must not have already made up your mind.

Principle 2: Sufficient reasons must be put forward to allow for intelligent consideration and response. Have people been given the information and opportunity to influence?

Principle 3: Adequate time must be given for consideration and response. Is the consultation long enough bearing in mind the circumstances?

Principle 4: The product of consultation must be conscientiously taken into account when finalising the decision

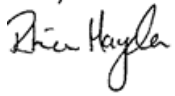
Briefly describe any planned consultations or consultations that have been carried out to date. Please consider the above principles.

Consultation on the business case for this proposal has been undertaken with elected Members, Trade Unions, Town and Community Councils and the public of Blaenau Gwent.

Section 11-Monitoring and Review	
How will the implementation of the proposal be monitored, including the impacts or changes made?	Financial impact will be monitored and reported as part of the Financial Management Framework. The impact on services & the public will be monitored via the Council's Business Planning arrangements.
What monitoring tools will be used?	Financial Reports / presentations to Members / Business Plans
How will the results be used for future development?	Outcomes will inform future service delivery arrangements.
How and when will it be reviewed?	During 2024/2025 financial year in consultation with CLT, wider CLT, Budget Holders and Members
Who is responsible for ensuring this happens?	Rhian Hayden / Gina Taylor / Dave Elias / Louise Rosser

Section 12 - Decision		
<i>Using the information you have gathered from sections 1-9 please state in the table below whether you are able to proceed with the proposal.</i>		
Continue with the proposal in its current form	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Continue with proposal but take into account reasonable steps to mitigate any negative impacts of the proposal	Yes <input type="checkbox"/>	No <input type="checkbox"/>

Name of person completing the IIA	
Name:	Rhian Hayden
Job Title:	Chief Officer Resources
Date:	8 February 2024

Head of Service Approval			
Name:	Rhian Hayden		
Job Title:	Chief Officer Resources		
Signature:		Date:	8/2/2024

Please contact Policy & Partnerships should you require any further advice or guidance on completing your assessment via lissa.friel@blaenau-gwent.gov.uk.

Business Case

To support better spending and investment decisions and better procurement

Budget Management & Third Party Spend

**SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK
(£0 TO £250K VALUE OF PROCUREMENT)**

SRO:	Rhian Hayden
Project Manager:	Gina Taylor
Organisation:	Resources Department

	Name	Signature	Date
Prepared by:	Gina Taylor		
Reviewed by:	Rhian Hayden		
Approved by:	Rhian Hayden		

1.	INTRODUCTION
	<p>The purpose of the Business Case is to provide options for managing, reviewing and realigning the Council's budget for 2024/2025 onwards (as part of the council's Bridging the Gap programme) in support of attaining a balanced budget.</p> <p>This business case will detail the options identified following a review of budget management across all Portfolios budgets including a review of:</p> <ul style="list-style-type: none"> • Underspending budgets • The inflationary Uplift of 4% applied in the MTFS. • Impact of a blanket uplift of 4% on Fees & Charges budgets • Universal Free Schools Meals Welsh Government Grant
2.	THE CASE FOR CHANGE
	<p>The current economic climate is challenging for both the public and private sector as the cost of living crisis continues into 2023 with inflation remaining high at 6.7% (September 2023), higher than anticipated pay costs, increased borrowing costs, increased energy and fuel costs, all continuing to put pressure on budgets and the cost of delivering services to our residents.</p> <p>The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2027/2028 indicates a budget gap of £34m over the 5-year period, with an estimated funded gap of £10m in 2024/2025.</p>
3.	OPTIONS ANALYSIS
3.1	Main options
	<p>Option 1 – Do Nothing / Business as Usual</p> <p>This option would not deliver budget reductions towards Bridging the Gap and would result in the Council having to use Reserves to balance the budget for 2024/2025, having a significant impact on the financial resilience of the Council.</p> <p>Option 2 – Budget Management Review across all Portfolios</p> <p><u>Underspending Budgets</u> The financial forecast for 2023/2024 (based on quarter 1) is reporting a favourable variance of £0.97m assuming a draw from specific reserves of £3.8m.</p>

Within the forecast there are a number of underspending budgets across all portfolios, the most significant being within Corporate Services which is reporting a favourable variance of £1.1m.

The main areas of underspend are:

- **Council Tax Reduction Scheme - £0.66m (2022/23 Underspend £0.53m)**
The assumption in the Medium-Term Financial Strategy for 2024/2025 is a cash flat budget, reducing the funding gap by £0.4m. Should claims remain at the current level, a cash flat budget should be sufficient for 2024/2025. This has already been built into the MTFS assumptions.

- **Non-Distributed Costs - £0.18m (2022/2023 Underspend £0.16m)**
This budget funds contributions to the pension strain costs resulting from early termination. It is proposed to reduce this budget by £50,000.

Reducing this budget will reduce the flexibility to mitigate in year cost pressures.

- **Contingency Inflation - £0.58m**
A budget £1.2m was established in 2023/2024 by not allocating the full inflationary uplift to general supplies & services budgets thereby encouraging a culture of strong budget and contract management. The budget is available to fund in year cost pressures arising from inflationary increases and is currently funding the utility cost pressure within street lighting of £0.62m.

The inflationary uplift for 2024/2025 applied to third party budgets within the MTFS is 4% (£2.8m) and there is a Bridging the Gap proposal relating to Third Party Spend of £0.1m.

It is proposed to reduce the contingency budget by £0.6m. The remaining budget of £0.6m to remain as a contingency to mitigate in year cost pressure such as street lighting energy pressure during 2024/2025.

- **Transformation Budget - £0 (2022/2023 £0.5m)**
This budget was established to provide funding to implement transformation projects. The budget was cut by 50% in 2023/2024 to £0.27m.

For the current financial year, the budget is fully committed to the development of Station Square proposal at the General Offices. Given the financial challenge for 2024/2025, it is proposed to temporarily remove this budget for 2024/2025 and contribute a one-off £0.27m towards the funding the gap. This budget would be reinstated in 2025/2026 to provide funding for transformational projects.

Should funding be required to support transformational projects/investment during 2024/2025, a request can be made to the Invest to Save Specific Reserve (this currently stands at £1m).

- **Catering - £0.06m**

During the budget setting process for 2023/2024, the budget for catering services to schools was increased by £0.5m to roll out universal free school meals (UFSM) to all primary aged learners from September 2023. This service is funded through a specific grant from Welsh Government and this proposal is to increase the grant funding already built into the budget by £600,000 (based on the full roll out and take up of meals at September 2023).

Review of Inflationary Uplift

The MTFs includes the assumption of 4% uplift to all non-employee budgets (excluding energy and the CTRS) of £2.83m, and this has been based on the current high inflation rate, which whilst reducing, it is not decreasing as quickly as economists had predicted. The Bank of England's latest forecast (August 23) is that inflation will fall to around 5% by the end of the 2023 and reach 2% by early 2025.

Included within the Bridging the Gap programme there is a proposal to deliver financial efficiencies of £100,000 for 2024/2025 and 2025/2026 and this is included within this proposal.

This proposal is to remove inflation from general supplies and services budgets and only increase those budgets where either:

- The Council has a contractual obligation to increase contract costs / SLAs.
- Existing or emerging cost pressure
- The Council has no direct control e.g., Fire levy.

This proposal would generate financial efficiencies of £0.5m and Appendix 1 attached shows the financial impact per portfolio and those services where inflation at 4% will be applied.

This would be the 5th year where a number of budgets have not received an inflationary uplift and with inflation remaining high, there is a risk of cost pressures emerging. However, given the financial challenge and the need to make significant budget cuts, strong budget management and controlling non-essential spend is critical in the current environment.

Good financial management controls are in place across the Council. Quarterly financial monitoring and reporting identifies emerging cost pressures and Action Plans are developed to mitigate the cost pressure in year.

Review of Fees & Charges Budgets

The MTFs assumes an increase to all income budgets of 4% (£0.63m). However increasing number of income budgets could create a cost pressure for 2024/2025

The following budgets have been increased, but income is not currently achieving the target and/or Charges cannot be increased for 2024/2025 (subject to statutory levels):

Service	Budget Increase £	
Cemeteries	19,800	Income not achieving target
Meals on Wheels	7,790	Income not achieving target
Markets	1 210	Income not achieving target
Civil Parking Enforcement	4,200	Income not achieving target
Social Services – In House Care Provision	28,620	Income not achieving target
Planning & Building Control Fees	12,360	Fixed Fees
TOTAL	73,980	

To avoid creating a cost pressure, it is proposed that the above income budgets are restated to the 2023/2024 level and the financial impact would be to reduce the budget cuts identified in this business case by £73,980.

3.2 Recommended option

The recommended option is option 2 which will deliver £1.9m budget cuts summarised below:

Budget	£'000
NDC Budget Cut	50
Contingency Inflation Budget Cut	600
Transformation Budget Cut	270
UFSM WG grant	600
Removal of Inflation uplift 2024/25	500
Fees & Charges budget restatement	(74)
Total Budget Cut	1,946

This Business Case delivers the BtG proposal for Third Party Spend of £100,000.

3.3 Sources and assumptions

The assumptions within the Medium-Term Financial Strategy have been utilised to assess the financial impact of the proposals along with historical budget trends.

It has been assumed that there will be no additional call on the Contingency Inflation budget.

4. PROCUREMENT ROUTE

Not relevant at this point.

5.	FUNDING AND AFFORDABILITY																														
	<p>If approved the financial impact on the funding gap in relation to the above options would be:</p> <ul style="list-style-type: none"> - Option 1 No Impact - Option 2 Budget reduction of £1.84m (as detailed below) <table border="1" data-bbox="389 517 1134 824"> <thead> <tr> <th>Budget</th> <th>£'000</th> </tr> </thead> <tbody> <tr> <td>NDC Budget Cut</td> <td>50</td> </tr> <tr> <td>Contingency Inflation Budget Cut</td> <td>600</td> </tr> <tr> <td>Transformation Budget Cut</td> <td>270</td> </tr> <tr> <td>UFSM WG grant</td> <td>600</td> </tr> <tr> <td>Removal of Inflation uplift 2024/25</td> <td>500</td> </tr> <tr> <td>Fees & Charges budget restatement</td> <td>(74)</td> </tr> <tr> <td>Total Budget Cut</td> <td>1,946</td> </tr> </tbody> </table> <table border="1" data-bbox="475 875 1023 1178"> <thead> <tr> <th>Year</th> <th>Potential Saving £'000</th> </tr> </thead> <tbody> <tr> <td>2024/2025</td> <td>1,946</td> </tr> <tr> <td>2025/2026</td> <td>£0</td> </tr> <tr> <td>2026/2027</td> <td>£0</td> </tr> <tr> <td>2027/2028</td> <td>£0</td> </tr> <tr> <td>2028/2029</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>1,946</td> </tr> </tbody> </table>	Budget	£'000	NDC Budget Cut	50	Contingency Inflation Budget Cut	600	Transformation Budget Cut	270	UFSM WG grant	600	Removal of Inflation uplift 2024/25	500	Fees & Charges budget restatement	(74)	Total Budget Cut	1,946	Year	Potential Saving £'000	2024/2025	1,946	2025/2026	£0	2026/2027	£0	2027/2028	£0	2028/2029	£0	Total	1,946
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6.	DELIVERY ARRANGEMENTS																														
	<p>The proposal will be delivered by a reduction in the identified budgets when set for 2024/2025, and achievement will be monitored and reported through the Council's standard budgetary control procedures reviewing income and expenditure against budgets.</p>																														

ANALYSIS OF INFLATION IN THE MTFS 2024/2025

CS04

Appendix 1

Portfolio	Current Position	Deductions As per below:- Specific Inflation		Inflation Cut
		£	£	
Financial Management & Strategy	49,568	32,783		16,785
Corporate Services	180,960	134,220		46,740
Social Services	1,376,373	1,192,331		184,042
Education	338,781	249,730		89,051
Economy	7,833	0		7,833
Infrastructure	99,126	2,612		96,514
Leisure	135,670	135,670		0
Environment	637,577	571,187		66,390
Planning	9,744	0		9,744
Licensing	885	0		885
TOTAL	2,836,517	2,318,533		517,984

MTFS - Inflation Analysis

		£	
Provided in the MTFS		2,836,517	
Less Inflation for:			
Fire Levy	ENV	157,304	Uncontrollable cost
Pensions (Education)	EDUC	79,740	Uncontrollable cost
Festival Park	CORP	4,590	Uncontrollable cost
Archives	CORP	6,270	Uncontrollable cost
Coroners Court	ENV	5,405	Cost pressure
<u>Contracts</u>			
Home to School / College	EDUC	125,170	
Waste	ENV	235,500	
Corporate Landlord	ENV	88,280	Maint. Contracts / NNDR / Cleaning SLA / Refuse SLAs
Community Care	SS	956,639	Cost Pressure for 24/25
Children's Placements	SS	223,422	Cost Pressure for 24/25
Out County Placements/Recoupment	EDUC	44,820	
<u>SLAs / Joint Service</u>			
SRS	CORP	123,360	
Leisure Trust	LEIS	135,670	
Legal services - SLA Caerphilly	SS	12,270	
Parking Enforcement SLA	INF	2,612	
Catering/Cleaning	ENV	39,882	
<u>Other</u>			
Transport - Fuel	ENV	44,816	
Apprenticeship Levy	FM&S	14,337	
Audit & Treasury Management Fees	FM&S	18,446	
Sub Total - Deductions		2,318,533	

Business Case

To support better spending and investment decisions and better procurement

CCTV – Budget Review

**SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK
(£0 TO £250K VALUE OF PROCUREMENT)**

SRO:	Sarah King
Project Manager:	Andrew Parker
Organisation:	Blaenau Gwent County Borough Council

	Name	Signature	Date
Prepared by:	Andrew Parker		12/09/23
Reviewed by:	Sarah King		20/09/23
Approved by:			

1.	INTRODUCTION
	<p>The purpose of the business case is to provide options for realigning/reducing the budget for CCTV to deliver cost reductions (as part of the Council's Bridging the Gap programme) in support of attaining a balanced budget.</p>
2.	THE CASE FOR CHANGE
	<p>The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2028/2029 indicates a budget gap of £34m over the 5-year period, with an estimated funding gap of £10m in 2024/2025.</p> <p>The Council operates an overt Public Space CCTV system which is a non-statutory service provision that supports the organisation in meeting our wider statutory duties in relation to the Crime and Disorder Act 1998, whereby the Council is a responsible authority and key partner organisation.</p> <p>The Council has already carried out two financial efficiency projects within the last 10 years on CCTV associated to delivering a different operating model for CCTV. In 2013/14 the Council moved from an in-house 24 /7 provision (costing approximately £420,000 annually) to a Service Level Agreement with Newport for a 24/7 provision outsourced and delivered operationally via the control room in Newport (costing approximately £149,000 annually with a £28,000 annual overspend by the last financial year). Furthermore, during this five-year period there was little investment or upkeep in the technology and camera infrastructure and as a consequence, significant proportions of the system was not fit for purpose.</p> <p>In 2017/18, with the end of the agreement with Newport due in 2019 it was agreed that a further financial efficiency project be explored, with a focus on investing capital in improving the technology and the infrastructure but moving away from 24/7 monitoring to a low revenue/staffing option (£86,000). The focus of the proposal was moving away from more expensive broadband options and delivering a service on a reactive basis. Theoretically, this seemed viable but in practice from the Autumn of 2019 there were several associated issues and problems with the system/infrastructure in terms of reliability, and furthermore the organisation's ability to be appropriately compliant due to the indirect issues with resources (staffing) and unforeseen requirements associated with the Council's policy expectation from the Codes of Practice issues by the Biometrics and Surveillance Camera Commissioner.</p> <p>Due to the on-going issues associated the new system, CLT and Executive in Autumn 2021, on technical and policy advice, agreed a further alternative model, which focused on improving existing communication infrastructure e.g., broadband to PSBA, and investing in a new Service Level Agreement for operational (day-to-day oversight) of the CCTV system with Caerphilly</p>

	<p>County Borough Council. This investment would see an uplift of investment in revenue for the CCTV budget from 2022/23 to £208,000. This would cover a new operational agreement with Caerphilly, which includes: numerous day-to-day improvements including testing, monitoring, review and extraction; improved maintenance arrangements with the CCTV contractor; investment in sustainability of the system tied to the annual DPIA process; power and other technical provision; and revenue capacity to facilitate the overall process and ensure the policy framework and compliance expectations of the Biometrics and Surveillance Camera Commissioner are met on a journey towards compliance (e.g. Policies, Plans, Annual Reporting, Assessments and Data Privacy Impact Assessment, overseeing SLA and maintenance contract management)</p>
3.	OPTIONS ANALYSIS
3.1	Main options
	<p>Option 1 – Do Nothing / Business as Usual Continue with the current level of service and operate for 24/25.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Current level of CCTV would be delivered within Blaenau Gwent. • Opportunity to consider any future opportunities for improvements, efficiencies and external investments beyond the 24/25 financial year. • Allows Council to support its wider Community Safety expectations. • Recently incepted current contracts (SLA and maintenance) can be reviewed in order to determine their value for money over a relevant period of time. • Allow the opportunity to identify external sources of finance to support the service area (i.e., partners or grant sources). <p>Disbenefits:</p> <ul style="list-style-type: none"> • No budget reduction to contribute towards the Council’s Bridging the Gap programme for 24/25. <p>Risks:</p> <ul style="list-style-type: none"> • As current contract arrangements have not been in place for a full year, therefore no historical evidence is available to support whether financial efficiencies could be realised within the budget in future years. • Unforeseen cost pressures could arise in relation to the budget during the 24/25 financial year. <p>Mitigating Actions:</p> <ul style="list-style-type: none"> • Regular and ongoing review of the current system and the ongoing contracts in place.

	<ul style="list-style-type: none"> • Consider metered power usage, and associated inter-dependencies/supported infrastructure (e.g., Town Wi-Fi) • Review the two associated contracts after a year of operation to understand value for money (CCBC for operations and IDS for maintenance) • Consider long term staffing revenue consideration and wider CCTV operations overseen by the Council. <p>Option 2 – Provide a CCTV Service but with the following options:</p> <p>2a – Revised delivery cost only (no contingency or sustainability funding) £19,930 (saving to be realised in 2024/25) Unutilised CCTV budget has no liabilities committed against it (currently) and could be offered as a saving against CCTV with no direct consequence as this underspend is typically committed to reserve and not utilised in year.</p> <p>2b - Maintenance Saving on Supplies and Services £9,090 (saving to be realised in 2024/25)</p> <p>2c – Reduced delivery on staffing £21,118 (potentially realised in 2024/25) By reducing the Policy Officer hours to 22.20 (3 Days a week) could achieve an estimated saving of (Full Time Cost of £52,795 – Part Time Cost of £31,677).</p> <p>Options 2a, 2b and 2c could be considered individually or together.</p> <p><u>Considerations</u></p> <ul style="list-style-type: none"> • Saving achieved against reduction in hours is subject to change pending outcome of pay award. • Unknown impact of inflationary/ beyond inflation increases against IDS Maintenance Contract and SLA with Caerphilly. Worth considering budget realignment from unspent areas within Supplies & Services to Premises Expenses to futureproof against contract uplifts before putting forward S&S savings. • As yet unknown outturn of full FY in SLA and IDS Maintenance Contract. Reactive spend reduced by £1,322 compared to same point last FY. Mindful of costs we might incur with IDS not covered by contract that could add pressure on reactive spend.
3.2	Recommended option
	To be determined as part of the consideration and engagement process.
3.3	Sources and assumptions

	The Policy Team have developed this Business Case and have been involved in the delivery of the CCTV service since Autumn 2019 and have direct experience in the creation and operation of the current arrangements in place for the service.																												
4.	PROCUREMENT ROUTE																												
	No further procurement recommendations at this stage.																												
5.	FUNDING AND AFFORDABILITY																												
	<p>If approved the financial impact on the funding gap in relation to the above options would be:</p> <ul style="list-style-type: none"> - Option 1 No Impact - Option 2a Budget reduction of £19,930 - Option 2b Budget reduction of £9,090 - Option 2c Budget reduction of £21,118 <table border="1" data-bbox="368 927 1091 1234"> <thead> <tr> <th>Year</th> <th>Option 2a</th> <th>Option 2b</th> <th>Option 2c</th> </tr> </thead> <tbody> <tr> <td>2024/2025</td> <td>£19,930</td> <td>£9,090</td> <td>£21,118</td> </tr> <tr> <td>2025/2026</td> <td>£0</td> <td>£0</td> <td>£0</td> </tr> <tr> <td>2026/2027</td> <td>£0</td> <td>£0</td> <td>£0</td> </tr> <tr> <td>2027/2028</td> <td>£0</td> <td>£0</td> <td>£0</td> </tr> <tr> <td>2028/2029</td> <td>£0</td> <td>£0</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>£19,930</td> <td>£9,090</td> <td>£21,118</td> </tr> </tbody> </table>	Year	Option 2a	Option 2b	Option 2c	2024/2025	£19,930	£9,090	£21,118	2025/2026	£0	£0	£0	2026/2027	£0	£0	£0	2027/2028	£0	£0	£0	2028/2029	£0	£0	£0	Total	£19,930	£9,090	£21,118
Year	Option 2a	Option 2b	Option 2c																										
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2028/2029	£0	£0	£0																										
Total	£19,930	£9,090	£21,118																										
6.	DELIVERY ARRANGEMENTS																												
	If approved the proposal will be delivered through a budget reduction within the identified areas, monitoring of this will be completed through the quarterly budget monitoring processes of the Council. Engagement with staff, internal support services, and Trade Unions may be required.																												

Blaenau Gwent County Borough Council - Integrated Impact Assessment

All decisions, policy reviews or policy implementation will now require a completed Integrated Impact Assessment.

- Section 1-Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Section 2-Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Section 3-Corporate Plan
- Section 4-Wellbeing of Future Generations (Wales) Act 2015
- Section 5-Welsh Language (Wales) Measure 2011
- Section 6-Children’s Right “The Right Way”
- Section 7-Community Safety
- Section 8 Armed Forces
- Section 9-Data
- Section 10-Consultations Statutory Consultation Doctrine of Legitimate Expectation and Gunning Principles
- Section 11-Monitoring
- Section 12-Decision of proposal

Lead Officer	Head of Service	Service Area & Department	Date
Andrew Parker	Sarah King	Corporate Services	Dec/Jan 2023/24

Briefly outline the proposal indicating what change or decision is to be made, also provide any documentation that may be used to support this.

What is the proposal that needs to be assessed?

It is proposed for the CCTV Service for revised delivery cost with limited contingency or sustainability funding (reduction £19,930 saving to be realised in 2024/25).

Estimates from Finance on monitoring previous budgets suggest that there is unutilised CCTV budget which has no liabilities committed against it (currently) and could be offered as a saving against CCTV with no direct consequence on the service provision.

Furthermore, proposal is considering reducing BGCBC staffing capacity (**£21,118 to be realised in 2024/25**) by reducing the Policy Officer hours to 22.20 (3 Days a week).

Section 1 Outline how the proposal will impact on any people or groups of people with protected characteristics, please refer to the Equalities Act 2010 (Wales) for further information Equality Act 2010: guidance - GOV.UK (www.gov.uk) and the EHRC guidance The Essential Guide to the Public Sector Equality Duty: EHRC Briefly outline below if there will be any positive or negative impacts as a result of the proposal being considered.			
Protected characteristics	Will the proposal have any positive impacts on those with a protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Age (<i>people of all ages</i>)	No	Anticipated to no negative impacts.	<p>As the reduction in service will not directly effect the provision of the existing CCTV service there should be limited impact on the outcomes for crime prevention and community safety on the public.</p> <p>Even so, there is often research to suggest a negative age relationship with fear of crime and increasing age, therefore it will be important to communicate effectively the preceived level of impact by the service change.</p> <p>As the Officer is not directly overseeing the provision of footage there should only be a policy and sustainability consideration for changed BGCBC staffing.</p>
Disability (<i>people with disabilities/ long term conditions</i>)	No	Anticipated to no negative impacts.	As above.

			<p>Even so, there is a negative relationship with fear of crime and those people with disability, therefore it will be important to communicate effectively the perceived level of impact by the service change.</p> <p>www.equalityhumanrights.com/sites/default/files/research-report-90-crime-and-disabled-people.pdf</p>
<p>Gender Reassignment <i>(anybody who's gender identity or gender expression is different to the sex they were assigned at birth)</i></p>	No	No	No perceived impacts.
<p>Marriage or Civil Partnership <i>(people who are married or in a civil partnership)</i></p>	No	No	No perceived impacts.
<p>Pregnancy and Maternity <i>(women who are pregnant and/or on maternity leave)</i></p>	No	No	No perceived impacts.
<p>Race <i>(people from black, Asian and minority ethnic)</i></p>	No	Anticipated to no negative impacts.	As above due to no direct changes in provision.

<i>communities and different racial backgrounds)</i>			
Religion or Belief <i>(people with different religions and beliefs including people with no beliefs)</i>	No	No	No perceived impacts.
Sex <i>(women and men, girls and boys and those who self-identify their gender)</i>	No	Anticipated to no negative impacts.	As above. As above due to no direct changes in provision.
Sexual Orientation <i>(lesbian, gay, bisexual, heterosexual, other)</i>	No	No	No perceived impacts.

NOTE: Section 2 only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.

Section 2 Socio-economic Duty (Strategic Decisions Only) <i>The Welsh Governments Socio-economic Duty provides a framework in order to ensure tackling inequality is at the forefront of decision making.</i>			
.Please consider the below vulnerable groups and consider how the proposal could affect them:			
<ul style="list-style-type: none"> ➢ Single parents and vulnerable families ➢ People with low literacy/numeracy ➢ Pensioners ➢ Looked after children ➢ Homeless people ➢ Carers ➢ Armed Forces Community ➢ Students ➢ Single adult households ➢ People misusing substances ➢ People who have experienced the asylum system ➢ People of all ages leaving a care setting ➢ People living in the most deprived areas in Wales (WIMD) ➢ People involved in the criminal justice system 			
Socio Economic disadvantage definitions.	Will the proposal have a positive, negative or neutral impacts on the below?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered.
Low Income / Income Poverty <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i>	No	No	There is a no direct changes to the camera infrastructure, therefore there should be no impacts on the general public.
Low and/or No Wealth <i>(enough money to meet basic living costs)</i>	No	No	As above




<i>and pay bills but have no savings to deal with any unexpected spends and no provisions for the future)</i>			
Material Deprivation (<i>unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.</i>)	No	No	As above
Area Deprivation (<i>where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?</i>)	No	No	As above
Socio-economic Background (<i>social class i.e. parents education, employment and income</i>)	No	No	As above
Socio-economic Disadvantage (<i>What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged</i>)	No	No	As above



Section 3-Corporate Plan

Please outline any Corporate Plan linkages of the proposal -[BG Corporate Plan 22-27](#)

<p>Priority 1 - Maximise learning and skills for all to create a prosperous, thriving, resilient Blaenau Gwent</p>	
<p>Priority 2 - Respond to the nature and climate crisis and enable connected communities</p>	
<p>Priority 3 - An ambitious and innovative council delivering quality services at the right time and in the right place</p>	
<p>Priority 4 - Empowering and supporting communities to be safe, independent and resilient</p>	<p>The CCTV infrastructure supports the Council to meet its responsible authority duties associated with the Crime and Disorder duties.</p>

Section 4-Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)
Sustainable development principles. The WBFG Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)

Five Ways of Working	How have you used the Sustainable Development Principles in forming the proposal?
<p>Long Tern</p> 	<p><i>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</i></p> <p>There are considerations associated with removing budgets associated with contingency and sustainability, and consideration moving forward will need to be given to external funding opportunities to support CCTV improvements.</p>
<p>Prevention</p> 	<p><i>Consider how the proposal is preventing problems from occurring or getting worse</i></p> <p>Initially there should be no direct impacts on prevention, but sustainability issue could arise if no alternative funding models are viable for upgrading the system.</p>
<p>Integration</p> 	<p><i>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</i></p> <p>The Council is operating the existing system with the opportunity to support council services who are deemed responsible authorities, as well as policing organisation, mainly Gwent Police.</p>

<p>Collaboration</p> 	<p><i>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</i></p> <p>In previous years, to deliver a CCTV service has been developed and moved to a provision in collaboration with Caerphilly County Borough Council. There is a Memorandum of Understanding also in place with Gwent Police, and furthermore contracts in place with Maintenance Contractor, IDS.</p>
<p>Involvement</p> 	<p><i>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</i></p> <p>Outlined partners have been made aware of the financial saving proposals for 24/25, and consequences discussed.</p>

How does your proposal link to the Welsh Governments Priorities for Wales? Please indicate below.

1. **A PROSPEROUS WALES** ... an innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

N/A due to no change in provision.

2. **A RESILIENT WALES** ... a nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change). Think about how your activity will have regard to protecting and enhancing biodiversity.

N/A due to no change in provision.

3. **A HEALTHIER WALES** ... a society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

N/A due to no change in provision.

4. **A MORE EQUAL WALES** ... A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

N/A due to no change in provision.

5. **A WALES OF COHESIVE COMMUNITIES** ... attractive, viable, safe and well-connected communities.

N/A due to no change in provision.

6. **A WALES OF VIBRANT CULTURE AND THRIVING ...** a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

N/A due to no change in provision.

7. **A GLOBALLY RESPONSIBLE WALES ...** a nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

N/A due to no change in provision.



Section 5-Welsh Language (Wales) Measure 2011 and Welsh Language Standards

(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact that any proposal may have on opportunities to use the Welsh language. [Welsh Language Standards](#))

Requirement	Does the proposal have any positive, negative or neutral impacts in regards to the below?	What can be done to mitigate any negative impacts?	Please demonstrate any evidence used to form this opinion.
<p>Compliance with the Welsh Language Standards. <i>Specifically Standards 88 - 93</i></p>	No	No	
<p>What opportunities are there to promote the Welsh Language? <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i></p>	No	No	
<p>What opportunities are there for a person or person to use the Welsh Language? <i>e.g. staff, residents and visitors</i></p>	No	No	
<p>Has the Welsh Language been considered in order to treat the Welsh language no less favourably than the English language?</p>	Yes, considered service meets the Standards		

Section 6 – Children’s Rights Approach - [The Right Way](#)

The Children’s Rights Approach – The Right Way is a framework for working with children, grounded in the UN Convention on the Rights of the Child (UNCRC). It places the UNCRC at the core of planning and service delivery and integrates children’s rights into every aspect of decision-making, policy and practice. The Right Way focuses on three main them Participation, Provision and Protection.

Protected characteristics	Will the proposal have any positive impacts on the Children’s Rights Approach?	Will the proposal have any negative impacts on the Children’s Rights Approach?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Participation (child or young person as someone who actively contributes to society as a citizen)	No	No	
Provision (the basic rights of children and young people to survive and develop)	No	No	
Protection (children and young people are protected against exploitation, abuse or discrimination)	No	No	

Section 7– Community Safety			
Duty to Consider Crime and Disorder Implications			
Section 17 of the Crime and Disorder Act 1998 places a duty on the local authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder, anti-social and other behaviour adversely affecting the local environment, the misuse of drugs, alcohol and other substances, re-offending and serious violence.			
Impacts	Will the proposal have any positive impacts on crime and disorder?	Will the proposal have any negative impacts on crime and disorder?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Crime (consider impact on each: victims, offenders and neighbourhoods)	Yes, the unchanged on-going provision of the service will be positive		Feedback from police and elected members in 23/24 has suggested further communication to the general public relating to the CCTV provision within the town centre zones.
Anti-Social Behaviour and behaviour adversely affecting the local environment (consider impact on each: victims, offenders, neighbourhoods and green spaces)	Yes, the unchanged on-going provision of the service will be positive		Feedback from police and elected members in 23/24 has suggested further communication to the general public relating to the CCTV provision within the town centre zones.

<p>Misuse of drugs, alcohol and other substances (Think vulnerable children, adults, families and communities)</p>	<p>Yes, the unchanged on-going provision of the service will be positive</p>		<p>Feedback from police and elected members in 23/24 has suggested further communication to the general public relating to the CCTV provision within the town centre zones.</p>
<p>Re-offending (Think young people and adults, victims, families, communities)</p>	<p>Yes, the unchanged on-going provision of the service will be positive</p>		<p>Feedback from police and elected members in 23/24 has suggested further communication to the general public relating to the CCTV provision within the town centre zones.</p>
<p>Serious Violence (Think vulnerable young people, vulnerable adults, victims, families, communities)</p>	<p>Yes, the unchanged on-going provision of the service will be positive</p>		<p>Feedback from police and elected members in 23/24 has suggested further communication to the general public relating to the CCTV provision within the town centre zones.</p>
<p>Counter Terrorism (People and places that are vulnerable to terrorism or violent extremism)</p>	<p>Yes, the unchanged on-going provision of the service will be positive</p>		<p>Feedback from police and elected members in 23/24 has suggested further communication to the general public relating to the CCTV provision within the town centre zones.</p>
<p>Community Cohesion (Asylum seekers, Migrants, Victims or Hate Crime, Community tensions)</p>	<p>Yes, the unchanged on-going provision of the service will be positive</p>		<p>Feedback from police and elected members in 23/24 has suggested further communication to the general public relating to the CCTV provision within the town centre zones.</p>

Section 8- Armed Forces Covenant Duty AFC Draft Statutory Guidance - Final.pdf			
Impacts	Will the proposal have any positive impacts on the armed forces community?	Will the proposal have any negative impacts on the armed forces community?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
<p>Health</p> <ul style="list-style-type: none"> • Provision of services • Planning and funding • Co-operation between bodies and professionals <p>These healthcare functions are within scope of the Duty in the following settings:</p> <ul style="list-style-type: none"> • NHS Primary Care services, including general practice, community pharmacies, NHS dental, NHS optometry services 	No	No	

<p>and public health screening services.</p> <ul style="list-style-type: none"> • NHS Secondary Care services, including urgent and emergency care, hospital and community services, specialist care, mental health services, and additional needs services (as applicable). • Local authority-delivered healthcare services, including sexual health services and drug and alcohol misuse services 			
<p>Education</p> <ul style="list-style-type: none"> • Admissions • Educational attainment and curriculum • Child wellbeing • Transport • Attendance • Additional needs support • Use of Service Pupil Premium funding (England only) <p>These education functions are within scope of the</p>	<p>No</p>	<p>No</p>	

<p>Duty in compulsory education settings, that is, primary, secondary, and, for England only, compulsory further education. The Duty does not cover nursery (early years education), higher education, or other voluntary adult education settings</p>			
<p>Housing</p> <ul style="list-style-type: none"> • Allocations policy for social housing • Tenancy strategies (England only) • Homelessness • Disabled Facilities Grants 	<p>No</p>	<p>No</p>	

Section 9-Data-Please outline any data or evidence that has been used to develop the proposal, this can be previous consultations, local/national data, pilot projects, reports, feedback from clients etc.		
Data/evidence –What data/evidence was used? - provide any links.	What were the key findings?	How has the data/evidence informed this proposal?
<p>Financial data has been assessed by Resources colleagues to recommend potential savings.</p> <p>On-going consideration of the data provided against use of the CCTV service.</p>	<p>That there was scope within the budget , with the following assumptions:</p> <ul style="list-style-type: none"> • Saving achieved against reduction in hours is subject to change pending outcome of pay award. • Unknown impact of inflationary/ beyond inflation increases against IDS • Maintenance Contract and SLA with Caerphilly. Worth considering budget realignment from unspent areas within Supplies & Services to Premises • Expenses to futureproof against contract uplifts before putting forward S&S savings. • As yet unknown outturn of full FY in SLA and IDS Maintenance Contract. Reactive spend reduced by £1,322 compared to same point last FY. Mindful of costs we might incur with IDS not covered by contract that could add pressure on reactive spend. 	<p>It outlined the potential options for consideration</p>

Are there any data or information gaps and if so what are they and how do you intend to address them?

Current plans to carry out survey with general public on CCTV provision in 2024/45 on perception of the CCTV service.

Section 10-Consultation. Please provide details of consultation undertaken to support the proposal. Please consider the Gunning Principles: -

Principle 1: Consultation must take place when the proposals are still at a formative stage. You must not have already made up your mind.

Principle 2: Sufficient reasons must be put forward to allow for intelligent consideration and response. Have people been given the information and opportunity to influence?

Principle 3: Adequate time must be given for consideration and response. Is the consultation long enough bearing in mind the circumstances?

Principle 4: The product of consultation must be conscientiously taken into account when finalising the decision

Briefly describe any planned consultations or consultations that have been carried out to date. Please consider the above principles.


Consultation carried out using existing established partnership arrangements for CCTV.

Furthermore, the proposal is being considered as part of the wider budget engagement programme being carried out in Jan/Feb 24.

Section 11-Monitoring and Review	
How will the implementation of the proposal be monitored, including the impacts or changes made?	Via the existing arrangements for CCTV e.g. IDS contract management, SLA management, CCTV SIRO quarterly meeting and also regular pathways into the Council's democratic processes.
What monitoring tools will be used?	Data (impact/outcome and financial) and reporting monitoring
How will the results be used for future development?	On-going monitoring
How and when will it be reviewed?	Quarterly via the SIRO meeting.
Who is responsible for ensuring this happens?	Policy Team, BGCBC

Section 12 - Decision		
<i>Using the information you have gathered from sections 1-9 please state in the table below whether you are able to proceed with the proposal.</i>		
Continue with the proposal in its current form	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Continue with proposal but take into account reasonable steps to mitigate any negative impacts of the proposal	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>

Name of person completing the IIA	
Name:	Andrew Parker
Job Title:	Service Manager: Policy and Partnerships
Date:	06/02/24

Head of Service Approval			
Name:	Sarah King		
Job Title:	Head of Governance and Partnerships		
Signature:		Date:	06/02/24

Please contact Policy & Partnerships should you require any further advice or guidance on completing your assessment via lissa.friel@blaenau-gwent.gov.uk or emma.scherptong@blaenau-gwent.gov.uk.

Business Case

To support better spending and investment decisions and better procurement

Commercial and Customer Services - Staff Reductions

**SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK
(£0 TO £250K VALUE OF PROCUREMENT)**

SRO:	Bernadette Elias
Project Manager:	
Organisation:	BGCBC

	Name	Signature	Date
Prepared by:	Bernadette Elias	B Elias	24/01/2024
Reviewed by:			
Approved by:			

1.	INTRODUCTION
1.1	The purpose of the Business Case is to provide options for delivering cost reductions for 2024/2025 onwards (as part of the council's Bridging the Gap programme) in support of attaining a balanced budget.
2.	THE CASE FOR CHANGE
2.1	<p>The current economic climate is challenging for both the public and private sector as the cost of living crisis continues into 2023 with inflation remaining high at 6.7% (September 2023), higher than anticipated pay costs, increased borrowing costs, increased energy and fuel costs, all continuing to put pressure on budgets and the cost of delivering services to our residents.</p> <p>The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2028/2029 indicates a budget gap of £34m over the 5-year period, with an estimated funded gap of £10m in 2024/2025.</p> <p>Across the Council service delivery methods are being reviewed including, staffing structures, external costs to identify budget cuts to contribute to mitigating the Council's budget gap.</p> <p>The Customer and Commercial division budget is predominantly staffing and therefore proposals to reduce costs will impact on the staff numbers and impact on the level of service provided both internally within the organisation and for more front facing services.</p>
3.	OPTIONS ANALYSIS
3.1	Main options
3.1.1	Collectively the Commercial and Customer services support whole organisational design and business change programmes that support our staff, infrastructure and operations to deliver high quality outcomes for our communities.
3.1.2	<p>The Commercial and Customer Division is headed by the Chief Officer Commercial and Customer and comprises of the following service areas:</p> <p>Organisational Development which includes:</p> <ul style="list-style-type: none"> • Human Resources • Payroll • Business support • Health and Safety

	<ul style="list-style-type: none"> • Joint Social Care Workforce Development Service Blaenau Gwent/Caerphilly <p>Customer Experience and Digital Transformation which includes:</p> <ul style="list-style-type: none"> • Benefits Section • Community Hubs • Contact centre • Digital Transformation • ICT infrastructure <p>Commercial Business Development & Procurement</p> <ul style="list-style-type: none"> • Strategic oversight of the Council's 3rd party commissioning and procurement activities • Contract and client management support to service areas • Commercial strategy and supporting commercial and business development opportunities. <p>Communication and Marketing Corporate communications function including media relations, crisis management and internal and external communication.</p>
3.1.3	<p>Option 1 – Do Nothing / Business as Usual</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Capacity is maintained to continue existing service delivery levels. <p>Disbenefits:</p> <ul style="list-style-type: none"> • No budget reduction to contribute towards the Council's Bridging the Gap programme.
3.1.4	<p>Option 2 – Review and downsize all service areas under Chief Officer Commercial and Customer Service to meet the target of 5% reduction of staff costs - £347,000.</p>
3.1.5	<p>This option would deliver the required financial efficiencies against the 5% reduction target and would impact across all service areas of the Council including a number of front-line services.</p>
3.1.6	<p>The aim would be to deliver the savings by other methods to avoid compulsory redundancies as much as possible. The proposal equates to a reduction of 7 FTE.</p>
3.1.7	<p>Business Support</p> <p>Restructure and rationalisation will achieve annual cost reductions of £162,179.</p>

	<p>The function supports services across the organisation including as part of legal frameworks and has realised an approximate 35% or £780,000 reduction over recent years (mainly as part of the former Financial Efficiency Projects programme).</p> <p>A live review approach is adopted so that the function flexes to meet organisational need, including taking on additional responsibilities as identified e.g., recent establishment of a facilities management function. There is a self-service model in place for some functions which impacts on wider staff capacity across the organisation.</p> <p>As part of the digital transformation strategy solutions are being explored and tested which include opportunities to reduce effort needed for tasks currently supported by the function. This will need to be implemented as part of the live review process as the solutions come on stream.</p> <p>The Specific impact/risks include: -</p> <ul style="list-style-type: none"> • 0.50 FTE post - £13,800. This reduction will result in the support currently provided by the post holder ceasing. However, the Business Support service will endeavour to provide some support at peak times, from the wider service. • 0.60 FTE - £22,682. This reduction will result in some of the support currently provided by the post holder ceasing and other elements being transferred to the wider team. The result would be that where support for functions is ceasing, Council Officers would be required to carry out them out themselves (with instructions) and where the functions are being redistributed to the wider Business Support team, there will be a delay in the timescales. • 1 FTE - £35,363. This reduction can only be achieved through reviewing and implementing more automated processes that can be picked up in the wider Business Support team. • 0.50 FTE post - £13,865. This reduction can be achieved through streamlining current processes and integrating them with other functions delivered within the team. • 0.50 FTE - £19,679. This reduction would result in all bulk and large scale scanning ceasing, resulting in paper records remaining in situ within buildings that could hinder future accommodation consolidation. • 1 FTE Vacant post - £37,680. New system developments will support the reduction of this vacant post. • 0.60 FTE post - £19,110. This reduction can be achieved through natural wastage, possible due to a change in systems and processes.
3.1.8	<p>Customer Experience and Digital Transformation</p> <p>Restructure and downsizing the workforce across the contact centre, digital and benefits team will achieve annual cost reductions of £104,608.</p>

	<p>The review of the service will require a reallocation of duties within the remaining staff and changes to process to mitigate impact have and will continue to be developed. However, it is anticipated the reduced capacity will impact on the performance of the team and service delivery levels. Mitigating impact on the front facing service elements has been a key focus, securing delivery capacity and reducing management capacity.</p> <p>Specific impact/risks include:</p> <p>Benefits Team</p> <ul style="list-style-type: none"> • Reduced capacity overall within the Benefits team • Impact on the customer will be mitigated through redesign of Benefit Service provision <p>Contact Centre</p> <ul style="list-style-type: none"> • Reduced capacity within the Contact Centre team • Impact on service delivery will be mitigated by ensuring a similar level of call handlers being available where possible <p>Digital Transformation</p> <ul style="list-style-type: none"> • Increased organisational demand for digital innovation and solutions as part of our digital strategy and programme will need to be carefully prioritised as capacity will be reduced.
3.1.9	<p>Commercial Business Development & Procurement</p> <p>Restructure and downsize the workforce which will achieve annual cost reductions of £24,642. The restructure will focus on securing delivery capacity and reducing more senior management capacity.</p> <p>The review of the service will require a reallocation of duties within the remaining staff, it is however anticipated the reduced capacity will impact upon the performance of the team and the support available to directorates. Streamlining processes to mitigate impact on service delivery is planned.</p> <p>Specific impacts/risks include:</p> <ul style="list-style-type: none"> • Potentially a longer lead in time to deliver the annual procurement plan, however the organisational oversight will be maintained. • Increased need for service-based staff to lead on reactive high value sourcing activities. • Less support and advice for directorates on procurement and commissioning legislative requirements, however this would be prioritised to focus on key Council projects. Advice and guidance on national changes to legislation would still be communicated and reflected in policy and practice. • Increased risk of non-compliant 3rd party spend.

3.1.10	<p>Communications</p> <p>Restructure and downsize the workforce by 1 FTE reducing managerial capacity.</p> <p>The review of the service will require a reallocation of duties within the remaining staff however the reduced capacity will impact upon the performance of the team and service delivery levels. Options to mitigate the impact are currently being explored which could include a restructure and/or a collaborative model.</p> <p>Specific impacts/risks include: •</p> <p>Reputational – There will be some impact with the reduction in management resource to deal with reputational management or crisis management. However, there remains experience and skill within the delivery team.</p> <ul style="list-style-type: none"> • Less support and advice for Directorates on marketing and communications. • Reduced Communications campaigns, the focus will be on key Council, priorities. • Less control of brand, however clear corporate guidelines are in place and should be followed by directorates. • Fragmented (silo) approach to delivering corporate communications. However there is a corporate communications strategy in place supported by a clear delivery plan and approach and advice and guidance is provided by the communications team. .
3.2	Recommended Option
	To be determined as part of the consideration and engagement process.
3.3	Sources and Assumptions
	Pay assumptions within the Medium Term Financial Strategy has been utilised to assess the financial impact of the proposals.
4.	PROCUREMENT ROUTE
	Not relevant at this point.
5.	FUNDING AND AFFORDABILITY
	Where downsizing cannot be achieved through vacant posts and where redeployment opportunities cannot be identified, there will be termination costs incurred e.g. redundancy and pension strain costs. These costs will be one off, funding for these is currently being considered.

	<p>If approved the financial impact on the funding gap in relation to the above options would be:</p> <ul style="list-style-type: none"> - Option 1 No Impact - Option 2 Budget reduction <table border="1" data-bbox="403 504 860 846"> <thead> <tr> <th>Year</th> <th>Potential Saving</th> </tr> </thead> <tbody> <tr> <td>2024/2025</td> <td>£347,100</td> </tr> <tr> <td>2025/2026</td> <td>£0</td> </tr> <tr> <td>2026/2027</td> <td>£0</td> </tr> <tr> <td>2027/2028</td> <td>£0</td> </tr> <tr> <td>2028/2029</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>£347,100</td> </tr> <tr> <td></td> <td></td> </tr> </tbody> </table>	Year	Potential Saving	2024/2025	£347,100	2025/2026	£0	2026/2027	£0	2027/2028	£0	2028/2029	£0	Total	£347,100		
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6.	DELIVERY ARRANGEMENTS																
6.1	<p>This proposal will be delivered through a review and downsizing of the current staffing structure and will include:</p> <ul style="list-style-type: none"> • Engagement with staff, Trade Unions and Organisation Development. 																

Integrated Impact Assessment (IIA)

The Integrated Impact Assessment (IIA) has been designed to help support the Council in making informed and effective decisions whilst ensuring compliance with a range of statutory legislation, such as the Equality Act 2010. It consists of 10 main sections as outlined below:

- Section 1 - Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Section 2 - Welsh Language (Wales) Measure 2011 and Welsh Language Standards
- Section 3 - Socio-economic Duty
- Section 4 - Children’s Rights Approach – The Right Way
- Section 5 - Data
- Section 6 - Consultation
- Section 7 - Decision

Lead Officer	Head of Service	Service Area & Department	Date
Bernadette Elias	Andrea Prosser Leanne Roberts Lee Williams Hannah Meyrick Sean Scannell	Corporate Services / Commercial and Customer departmental review of staffing structures	Jan 2024

Briefly outline the proposal indicating what change or decision is to be made, also provide any documentation that may be used to support this. **What is the proposal that needs to be assessed?**

The current economic climate is challenging for both the public and private sector as the cost of living crisis continues into 2024 with inflation remaining high at 4.2% (January 2024), higher than anticipated pay costs, increased borrowing costs, increased energy and fuel costs, all continuing to put pressure on budgets and the cost of delivering services to our residents.

The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2028/2029 indicates a budget gap of £34m over the 5-year period, with an estimated funded gap of £10m in 2024/2025.

Across the Council, service delivery methods are being reviewed including, staffing structures, external costs to identify budget cuts to contribute to mitigating the Council's budget gap.

The Commercial and Customer division budget is predominantly staffing and therefore, proposals to reduce costs will impact on the staff numbers and impact on the level of service provided both internally within the organisation and for more front facing services.

The Commercial and Customer service areas support whole organisational design and business change programmes that support our staff, infrastructure and operations to deliver high quality outcomes for our communities.

The Commercial and Customer Division is headed by the Chief Officer Commercial and Customer and the proposal is to undertake a departmental review of staffing structures across the division to meet the £347,100 budget target.

The following service areas are included within this Integrated Impact Assessment:

Business Support;

The proposal for the Business Support Service is to downsize the workforce to achieve a cost reduction of £162,179. The proposals will be achieved through streamlining or introducing new systems and processes in some areas, by reallocating some duties to the wider team and by ceasing to support

certain functions for the Council's Services. It is anticipated that the proposals will be achieved by voluntary redundancy means. The proposals are as follows: -

- 0.50 FTE post. This reduction will result in the support currently provided by the post holder ceasing. However, the Business Support service will endeavour to provide some support at peak times, from the wider service.
- 0.60 FTE - This reduction will result in some of the support currently provided by the post holder ceasing and other elements being transferred to the wider team. The result would be that Council Officers would be required to carry out the functions themselves (with instructions) and where the functions are being redistributed to the wider Business Support team, there will be a delay in the timescales.
- 1 FTE - This reduction can only be achieved through reviewing and implementing more automated processes that can be picked up in the wider Business Support team.
- 0.50 FTE post This reduction can be achieved through streamlining current processes and integrating them with other functions delivered within the team.
- 0.50 FTE This reduction would result in all bulk and large-scale scanning ceasing, resulting in paper records remaining in situ within buildings that could hinder the consolidation of accommodation in the future.
- 1 FTE Vacant post - New system developments will support the reduction of this vacant post.
- 0.60 FTE post This reduction can be achieved through natural wastage, possible due to a change in systems and processes.

The impact of this proposal will lead to the deletion and cessation of Business Support effort, which will directly impact upon Directorates. The potential impact on any process change and service delivery will need to be further assessed by Directorates.

Benefits Section

Contact Centre

Digital Transformation

The proposal is to review and downsize the workforce to achieve annual cost reductions of £104,608.00. The review of the service will require a reallocation of duties within the remaining staff.

Benefits Team - reduction of 1 Vacant FTE post

Contact Centre - saving achieved from a management restructure.

This will also impact on the management role within the Community Hubs however will be mitigated by a restructure within this area and realignment of duties

Digital Transformation saving achieved from a restructure

Commercial Business Development & Procurement

Providing strategic oversight of the Council's 3rd party commissioning and procurement activities and supporting commercial and business development opportunities

Saving achieved through a restructure. The proposal will require a reallocation of duties to the remaining staff.

The restructure will focus on securing delivery capacity and reducing more senior management capacity.

Communication and Marketing

Providing a corporate communications function including media relations and internal and external communication.

Restructure and downsize the workforce by 1 FTE , with a focus on securing delivery capacity.

Section 1 – Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 <i>Briefly outline below if there will be any positive or negative impacts, on any groups of people with protected characteristics, who are covered by the Equality Act 2010, as a result of the proposal being considered.</i>			
Protected characteristics	Will the proposal have any positive impacts on those with protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Age <i>(people of all ages)</i>	All Ages	<p><i>Negative</i> – reduced capacity within the teams</p> <p><i>Positive</i> – New ways of working provide a more streamlined approach to service delivery</p> <p>No impact on those with a protected characteristic in terms of the potential communications re-structure.</p> <p><i>Positive</i> – opportunity for development and progression for members of the team.</p>	<p><u>Benefits Service</u></p> <p><i>Negative</i> - The reduction in staff within the Benefit Service would reduce overall capacity within the team, benefit administration could take longer, this would have an effect on residents who are reliant on the services and ultimately reputational damage.</p> <p><u>Contact Centre</u></p> <p>Reduction in management within the Contact Centre will have no direct impact on service delivery, will impact support available for staff within the team.</p> <p><i>Positive</i> - function to self serve for benefit queries where possible, basic telephone calls taken within the Contact Centre service freeing up more complex queries to be resolved in the service area.</p> <p><u>Community Hubs</u></p> <p>Whilst there will be an impact on the Management role within the Community Hubs, the service delivery is unaffected by proposal, therefore face to face service remains unaffected.</p>

Section 1 – Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 <i>Briefly outline below if there will be any positive or negative impacts, on any groups of people with protected characteristics, who are covered by the Equality Act 2010, as a result of the proposal being considered.</i>			
Protected characteristics	Will the proposal have any positive impacts on those with protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
			<p><u>Communications</u> <i>Negative</i> – There will be a reduction in management capacity in Communications. <i>Positive</i> - This should be limited as the proposal is to delete a managerial position and not reduce the operational delivery of campaigns. There will be a loss of strategic management experience. However, there is an opportunity for a member of the team to take more responsibility and provide management and direction for the team. There would also be strategic leadership for communications within the proposed revised structure for the team.</p> <p><u>Business Support</u> <i>Negative</i> – The Business Support service has a comparatively high number of staff who are in the 55 and over age category. Therefore, the reductions in the service could impact upon the workforce that falls into this age category, depending in the posts identified. Also, where workload will need to be redistributed to the wider service when the</p>

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			<p>reductions to capacity are implemented, this will impact upon the staff in the higher age group range. Where support for services will cease, there will be an impact upon the wider Council. Officers will be expected to carry out the functions themselves, which could potentially impact upon staff in the higher age ranges. It is not anticipated that the reductions will impact upon the customers who fall within this category.</p> <p><u>Commercial Business Development & Procurement</u> <i>Negative</i> – Whilst the restructure will focus on securing delivery capacity and reducing senior management capacity, there will be a reduction in overall staff resources, which will result in longer lead times and prioritisation of workloads.</p>
Disability <i>(people with disabilities/ long term conditions)</i>	Yes	<i>Negative</i> – reduced capacity within the teams <i>Positive</i> – New ways of working provide a more	<u>Benefits Service</u> <i>Negative</i> – The reduction in staff within the Benefit Service would reduce overall capacity within the team, benefit administration could take longer, this would have an effect

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		<p>streamlined approach to service delivery</p> <p>No impact on those with a disability in terms of the potential communications re-structure.</p> <p><i>Positive</i> – opportunity for development and progression for members of the team.</p>	<p>on residents who are reliant on the services and ultimately reputational damage.</p> <p><u>Contact Centre</u> Reduction in management within the Contact Centre will have no direct impact on service delivery, will impact support available for staff within the team. <i>Positive</i> - function to self serve for benefit queries where possible, basic telephone calls taken within the Contact Centre service freeing up more complex queries to be resolved in the service area.</p> <p><u>Community Hubs</u> Whilst there will be an impact on the Mangement role within the Community Hubs, the service delivery is unaffected by proposal, therefore face to face service remains unaffected</p> <p><u>Communications</u></p>

Section 1 – Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 <i>Briefly outline below if there will be any positive or negative impacts, on any groups of people with protected characteristics, who are covered by the Equality Act 2010, as a result of the proposal being considered.</i>			
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			<p><i>Negative</i> – There will be a reduction in management capacity in Communications.</p> <p><i>Positive</i> – This should be limited as the proposal is to delete a managerial position and not reduce the operational delivery of campaigns. There will be a loss of strategic management experience. However, there is an opportunity for a member of the team to take more responsibility and provide management and direction for the team. There would also be strategic leadership for communications within the proposed revised structure for the team.</p> <p><u>Business Support</u></p> <p><i>Negative</i> – The Business Support service has a small number of staff with disabilities who could be affected by the reductions to the workforce and a resulting increased workload. The same would apply to the wider Council, where functions will be redistributed and staff falling into this category could be affected.</p> <p>It is not anticipated that members of the community who fall into this category would be affected by the proposals.</p>

Section 1 – Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 <i>Briefly outline below if there will be any positive or negative impacts, on any groups of people with protected characteristics, who are covered by the Equality Act 2010, as a result of the proposal being considered.</i>			
Protected characteristics	Will the proposal have any positive impacts on those with protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
			<p><u>Commercial Business Development & Procurement</u> <i>Negative</i> – Whilst the restructure will focus on securing delivery capacity and reducing senior management capacity, there will be a reduction in overall staff resources, which will result in longer lead times and prioritisation of workloads.</p>
<p>Gender Reassignment <i>(anybody who’s gender identity or gender expression is different to the sex they were assigned at birth)</i></p>	<p>Yes</p>	<p><i>Negative</i> – reduced capacity within the teams <i>Positive</i> – New ways of working provide a more streamlined approach to service delivery</p> <p>The proposed communications re-structure will have no impact on this.</p>	<p><u>Benefits Service</u> <i>Negative</i> – The reduction in staff within the Benefit Service would reduce overall capacity within the team, benefit administration could take longer, this would have an effect on residents who are reliant on the services and ultimately reputational damage.</p> <p><u>Contact Centre</u> Reduction in management within the Contact Centre will have no direct impact on service delivery, will impact support available for staff within the team. <i>Positive</i> - function to self serve for benefit queries where possible, basic telephone calls taken within the Contact</p>

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			<p>Centre service freeing up more complex queries to be resolved in the service area.</p> <p><u>Community Hubs</u> Whilst there will be an impact on the Management role within the Community Hubs, the service delivery is unaffected by proposal, therefore face to face service remains unaffected</p> <p><u>Communications</u> <i>Negative</i> – There will be a reduction in management capacity in Communications. <i>Positive</i> - This should be limited as the proposal is to delete a managerial position and not reduce the operational delivery of campaigns. There will be a loss of strategic management experience. However, there is an opportunity for a member of the team to take more responsibility and provide management and direction for the team. There would also be strategic leadership for communications within the proposed revised structure for the team.</p>

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			<p><u>Business Support</u> The reduction in staff within the Business Support service will have an impact upon the service, the wider Council and its staff. At this stage it is not anticipated that the changes will impact negatively on our Residents.</p> <p><u>Commercial Business Development & Procurement</u> <i>Negative</i> – Whilst the restructure will focus on securing delivery capacity and reducing senior management capacity, there will be a reduction in overall staff resources, which will result in longer lead times and prioritisation of workloads.</p>
<p>Marriage or Civil Partnership <i>(people who are married or in a civil partnership)</i></p>	Yes	<p><i>Negative</i> – reduced capacity within the teams <i>Positive</i> – New ways of working provide a more streamlined approach to service delivery</p>	<p><u>Benefits Service</u> <i>Negative</i> - The reduction in staff within the Benefit Service would reduce overall capacity within the team, benefit administration could take longer, this would have an effect on residents who are reliant on the services and ultimately reputational damage.</p> <p><u>Contact Centre</u></p>

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Pregnancy and Maternity	Yes	<i>Negative</i> – reduced capacity within the teams	<p><u>Benefits Service</u> <i>Negative</i> - The reduction in staff within the Benefit Service would reduce overall capacity within the team, benefit</p>

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<i>(women who are pregnant and/or on maternity leave)</i>		<p><i>Positive – New ways of working provide a more streamlined approach to service delivery</i></p> <p>The proposed communications re-structure will have no impact on this.</p>	<p>administration could take longer, this would have an effect on residents who are reliant on the services and ultimately reputational damage.</p> <p><u>Contact Centre</u> Reduction in management within the Contact Centre will have no direct impact on service delivery, will impact support available for staff within the team. <i>Positive - – function to self serve for benefit queries where possible, basic telephone calls taken within the Contact Centre service freeing up more complex queries to be resolved in the service area.</i></p> <p><u>Community Hubs</u> Whilst there will be an impact on the Mangement role within the Community Hubs, the service delivery is unaffected by proposal, therefore face to face service remains unaffected</p> <p><u>Communications</u></p>

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			<p>position to support certain functions and these will need to be picked up elsewhere.</p> <p>It is not anticipated at this stage that the reductions will impact upon the customers who fall within this category.</p> <p><u>Commercial Business Development & Procurement</u> <i>Negative</i> – Whilst the restructure will focus on securing delivery capacity and reducing senior management capacity, there will be a reduction in overall staff resources, which will result in longer lead times and prioritisation of workloads.</p>
<p>Race <i>(people from black, Asian and minority ethnic communities and different racial backgrounds)</i></p>	Yes	<p><i>Negative</i> – reduced capacity within the teams <i>Positive</i> – New ways of working provide a more streamlined approach to service delivery</p> <p>The proposed communications re-structure will have no impact on this.</p>	<p><u>Benefits Service</u> <i>Negative</i> – The reduction in staff within the Benefit Service would reduce overall capacity within the team, benefit administration could take longer, this would have an effect on residents who are reliant on the services and ultimately reputational damage.</p> <p><u>Contact Centre</u> Reduction in management within the Contact Centre will have no direct impact on service delivery, will impact support available for staff within the team.</p>

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			<p>would also be strategic leadership for communications within the proposed revised structure for the team.</p> <p><u>Business Support</u> The reduction is staff within the Business Support service will have an impact upon the service, the wider Council and its staff. It is not anticipated at this stage that the reductions will impact upon the customers who fall within this category.</p> <p><u>Commercial Business Development & Procurement</u> <i>Negative</i> – Whilst the restructure will focus on securing delivery capacity and reducing senior management capacity, there will be a reduction in overall staff resources, which will result in longer lead times and prioritisation of workloads.</p>
Religion or Belief <i>(people with different religions and beliefs including people with no beliefs)</i>	Yes	<i>Negative</i> – reduced capacity within the teams <i>Positive</i> – New ways of working provide a more streamlined approach to service delivery	<p><u>Benefits Service</u> <i>Negative</i> – The reduction in staff within the Benefit Service would reduce overall capacity within the team, benefit administration could take longer, this would have an effect on residents who are reliant on the services and ultimately reputational damage.</p>

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			<p>management experience. However, there is an opportunity for a member of the team to take more responsibility and provide management and direction for the team. There would also be strategic leadership for communications within the proposed revised structure for the team.</p> <p><u>Business Support</u></p> <p>The reduction is staff within the Business Support service will have an impact upon the service, the wider Council and its staff. It is not anticipated at this stage that the reductions will impact upon the customers who fall within this category.</p> <p><u>Commercial Business Development & Procurement</u></p> <p><i>Negative</i> – Whilst the restructure will focus on securing delivery capacity and reducing senior management capacity, there will be a reduction in overall staff resources, which will result in longer lead times and prioritisation of workloads.</p>
Sex <i>(women and men, girls and boys and</i>	Yes	<i>Negative</i> – reduced capacity within the teams	<p><u>Benefits Service</u></p> <p><i>Negative</i> – The reduction in staff within the Benefit Service would reduce overall capacity within the team, benefit</p>

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<i>those who self-identify their gender)</i>		<p><i>Positive</i> – New ways of working provide a more streamlined approach to service delivery</p> <p>The proposed communications re-structure will have no impact on this.</p>	<p>administration could take longer, this would have an effect on residents who are reliant on the services and ultimately reputational damage.</p> <p>Contact Centre Reduction in management within the Contact Centre will have no direct impact on service delivery, will impact support available for staff within the team.</p> <p><i>Positive</i> – function to self serve for benefit queries where possible, basic telephone calls taken within the Contact Centre freeing up more complex queries to be resolved in the service area.</p> <p>Community Hubs Whilst there will be an impact on the Management role within the Community Hubs, the service delivery is unaffected by proposal, therefore face to face service remains unaffected.</p> <p>Communications <i>Negative</i> – There will be a reduction in management capacity in Communications.</p>

Section 1 – Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 <i>Briefly outline below if there will be any positive or negative impacts, on any groups of people with protected characteristics, who are covered by the Equality Act 2010, as a result of the proposal being considered.</i>			
Protected characteristics	Will the proposal have any positive impacts on those with protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
			<p><i>Positive</i> – This should be limited as the proposal is to delete a managerial position and not reduce the operational delivery of campaigns. There will be a loss of strategic management experience. However, there is an opportunity for a member of the team to take more responsibility and provide management and direction for the team. There would also be strategic leadership for communications within the proposed revised structure for the team.</p> <p><u>Business Support</u></p> <p><i>Negative</i> - The Business Support Service’s staffing complement is 90% female and a number of them are in part time positions. Therefore, the reductions to the staffing complement will impact upon the workforce that falls into this category. Also, where workload will need to be redistributed to the wider service when the reductions to capacity are implemented, this will impact upon the female members of staff.</p> <p>Where support for services will cease, there will be an impact upon the wider Council. Officers will be expected to</p>

Section 1 – Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 <i>Briefly outline below if there will be any positive or negative impacts, on any groups of people with protected characteristics, who are covered by the Equality Act 2010, as a result of the proposal being considered.</i>			
Protected characteristics	Will the proposal have any positive impacts on those with protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
			<p>carry out the functions themselves, which could potentially impact upon staff who fall within this category. It is not anticipated at this stage that the reductions will impact upon the customers who fall within this category.</p> <p><u>Commercial Business Development & Procurement</u> <i>Negative</i> – Whilst the restructure will focus on securing delivery capacity and reducing senior management capacity, there will be a reduction in overall staff resources, which will result in longer lead times and prioritisation of workloads.</p>
Sexual Orientation <i>(lesbian, gay, bisexual, heterosexual, other)</i>	Yes	<p><i>Negative</i> – reduced capacity within the teams <i>Positive</i> – New ways of working provide a more streamlined approach to service delivery</p> <p>The proposed communications re-structure will have no impact on this.</p>	<p><u>Benefits Service</u> <i>Negative</i> - The reduction in staff within the Benefit Service would reduce overall capacity within the team, benefit administration could take longer, this would have an effect on residents who are reliant on the services and ultimately reputational damage.</p> <p><u>Contact Centre</u> Reduction in management within the Contact Centre will have no direct impact on service delivery, will impact support available for staff within the team.</p>

Section 1 – Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 <i>Briefly outline below if there will be any positive or negative impacts, on any groups of people with protected characteristics, who are covered by the Equality Act 2010, as a result of the proposal being considered.</i>			
Protected characteristics	Will the proposal have any positive impacts on those with protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
			<p><i>Positive</i> - function to self serve for benefit queries where possible, basic telephone calls taken within the Contact Centre freeing up more complex queries to be resolved in the service area.</p> <p><u>Community Hubs</u> Whilst there will be an impact on the Management role within the Community Hubs, the service delivery is unaffected by proposal, therefore face to face service remains unaffected.</p> <p><u>Communications</u> <i>Negative</i> – There will be a reduction in management capacity in Communications. <i>Positive</i> – This should be limited as the proposal is to delete a managerial position and not reduce the operational delivery of campaigns. There will be a loss of strategic management experience as provided in the current team structure but a revised structure and model would look to provide an appropriate level of leadership and management.</p> <p><u>Business Support</u></p>

Section 1 – Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 <i>Briefly outline below if there will be any positive or negative impacts, on any groups of people with protected characteristics, who are covered by the Equality Act 2010, as a result of the proposal being considered.</i>			
Protected characteristics	Will the proposal have any positive impacts on those with protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
			<p>The reduction is staff within the Business Support service will have an impact upon the service, the wider Council and its staff. It is not anticipated at this stage that the reductions will impact upon the customers who fall within this category.</p> <p><u>Commercial Business Development & Procurement</u></p> <p><i>Negative</i> – Whilst the restructure will focus on securing delivery capacity and reducing senior management capacity, there will be a reduction in overall staff resources, which will result in longer lead times and prioritisation of workloads.</p>

Section 2 - Welsh Language (Wales) Measure 2011 and Welsh Language Standards

The Welsh Language Measure 2011 and the [Welsh Language Standards](#) require the Council to have 'due regard' for any positive or negative impacts that proposal may have on opportunities to use the Welsh language.

Requirements	Does the proposal have any positive, negative, or neutral impacts with regards to the below?	What can be done to mitigate any negative impacts?	Please demonstrate any evidence used to form this opinion.
<p>Compliance with the Welsh Language Standards. <i>For example, Standards 88 - 93 – policy development and review of existing policies)</i></p>	<p>A neutral impact as same level of support for residents will be delivered as a result of this proposal. No impact on Welsh Language delivery from service perspective Community Hub staff are undergoing welsh language training – 3 members of staff have basic skills in this area and will be able to converse in Welsh once beginners course ends in Feb.</p> <p>The proposed changes to structures within Communications, Procurement and Business Support will have no impact on Welsh Language standards compliance .</p>	<p>No negative impacts in this area as far as compliance.</p>	<p>Training is ongoing within Customer Services areas, staff from Benefits, Contact Centre and Community Hubs are undertaking Welsh language beginners' course to support the delivery of Customer Services across a wide range of services in the medium of welsh.</p> <p>Lanyards are worn by welsh speakers within a front facing environment.</p> <p>All Customer Services posters are bilingual.</p> <p>IVR message is bilingual.</p> <p>All Customer Service staff meet and greet bilingually.</p>

Section 2 - Welsh Language (Wales) Measure 2011 and Welsh Language Standards

The Welsh Language Measure 2011 and the [Welsh Language Standards](#) require the Council to have 'due regard' for any positive or negative impacts that proposal may have on opportunities to use the Welsh language.

Requirements	Does the proposal have any positive, negative, or neutral impacts with regards to the below?	What can be done to mitigate any negative impacts?	Please demonstrate any evidence used to form this opinion.
			<p>The proposals contained within this IIA have no impact on the continuation of this approach.</p> <p>The communications structure changes have no proposals to change operational delivery or reduce capacity within the team. All communications will continue to be promoted bilingually.</p> <p>The proposed changes to the Business Support and Procurement Services will have a neutral impact on the compliance with the Welsh Language Standards.</p>
<p>What opportunities are there to promote the Welsh Language? <i>For example, status, use of Welsh language services, use of Welsh in everyday life in work / community</i></p>	<p>A neutral impact as same level of support for residents in the delivery of Customer Service and the promotion of the Welsh Language.</p>	<p>No negative impacts in this area as far as compliance is concerned.</p>	<p>Training is ongoing within Customer Services areas, staff from Benefits, Contact Centre and Community Hubs are undertaking Welsh language beginners' course to support the delivery of</p>

Section 2 - Welsh Language (Wales) Measure 2011 and Welsh Language Standards

The Welsh Language Measure 2011 and the [Welsh Language Standards](#) require the Council to have 'due regard' for any positive or negative impacts that proposal may have on opportunities to use the Welsh language.

Requirements	Does the proposal have any positive, negative, or neutral impacts with regards to the below?	What can be done to mitigate any negative impacts?	Please demonstrate any evidence used to form this opinion.
	<p>The proposed changes to structures within Communications, Procurement and Business Support will have no impact on Welsh Language standards compliance</p>		<p>Customer Services across a wide range of services in the medium of Welsh.</p> <p>Lanyards are worn by Welsh speakers within a front-facing environment.</p> <p>All Customer Services posters are bilingual.</p> <p>IVR message is bilingual.</p> <p>All Customer Service staff meet and greet bilingually.</p> <p>The proposals contained within this IIA have no impact on the continuation of this approach.</p> <p>Welsh language training courses will be promoted on all internal and external communications channels.</p>

Section 2 - Welsh Language (Wales) Measure 2011 and Welsh Language Standards

The Welsh Language Measure 2011 and the [Welsh Language Standards](#) require the Council to have 'due regard' for any positive or negative impacts that proposal may have on opportunities to use the Welsh language.

Requirements	Does the proposal have any positive, negative, or neutral impacts with regards to the below?	What can be done to mitigate any negative impacts?	Please demonstrate any evidence used to form this opinion.
<p>What opportunities are there for a person to use the Welsh Language? <i>For example, staff, residents and visitors</i></p>	<p>Neutral impact. Customer Service staff will offer the same Welsh language services.</p>	<p>No negative impacts in this area as far as compliance is concerned.</p>	<p>Training is ongoing within Customer Services areas, staff from Benefits, Contact Centre and Community Hubs are undertaking Welsh language beginners' course to support the delivery of Customer Services across a wide range of services in the medium of Welsh.</p> <p>Lanyards are worn by Welsh speakers within a front-facing environment.</p> <p>All Customer Services posters are bilingual.</p> <p>IVR message is bilingual.</p> <p>All Customer Service staff meet and greet bilingually.</p> <p>The proposals contained within this IIA have no impact on the continuation of this approach.</p>

Section 2 - Welsh Language (Wales) Measure 2011 and Welsh Language Standards

The Welsh Language Measure 2011 and the [Welsh Language Standards](#) require the Council to have 'due regard' for any positive or negative impacts that proposal may have on opportunities to use the Welsh language.

Requirements	Does the proposal have any positive, negative, or neutral impacts with regards to the below?	What can be done to mitigate any negative impacts?	Please demonstrate any evidence used to form this opinion.
			<p>The proposed changes to structure within Communications will have no impact on Welsh Language standards compliance . Welsh language training courses will be promoted on all internal and external communications channels.</p>
<p>Is the Welsh language being treated no less favourably than the English language?</p>	<p>Yes</p> <p>Welsh speakers will be treated no less favourably under the proposals to change the team structures within the Communications, Business Support and Procurement services.</p>	<p>Some Community Hub staff have a basic understanding of the Welsh language and further training is in the process of being undertaken with 3 of the Officers - proposal does not affect delivery of services through the Welsh language.</p>	<p>No impact on the delivery of services from a welsh language perspective by the proposal contained within this IIA.</p>

Section 2 - Welsh Language (Wales) Measure 2011 and Welsh Language Standards

The Welsh Language Measure 2011 and the [Welsh Language Standards](#) require the Council to have 'due regard' for any positive or negative impacts that proposal may have on opportunities to use the Welsh language.

Requirements	Does the proposal have any positive, negative, or neutral impacts with regards to the below?	What can be done to mitigate any negative impacts?	Please demonstrate any evidence used to form this opinion.
		The proposed changes to structure within Communications, Business Support and Procurement will have no impact on Welsh Language standards compliance.	

Section 3 - Socio-economic Duty (Strategic Decisions Only – Please refer to our Corporate Reporting Guidance)

Welsh Government's [Socio-economic Duty](#) provides a framework to ensure tackling inequality of outcome is at the forefront of decision making.

Please consider how your proposal could affect the following groups:

- Single parents and vulnerable families
- People with low literacy/numeracy
- Pensioners
- Looked after children
- Homeless people
- Carers
- Armed Forces Community
- Students
- Single adult households
- People who have experienced the asylum system
- People of all ages leaving a care setting
- People living in the most deprived areas in Wales (WIMD)
- People involved in the criminal justice system
- People misusing substances

Socio Economic Disadvantages	Will the proposal have a positive, negative, or neutral impact?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered (quantitative or qualitative)
<p>Low Income / Income Poverty <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i></p>	<p><i>Negative</i> – reduced capacity within the teams & also single person households could be affected by the proposals.</p> <p><i>Positive</i> – New ways of working provide a more streamlined approach to service delivery. Community Hubs located in town centres.</p>	<p><u>Benefits Service</u> <i>Negative</i> – The reduction in staff within the Benefit Service would reduce overall capacity within the team, benefit administration could take longer, this would have an effect on residents who are reliant on the services and ultimately reputational damage.</p> <p><u>Contact Centre</u></p>	<p><u>Benefits Service, Contact Centre and Community Hubs</u> Community Hub footfall Community Hub case studies on range of queries residents attend face to face hubs Volumes of telephone calls – benefits / contact centre / types of calls Volumes of benefit applications</p> <p><u>Communications</u> The impact should be limited as the proposal is to delete a</p>

Socio Economic Disadvantages	Will the proposal have a positive, negative, or neutral impact?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered (quantitative or qualitative)
	<p>The proposed changes in structure in Communications and Procurement will have no impact.</p>	<p>Reduction in management within the Contact Centre will have no direct impact on service delivery, will impact support available for staff within the team.</p> <p><i>Positive</i> – function to self serve for benefit queries where possible, basic telephone calls taken within the Contact Centre freeing up more complex queries to be resolved in the service area.</p> <p><u>Community Hubs</u> Whilst there will be an impact on the Management role within the Community Hubs, the service delivery is unaffected by proposal, therefore face to face</p>	<p>managerial position and not reduce the operational delivery of campaigns. There will be a loss of strategic management experience. However, there is an opportunity for a member of the team to take more responsibility and provide management and direction for the team. There would also be strategic leadership for communications within the proposed revised structure for the team.</p> <p><u>Business Support</u> Some of the staff within the service are single person households, or the only earners in the household. Therefore, reductions to the staffing structure could impact negatively on the staff who fall within this category. A large proportion of</p>

Socio Economic Disadvantages	Will the proposal have a positive, negative, or neutral impact?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered (quantitative or qualitative)
		service remains unaffected.	our staff are Residents of Blaenau Gwent and live locally.
<p>Low and/or No Wealth (<i>enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future</i>)</p>	<p><i>Negative</i> – reduced capacity within the teams</p> <p><i>Positive</i> – New ways of working provide a more streamlined approach to service delivery. Community Hubs located in town centres.</p>	<p><u>Benefits Service</u> <i>Negative</i> – The reduction in staff within the Benefit Service would reduce overall capacity within the Team, benefit administration could take longer, this would have an effect on residents who are reliant on the services and ultimately reputational damage.</p> <p><u>Contact Centre</u> Reduction in management within the Contact Centre will have no direct impact on service delivery, will impact support available for staff within the team</p>	<p><u>Benefits Service, Contact Centre and Community Hubs</u> The impact should be limited as the proposal is to delete a managerial position and not reduce the operational delivery. Community Hub footfall Community Hub case studies on range of queries residents attend face to face hubs will continue to support this approach in addition to the volumes of telephone calls – benefits / contact centre / types of calls and volumes of benefit applications</p> <p><u>Communications</u> The impact should be limited as the proposal is to delete a managerial position and not reduce the operational delivery of</p>

Socio Economic Disadvantages	Will the proposal have a positive, negative, or neutral impact?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered (quantitative or qualitative)
		<p><i>Positive</i> - function to self serve for benefit queries where possible, basic telephone calls taken within the Contact Centre freeing up more complex queries to be resolved in the service area.</p> <p><u>Community Hubs</u> Whilst there will be an impact on the Management role within the Community Hubs, the service delivery is unaffected by proposal, therefore face to face service remains unaffected.</p> <p><u>Procurement and Communications</u> The proposed changes in structure in Communications and</p>	<p>campaigns. There will be a loss of strategic management experience. However, there is an opportunity for a member of the team to take more responsibility and provide management and direction for the team. There would also be strategic leadership for communications within the proposed revised structure for the team.</p> <p><u>Business Support</u> Some of the staff within the service are single person households, or the only earners in the household. Therefore, reductions to the staffing structure could impact negatively on the staff who fall within this category.</p> <p><u>Commercial Business Development & Procurement</u> <i>Negative</i> – Whilst the restructure will focus on securing delivery</p>

Socio Economic Disadvantages	Will the proposal have a positive, negative, or neutral impact?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered (quantitative or qualitative)
		Procurement will have no impact.	capacity and reducing senior management capacity, there will be a reduction in overall staff resources, which will result in longer lead times and prioritisation of workloads.
<p>Material Deprivation (<i>unable to access basic goods and services i.e., financial products like life insurance, repair/replace broken electrical goods, are located in warm home, hobbies etc.</i>)</p>	<p><i>Negative</i> – reduced capacity within the teams</p> <p><i>Positive</i> – New ways of working provide a more streamlined approach to service delivery.</p> <p>Community Hubs located in town centres.</p> <p>The proposed changes in structure in Communications and Procurement will have no impact.</p>	<p><u>Benefits Service</u></p> <p><i>Negative</i> - The reduction in staff within the Benefit Service would reduce overall capacity within the team, benefit administration could take longer, this would have an effect on residents who are reliant on the services and ultimately reputational damage.</p> <p><u>Contact Centre</u></p> <p>Reduction in management within the Contact Centre will have no direct impact on service delivery, will</p>	<p><u>Benefits Service, Contact Centre and Community Hubs</u></p> <p>Community Hub footfall Community Hub case studies on range of queries residents attend face to face hubs</p> <p>Volumes of telephone calls – benefits / contact centre / types of calls Volumes of benefit applications</p> <p><u>Communications</u></p> <p>The impact should be limited as the proposal is to delete a managerial position and not reduce the operational delivery of campaigns. There will be a loss of strategic management</p>

Socio Economic Disadvantages	Will the proposal have a positive, negative, or neutral impact?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered (quantitative or qualitative)
		<p>impact support available for staff within the team <i>Positive</i> - function to self serve for benefit queries where possible, basic telephone calls taken within the Contact Centre freeing up more complex queries to be resolved in the service area.</p> <p><u>Community Hubs</u> Whilst there will be an impact on the Management role within the Community Hubs, the service delivery is unaffected by proposal, therefore face to face service remains unaffected.</p>	<p>experience. However, there is an opportunity for a member of the team to take more responsibility and provide management and direction for the team. There would also be strategic leadership for communications within the proposed revised structure for the team.</p> <p><u>Business Support</u> Some of the staff within the service are single person households, or the only earners in the household. Therefore, reductions to the staffing structure could impact negatively on the staff who fall within this category.</p> <p><u>Commercial Business</u> <u>Development & Procurement</u> <i>Negative</i> – Whilst the restructure will focus on securing delivery capacity and reducing senior management capacity, there will</p>

Socio Economic Disadvantages	Will the proposal have a positive, negative, or neutral impact?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered (quantitative or qualitative)
			be a reduction in overall staff resources, which will result in longer lead times and prioritisation of workloads.
<p>Area Deprivation <i>(where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?</i></p>	<p><i>Negative</i> – reduced capacity within the teams</p> <p><i>Positive</i> – New ways of working provide a more streamlined approach to service delivery Positive Community Hubs located in town centres.</p> <p>The proposed changes in structure in Communications, Business Support and Procurement will have no impact.</p>	<p><u>Benefits Service</u> <i>Negative</i> The reduction in staff within the Benefit Service would reduce overall capacity within the team, benefit administration could take longer, this would have an effect on residents who are reliant on the services and ultimately reputational damage.</p> <p><u>Contact Centre</u> Reduction in management within the Contact Centre will have no direct impact on service delivery, will impact support available for staff within the team</p>	<p><u>Benefits Service, Contact Centre and Community Hubs</u> Community Hub footfall Community Hub case studies on range of queries residents attend face to face hubs Volumes of telephone calls – benefits / contact centre / types of calls Volumes of benefit applications</p> <p><u>Communications</u> The impact should be limited as the proposal is to delete a managerial position and not reduce the operational delivery of campaigns. There will be a loss of strategic management experience. However, there is an opportunity for a member of the team to take more responsibility</p>

Socio Economic Disadvantages	Will the proposal have a positive, negative, or neutral impact?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered (quantitative or qualitative)
		<p><i>Positive</i> - function to self serve for benefit queries where possible, basic telephone calls taken within the Contact Centre freeing up more complex queries to be resolved in the service area.</p> <p><u>Community Hubs</u> Whilst there will be an impact on the Management role within the Community Hubs, the service delivery is unaffected by proposal, therefore face to face service remains unaffected.</p>	<p>and provide management and direction for the team. There would also be strategic leadership for communications within the proposed revised structure for the team.</p> <p><u>Commercial Business Development & Procurement</u> <i>Negative</i> – Whilst the restructure will focus on securing delivery capacity and reducing senior management capacity, there will be a reduction in overall staff resources, which will result in longer lead times and prioritisation of workloads.</p>
<p>Socio-economic Background <i>(social class i.e., parents' education, employment and income)</i></p>	<p>Neutral</p>	<p>N/A</p>	<p>N/A</p>
<p>Socio-economic Disadvantage</p>	<p>Neutral</p>	<p>N/A</p>	<p>N/A</p>

Socio Economic Disadvantages	Will the proposal have a positive, negative, or neutral impact?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered (quantitative or qualitative)
<i>(What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged)</i>			

Section 4 – Children’s Rights Approach - [The Right Way](#)

The Children’s Rights Approach – The Right Way is a framework for working with children, grounded in the UN Convention on the Rights of the Child (UNCRC). It places the UNCRC at the core of planning and service delivery and integrates children’s rights into every aspect of decision-making, policy and practice. The Right Way focuses on three main them Participation, Provision and Protection.

Protected characteristics	Will the proposal have any positive impacts on the Children’s Rights Approach?	Will the proposal have any negative impacts on the Children’s Rights Approach?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Participation (child or young person as someone who actively contributes to society as a citizen)	N/A	No	
Provision (the basic rights of children and young people to survive and develop)	N/A	No	
Protection (children and young people are protected against exploitation, abuse or discrimination)	N/A	No	

Section 5 - Data

Please outline any data or evidence that has been used to develop the proposal. For example, this can be previous consultations, national/regional/local data, pilot projects, reports, feedback from clients etc.

What data/evidence was used? - provide any links.	What were the key findings?	How has the data/evidence informed this proposal?
<p>Customer service data – there are a lot of different data sets gathered across the Customer Services teams. Data has been analysed to ensure no area outlined within this IIA is adversely affected by the proposal. The proposals set out within the Customer Service areas have opportunities to streamline service delivery to support the customer service delivery moving forward.</p>	<p>Streamline of services – self serve where possible but still offering telephony / face to face support to those who need / require these services.</p>	<p>Supported the streamlining of services, looking at basic enquiries v complex needs to ensure issues are resolved for residents.</p>

Are there any data or information gaps and if so what are they and how do you intend to address them?

We can monitor footfall pre and post proposal and also see if impact is seen in any of the customer service functions, Community Hubs, telephone calls and also benefits services.

Section 6 - Consultation.

Using the questions below please provide details of any planned consultations or consultations that have been undertaken to support the proposal, referring to the Gunning Principles as appropriate:

Principle 1: Consultation must take place when the proposals are still at a formative stage. You must not have already made up your mind.

Principle 2: Sufficient reasons must be put forward to allow for intelligent consideration and response. Have people been given the information and opportunity to influence?

Principle 3: Adequate time must be given for consideration and response. Is the consultation long enough bearing in mind the circumstances?

Principle 4: The product of consultation must be conscientiously taken into account when finalising the decision

Please consider the following questions:

1. Who did you consult?
2. When did the consultation take place and was adequate time given for a response?
3. Was there enough information provided to respond effectively?
4. What were the findings?
5. Have the findings been considered with regards to the decision?

A consultation process will take place with staff and the Trade Unions at the appropriate juncture, to ensure that they are clear on the proposals and how they will be affected.

Section 7 - Decision

Using the information, you have gathered from sections 1-9 please state in the table below whether you are able to proceed with the proposal.

Continue with the proposal in its current form	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Continue with proposal but take into account reasonable steps to mitigate any negative impacts of the proposal	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>

Please contact Policy & Partnerships should you require any further advice or guidance on completing your assessment via lissa.friel@blaenau-gwent.gov.uk or emma.scherptong@blaenau-gwent.gov.uk.

Business Case

To support better spending and investment decisions and better procurement

Governance and Partnerships – Proposed Cost Reductions

SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK (£0 TO £250K VALUE OF PROCUREMENT)

SRO:	Sarah King
Project Manager:	Gemma Wasley
Organisation:	Governance and Partnerships

	Name	Signature	Date
Prepared by:	Gemma Wasley	Gemma Wasley	30/10/23 06/11/23 20/11/23
Reviewed by:	Sarah King	Sarah King	20/11/23
Approved by:	Sarah King	Sarah King	20/11/23

1.	INTRODUCTION
1.1	The purpose of the Business Case is to provide options for delivering cost reductions for 2024/2025 onwards (as part of the council's Bridging the gap programme) in support of attaining a balanced budget.
1.2	This business case will detail the options identified to deliver a reduction in staff costs following a review of the Governance and Partnership Section. There are no vacant posts within the section and a number of posts are grant funded, therefore, the review is considering the potential downsizing and reducing or ceasing aspects of service delivery whilst maintaining a core service.
2.	THE CASE FOR CHANGE
2.1	The current economic climate is challenging for both the public and private sector as the cost of living crisis continues into 2023 with inflation remaining high at 6.7% (September 2023), higher than anticipated pay costs, increased borrowing costs, increased energy and fuel costs, all continuing to put pressure on budgets and the cost of delivering services to our residents.
2.2	The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2028/2029 indicates a budget gap of £34m over the 5-year period, with an estimated funded gap of £10m in 2024/2025.
2.3	Across the Council, service delivery methods are being reviewed including, staffing structures, external costs to identify budget cuts to contribute to mitigating the Council's budget gap.
2.4	<p>The Governance and Partnership Budget is predominantly staffing, and therefore proposals to reduce costs will impact on the staff numbers and impact on the level of service provided.</p> <p>Member Allowances are included within the budget and aspects of this have been put forward as additional business cases:</p> <ul style="list-style-type: none"> • Members Allowances - Additional Superannuation Budget - £12,000 • Co-opted Members Allowance Budget - £12,000 • Members Carers Allowance Budget - £6,500
2.5	<p>Employee information for the Governance and Partnership Section:</p> <ul style="list-style-type: none"> • Total number of staff – 46 • 5% Savings from staff - £72,000 • There are no current vacancies within the service • Of the 46 employees, 7 FTE are grant funded and therefore out of scope. The £72,000 is against fully funded Blaenau Gwent employees
2.5.1	The Governance and Partnership Section, headed by the Head of Democratic Services, Governance and Partnerships, comprises of a number of services:

2.5.2	<p>Policy Providing expert advice and support in relation to all aspects of policy across the Council. Also, development and implementation by the team of policy areas on behalf of the Council in the following areas:</p> <ul style="list-style-type: none"> • Strategic Partnerships <ul style="list-style-type: none"> ○ Town and Community Council's ○ Public Service Board ○ Local Delivery Group ○ Assessments, Engagement, Plans, Annual Reports, Partnerships/Groups • Equalities <ul style="list-style-type: none"> ○ The Equality Act 2010: the Public Sector Equality Duty ○ Strategic Equality Plan ○ Anti-Racism Action Plans Wales ○ LGBTQ+ Action Plans ○ Disability Action Plans ○ Equality and Human Rights Commission ○ Socio-economic Duty ○ Integrated Impact Assessments ○ Engagement, Plans and Action Plans, Annual Reports, Policy development • Welsh Language <ul style="list-style-type: none"> ○ Welsh Language (Wales) Measure 2011 and Welsh language standards ○ The Council is subject to the Compliance Notice – Section 44 Issue Date: 30/09/2015 ○ Assessments, Engagement, Plans and Action Plans, Annual Reports, guidance policies, liaison, and investigation and enforcement. • Participation <ul style="list-style-type: none"> ○ United Nations Convention on the Rights of the Child (UNCRC) ○ Youth forum ○ Youth mayor and deputy ○ Facilitating representing on regional forums ○ Youth Member of Parliament (UK/Wales) ○ School Grand Council ○ National Principles for Engagement in Wales • Climate Change <ul style="list-style-type: none"> ○ Paris Agreement is a legally binding international treaty on climate change ○ Net Zero 2030 in Wales ○ Net Zero 2050 - The Environment (Wales) Act 2016 ○ Assessments, Engagement, Plans and Action Plans, Annual Reports, performance management, guidance, policy development • CCTV <ul style="list-style-type: none"> ○ CCTV surveillance used to help tackle community safety issues such as crime and anti-social behaviour
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	<ul style="list-style-type: none"> ○ Impact Assessments, Codes of Practice, Plans and Action Plans, Annual Reports, guidance policies, liaison, and contract management.
2.5.3	<ul style="list-style-type: none"> ● Community Safety <ul style="list-style-type: none"> ○ Responsible for leading on the Council's approach to Community Safety including advice and support. Community safety is a partnership approach to reduce crime and disorder in local communities. Work includes: ○ Anti Social Behaviour ○ Public Space Protection Orders ○ Domestic Abuse / Domestic Homicide Review (VAWDASV) ○ Community Safety Partnership ○ Prevent ○ Substance Misuse ○ Strategic Needs Assessment ○ Community Safety Action Plan to support delivery of statutory functions ○ Implementation of the Serious Violence Duty ○ CONTEST: Protect, Prepare and Prevent ○ Community Cohesion
2.5.4	<ul style="list-style-type: none"> ● Performance Providing expert data, analytics and system development across Council Services. Provision of advice and support in relation to all aspects of performance across the Council. Development and implementation by the team of strategies and documentation on behalf of the Council. Development of meaningful, accurate and balanced reporting mechanisms. Supporting the organisation to effectively operate systems to collate and utilise data and intelligence. ● Social Services <ul style="list-style-type: none"> ○ Social Services Data - The analysis and production of management information for Adults and Children's Social Services, and Education Services with a focus on Children Looked After (CLA) personal education planning. They are responsible for the monitoring, data validation, quality assurance and presentation of performance information, including the submission of statutory returns to the Welsh Government. ○ SSWB Act - Production of performance and monitoring indicators and metrics. Children's and Adults censuses ○ Collation and development of the ACRF ○ WCCIS - The development, implementation and technical support of information technology systems within the Social Services Directorate. Providing formal training to system users for new system modules, functionality changes and the roll out of upgrades to the WCCIS system. Contributes to SQL server maintenance and develops SQL reporting systems via Microsoft Reporting Services, Microsoft SQL Server Management Studio and Microsoft Business Intelligence Studio. ○ On an annual basis, the children looked after data ○ Response plans and working arrangements in place to avoid continuity issues ○ Robust working links with SRS to ensure system upgrades and network infrastructure is in place

- Creating and reporting of national data requirements in a timely manner.
- To provide continued support and training to 'Superusers'
- Explore WCCIS functionality and identify opportunities to fully utilise systems capabilities. Mapping processes and legislative requirements to undertake service reviews
- Support system upgrades and testing and respond to any service continuity issues
- Develop and maintain forms to ensure they are fit for purpose to record data items used in the production of performance indicators to monitor and evaluate service delivery and to limit duplication of effort
- Helpdesk support

- **Education**

- Education Data – eFSM, Attendance, exclusions, attainment etc.
- Education Director's Report
- Schools support
- Undertake quarterly / annual statutory reporting e.g. PLASC, NDC, NT, SWAC, Attendance
- Provide accurate and timely information to service areas and partners e.g. LHB, Dental Service, Youth Offending Service, Early Identification Tool, Wellbeing Data Packs
- Development of basic and dynamic data extraction reporting and exception reporting
- Implementation of Capita and supporting frameworks ensuring information reflects other systems in order to minimise the use of data sources outside the Capita ONE environment.
- Support areas to improve processes, recording and reporting of information.
- Provide access to automated, timely and relevant reports for staff.
- Provide technical support for the schools' SIMS systems to ensure continuity of access to the system.
- Ensure that staff are able to access and utilise systems to support them in school related work activity - e.g. HWB, DEWi, FFT and Aspire.
- Undertake quality control activities to validate the data held within SIMS and other systems e.g. FSM reconciliation, PLASC analyses.
- Provide support to schools in the development and use of systems to record and track pupil attainment and progress, timetabling, target setting, exam functions, use of the Fischer Family Trust platform to review performance v estimates, record targets.

- **Community Services and Regeneration**

- Community Services Data
- Regeneration Data
- Director Report
- Evolutive
- Waste Data Flow
- Street Cleansing

- **Corporate**

- Corporate Data

	<ul style="list-style-type: none"> ○ Complaints and compliments ○ Welsh ○ Equalities ○ Climate Change ○ Community Safety ○ Safeguarding Report <ul style="list-style-type: none"> ● Governance <ul style="list-style-type: none"> ○ Corporate Planning ○ Self Assessment ○ Peer Assessment ○ Business planning ○ Performance Management Framework ○ Working across directorates to ensure all data requirements are captured and embedded into practice. ○ Implementation of the Council responsibilities against the Well-being of Future Generations Act ○ Implementation of the Local Government & Elections Act ○ Development of the statutory Well-being Objectives and Corporate Plan including establishment of performance indicators and regular monitoring arrangements ○ Joint Report ○ Data Maturity Assessment ○ Data Strategy ● Auditors and Regulators <ul style="list-style-type: none"> ○ Regular engagement with Auditors & across the Council on Performance Audits ○ Management of all Audit Wales audits including management of responses and monitoring proposals for improvement ○ Leading on the report tracker for external audits ○ Administering documentation and interviews for Audit Wales ○ Development of the Annual Governance Statement ● Data, Analysis, Statistics & Geographical Information Systems <ul style="list-style-type: none"> ○ Local Land and Property Gazetteer ○ Data Co-operation Agreement (DCA) ○ Statistical analysis across the Council ○ Mapping of services across the Council ○ Acorn Data ○ Strategic Needs Assessment ○ Power BI ○ Assessments, Analysis Plans and Action Plans, Statutory daily and monthly returns, data integration, liaison and representation, and investigation and enforcement.
2.5.5	<ul style="list-style-type: none"> ● Democratic Services <ul style="list-style-type: none"> ○ Responsible for management of democratic services and all related member functions. Development and embedding of the democratic arrangements of

	<p>the Council to effectively support members and modernise and manage the function effectively</p> <ul style="list-style-type: none"> ○ Leadership, Cabinet Support and Presiding Member support ○ Support to Committees ○ Provision of advice and guidance to officers and members ○ Provision of advice at meetings ○ Providing the statutory scrutiny function ○ Further development and refinement to manage and modernise the democratic function ○ Member development ○ Constituency work ○ Support to members on outside bodies ○ Support to member champions ○ Requirements under the Local Government and Elections Act – Live broadcasting, Participation in the democratic function, Petitions ○ Induction Programme ○ Supporting and embedding partnership committee arrangements ○ Provision of PDRs, Competency Framework, Member Reports ○ Amendments and revisions to guidance, documents and protocols
2.5.6	<ul style="list-style-type: none"> ● Resettlement <ul style="list-style-type: none"> ○ Responsible for the management and coordination of accommodation requirements in line with requirements under WG Homes requirements. ○ Resettlement Programmes - Management & Co-ordination of the Blaenau Gwent Homes for Ukraine Scheme participation & Asylum Dispersal ○ Meeting the Home Office expectations relating to resettlement programmes e.g. Refugee Programmes and Asylum Dispersal ○ Provide a key advisory role to LA's in Wales with Initial Accommodation to support with continuous move on, and provide additional operational resource and expertise to support move on ahead of IA closures. ○ Work with Pan Wales resettlement teams and housing teams to develop move on plans and options for all guests arriving into BG through the Wales super sponsor route.
3.	OPTIONS ANALYSIS
3.1	Main options
3.2	Option 1 – Do Nothing / Business as Usual
3.2.1	This option would not deliver financial efficiencies but would ensure that capacity is maintained to continue existing service delivery levels.
3.3	<p>Option 2 – Review and downsize Governance and Partnerships to reduce Staffing costs by:</p> <p>A. £43,100 if choice 1a, 2, 3 and 4 is supported (approximately 60% of the saving target); or</p> <p>B. £22,100 if only choices 2, 3 and 4 are supported (rejecting option 1), (approximately 30% of the savings target).</p>

	C.
3.3.1	<p>1. CCTV –</p> <p><i>Note – as part of the savings options of the CS05 business case on CCTV, there is an option to reduce the staffing capacity of a Policy Officer.</i></p> <ul style="list-style-type: none"> 1a. Reduced hours to 22.20hrs (3 days per week) (should a reduction in CCTV provision be identified) would be a saving of £21,000. <p>Saving achieved against reduction in hours is subject to change pending outcome of pay award.</p>
3.3.2	<p>2. Reduce the staffing budget of 1 FTE scale 9 post (37hrs) to 0.86 FTE (32hrs) saving approximately £9,000</p> <ul style="list-style-type: none"> The post is funded as 1 FTE at a scale 9 The current officer in post works 32hrs per week The option is to reduce the allocation to this post to 32hrs only There is a risk that the officer will request to go back to full time hours which will create a cost pressure in future Should the current officer leave, the post could only be put out as 32hrs in future
3.3.3	<p>3. Reduce the staffing budget of 1 FTE scale 7 post (37hrs) to 0.81% FTE (30hrs) saving approximately £10,200</p> <ul style="list-style-type: none"> The post is funded as 1 FTE at a scale 7 The current officer in post works 30hrs per week The option is to reduce the allocation to this post to 30hrs only There is a risk that the officer will request to go back to full time hours which will create a cost pressure in future Should the current officer leave, the post could only be put out as 30hrs in future <p>4. Saving of £2,900 for a scale 9 Officer at the beginning of the spinal point.</p>
3.3.4	
3.3	<p>Option 3 – Review and downsize Governance and Partnerships to reduce Staffing costs by £72,000 (5%)</p> <ol style="list-style-type: none"> Should option B above be supported the Governance and Partnership Section would need to find an additional £28,900 (an additional 40% to make the target) Should option C above be supported the Governance and Partnership Section would need to find an additional £49,900 (an additional 69% to make the target)
	In order to fully achieve the 5% staffing reduction of £72,000 a full review of the service will need to be undertaken.

	<p>As mentioned earlier in the proposal, the section has a total of 46 staff members, and, of these, 7 FTE are grant funded and therefore out of scope, leaving only 39 staff. There are also no current vacancies within the service, therefore, additional staffing proposals would need to be scoped and would require for the canvassing of voluntary or even compulsory redundancy in order to make the savings.</p> <p>With any restructure all associated risks on service delivery and service continuity would need to be considered as well as discussions with OD. A reduction in staff will result in a reduced service.</p> <p>The additional amount to be saved will be dependent on:</p> <ul style="list-style-type: none"> • The amount of savings achieved as part of option 2; • the level of restructure to take place; and • considering all associated risks and service impacts. <p>As downsizing cannot be achieved through vacant posts there will be termination costs incurred e.g., redundancy and pension strain costs. These costs will be one off, funding for these is currently being considered.</p>
3.5	Recommended option
3.5.1	To be determined as part of consideration and engagement process.
3.6	Sources and assumptions
3.6.1	Pay assumptions within the Medium Term Financial Strategy have been utilised to assess the financial impact of the proposals.
4.	PROCUREMENT ROUTE N/A
5.	FUNDING AND AFFORDABILITY
5.1.1	As downsizing cannot be achieved through vacant posts there will be termination costs incurred e.g. redundancy and pension strain costs. These costs will be one off, funding for these is currently being considered.
5.1.2	<p>If approved the financial impact on the funding gap in relation to the above options would be:</p> <ul style="list-style-type: none"> - Option 1 No Impact - Option 2a Budget reduction of £43,100 (£21,000 included within separate CCTV business case) - Option 2b Budget reduction of £22,100

	Year	Potential Saving		
		Option 2a	Option 2b	
	2024/2025	£43,100	£22,100	
	2025/2026	£0	£0	
	2026/2027	£0	£0	
	2027/2028	£0	£0	
	2028/2029	£0	£0	
	CCTV BC (Considered Separately)	(£21,000)		
	Total	£22,100	£22,100	
6.	DELIVERY ARRANGEMENTS			
6.1	<p>This proposal will be delivered through a review and downsizing of the current staffing structure and will include:</p> <ul style="list-style-type: none"> Engagement with staff, Trade Unions and Organisation Development. 			

Business Case

To support better spending and investment decisions and better procurement

All Portfolios – Proposed Budget Cut

**SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK
(£0 TO £250K VALUE OF PROCUREMENT)**

SRO:	Rhian Hayden
Project Manager:	Gina Taylor
Organisation:	Resources Department

	Name	Signature	Date
Prepared by:	Gina Taylor		
Reviewed by:	Rhian Hayden		
Approved by:	Rhian Hayden		

1.	INTRODUCTION
1.1	The purpose of the Business Case is to provide options for delivering budget reductions for 2024/2025 onwards (as part of the council's Bridging the gap programme) in support of attaining a balanced budget.
1.2	This business case will detail the options identified to deliver budget cuts including: <ul style="list-style-type: none"> • 1% budget cut across all budgets / Portfolios • 2% budget cut across all budgets / Portfolios
1.3	This proposal is additional to the individual business cases also under consideration.
2.	THE CASE FOR CHANGE
2.1	The current economic climate is challenging for both the public and private sector as the cost of living crisis continues into 2023 with inflation remaining high at 6.7% (September 2023), higher than anticipated pay costs, increased borrowing costs, increased energy and fuel costs, all continuing to put pressure on budgets and the cost of delivering services to our residents.
2.2	The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2028/2029 indicates a budget gap of £34m over the 5-year period, with an estimated funded gap of £10m in 2024/2025.
2.3	Across the Council service delivery methods are being reviewed including, staffing structures, external costs to identify budget cuts to contribute to mitigating the Council's budget gap.
3.	OPTIONS ANALYSIS
3.1	Main options
3.1.1	After applying the assumptions included within the Medium-Term Financial Strategy to the 2023/2024 Portfolio Budgets, it is proposed to:
3.1.2	Option 1 – Cut the uplift applied to all Portfolio Budgets by 1% for 2024/2025 (based on the adjusted estimate for 2023/2024)
3.1.3	Option 2 - Cut the uplift applied to all Portfolio Budgets by 2% for 2024/2025 (based on the adjusted estimate for 2023/2024)
3.1.4	The tables below show the financial impact per portfolio of the 2 options. The Individual Schools Budget (ISB) and Leisure Services have not been included as there are separate Business Cases.

Table 1: Option 1 – 1% Budget Cut

Portfolio	Uplift included in the MTFS £'000	Option 1 – 1% Cut £'000	Adjusted Uplift £'000
Corporate Services	1,165	142	1,023
Social Services	2,767	498	2,269
Education	476	89	387
Economy	38	7	31
Environment	1,801	253	1,548
Planning	59	11	48
Licensing	10	1	9
Total	6,316	1,001	5,315

Table 2: Option 2 – 2% Budget Cut

Portfolio	Uplift included in the MTFS £'000	Option 2 – 2% Cut £'000	Net Uplift £'000
Corporate Services	1,165	284	881
Social Services	2,767	996	1,771
Education	476	178	298
Economy	38	14	24
Environment	1,801	506	1,295
Planning	59	22	37
Licensing	10	2	8
Total	6,316	2,002	4,314

3.1.5

Risks identified for all 2 Options:

- Services maybe have insufficient budget to deliver services to the current level with the impact of high inflation and pay awards.
- This proposal does not consider the impact of other business cases presented for consideration.
- There may be significant cost pressures emerging during 2024/2025
- Emergency measures including a freeze on non-essential spend recruitment to vacant posts may need to be implemented to avoid an unplanned draw from Reserves at year end.

3.1.6

Mitigating Actions:

- Budget Holders will prioritise their budgets on essential expenditure.
- Regular budget monitoring and reporting should identify cost pressures as they emerge to allow actions to be put in place to address the cost pressure.

	Emergency measures including a freeze on non-essential spend and filling vacant posts may need to be in place throughout 2024/2025 to bring the spend in line with the budget.
3.2	Recommended option
3.2.1	To be determined as part of consideration and engagement process
3.3	Sources and assumptions
3.3.1	<p>The proposed cut has been based on the adjusted estimate for 2023/2024 and does not take into account any other Business Cases under consideration.</p> <p>The calculation of the adjusted estimate excludes:</p> <ul style="list-style-type: none"> • The Fire Levy • Apprenticeship Levy • Pension costs • Cross Cutting Budgets • Reverses a number of internal recharges including central support, Administration Buildings, IT and Insurance
4.	PROCUREMENT ROUTE
4.1	Not relevant at this point.
5.	FUNDING AND AFFORDABILITY
5.1	<p>If approved the financial impact on the funding gap for 2024/2025 in relation to the above options would be:</p> <ul style="list-style-type: none"> - Option 1 Budget reduction of £1m - Option 2 Budget reduction of £2m
6.	DELIVERY ARRANGEMENTS
6.1	This proposal will be delivered through the Portfolio budget being reduced during the budget setting process.

Business Case

To support better spending and investment decisions and better procurement

All Portfolios – Increase in Fees & Charges by a Minimum of 5%

**SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK
(£0 TO £250K VALUE OF PROCUREMENT)**

SRO:	Rhian Hayden
Project Manager:	Gina Taylor
Organisation:	Resources Department

	Name	Signature	Date
Prepared by:	Gina Taylor		
Reviewed by:	Rhian Hayden		
Approved by:	Rhian Hayden		

1.	INTRODUCTION
	<p>The purpose of the Business Case is to provide options for increasing income for 2024/2025 onwards (as part of the council's Bridging the gap programme) in support of attaining a balanced budget.</p> <p>This business case will propose increasing discretionary Fees & Charges by a minimum of 5%.</p>
2.	THE CASE FOR CHANGE
	<p>The current economic climate is challenging for both the public and private sector as the cost of living crisis continues into 2023 with inflation remaining high at 6.7% (September 2023), higher than anticipated pay costs, increased borrowing costs, increased energy and fuel costs, all continuing to put pressure on budgets and the cost of delivering services to our residents.</p> <p>The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2028/2029 indicates a budget gap of £34m over the 5-year period, with an estimated funded gap of £10m in 2024/2025.</p> <p>Across the Council service delivery methods are being reviewed including, staffing structures, external costs to identify budget cuts to contribute to mitigating the Council's budget gap.</p> <p>The Council has previously agreed a policy of full cost recovery therefore all fees & charges must be reviewed on a regular basis to ensure where appropriate the costs of providing the services are reflected in the fees & charges agreed and implemented.</p> <p>For 2024/25 employee costs are expected to increase by at least 5% with other costs anticipated to increase by an average 4% (CPI assumption MTFs). Given these estimated higher costs of delivering services to the public, where charged income levels should be considered / revised.</p>
3.	OPTIONS ANALYSIS
3.1	Main options
	<p>The budget assessment of income generated from all Fees & Charges for 2023/2024 is £14.5m and this includes:</p> <ul style="list-style-type: none"> • £10m from Discretionary Fees & Charges • £4.2m from fees & charges set nationally (e.g., Planning & Building Control Fees, Fixed Penalty Notices, Fairer Charging etc) • £0.2m from Consortia arrangements

	<p>Option 1 – Do not increase discretionary Fees & Charges for 2024/2025.</p> <p>The assumption in the Medium-Term Financial Strategy (MTFS) is to increase all income budgets by 4% in line with the assumption for inflation. This will increase income budgets by £0.6m.</p> <p>If individual discretionary fees & charges are not increased by a minimum of 4% there is a risk that this will result in a cost pressure in 2024/2025 as fees & charges will not increase in line with budget targets.</p> <p>Option 2 – Increase discretionary Fees & Charges by 4% in line with the assumption within the Medium-Term Financial Strategy</p> <p>Increasing all discretionary fees & charges by 4% should generate the income required to meet the proposed income budgets for 2024/2025, however will not generate additional income to contribute to the current identified budget gap within the MTFS.</p> <p>Option 3 – Increase discretionary Fees & Charges by 5% (as a minimum)</p> <p>This proposal is to increase discretionary charges by an additional 1% over and above the assumption within the MTFS. This option would deliver an increase in income of approximately £100,000 and would include increasing internal SLAs (with Schools, Corporate Landlord etc) by 5%.</p> <p>Risks identified for Options 2 and 3:</p> <ul style="list-style-type: none"> • Demand may drop off when prices are increased resulting in lower income levels being generated and budget cost pressures emerging as a consequence. • Increasing the costs to both external and internal customers resulting in increased pressures facing schools and other budgets. • Schools may consider withdrawing from the SLAs. <p>Mitigating Actions:</p> <ul style="list-style-type: none"> • Regular monitoring of fees and charges should identify cost pressures as they emerge and allow actions to be put in place to address the cost pressure.
3.2	Recommended option
	To be determined as part of consideration and engagement process.
3.3	Sources and assumptions

	An analysis of income budgets and forecast income (at quarter 2) have formed the basis of the calculations within this proposal.														
4.	PROCUREMENT ROUTE														
	Not relevant at this point.														
5.	FUNDING AND AFFORDABILITY														
	<p>If approved the financial impact on the funding gap in relation to the above options would be:</p> <ul style="list-style-type: none"> - Option 1 Will increase the budget gap identified in the MTFS by £0.6m - Option 2 No financial impact on the budget gap identified in the MTFS. - Option 3 Increased income and a reduction in the budget gap of £0.1m <table border="1" data-bbox="454 824 911 1167"> <thead> <tr> <th>Year</th> <th>Potential Income Generation</th> </tr> </thead> <tbody> <tr> <td>2024/2025</td> <td>£0.1m</td> </tr> <tr> <td>2025/2026</td> <td>£0</td> </tr> <tr> <td>2026/2027</td> <td>£0</td> </tr> <tr> <td>2027/2028</td> <td>£0</td> </tr> <tr> <td>2028/2029</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>£0.1m</td> </tr> </tbody> </table>	Year	Potential Income Generation	2024/2025	£0.1m	2025/2026	£0	2026/2027	£0	2027/2028	£0	2028/2029	£0	Total	£0.1m
Year	Potential Income Generation														
2024/2025	£0.1m														
2025/2026	£0														
2026/2027	£0														
2027/2028	£0														
2028/2029	£0														
Total	£0.1m														
6.	DELIVERY ARRANGEMENTS														
	Council will consider Fees & Charges as part of the budget setting process and the review of the Fees & Charges Register for 2024/2025.														

Blaenau Gwent County Borough Council - Integrated Impact Assessment

All decisions, policy reviews or policy implementation will now require a completed Integrated Impact Assessment.

- Section 1-Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Section 2-Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Section 3-Corporate Plan
- Section 4-Wellbeing of Future Generations (Wales) Act 2015
- Section 5-Welsh Language (Wales) Measure 2011
- Section 6-Children’s Right “The Right Way”
- Section 7-Community Safety
- Section 8 Armed Forces
- Section 9-Data
- Section 10-Consultations Statutory Consultation Doctrine of Legitimate Expectation and Gunning Principles
- Section 11-Monitoring
- Section 12-Decision of proposal

Lead Officer	Head of Service	Service Area & Department	Date
Rhain Hayden	Gina Taylor	All Services	08/02/2024

Briefly outline the proposal indicating what change or decision is to be made, also provide any documentation that may be used to support this.

What is the proposal that needs to be assessed?

It is proposed to increase discretionary fees & charges for 2024/2025 by a minimum of 5%, this would generate additional income in excess of £100,000 towards the Council's budget gap for 2024/2025. The current assumption within the Medium Term Finance Strategy is an increase of 4%.

Section 1 Outline how the proposal will impact on any people or groups of people with protected characteristics, please refer to the Equalities Act 2010 (Wales) for further information Equality Act 2010: guidance - GOV.UK (www.gov.uk) and the EHRC guidance The Essential Guide to the Public Sector Equality Duty: EHRC Briefly outline below if there will be any positive or negative impacts as a result of the proposal being considered.			
Protected characteristics	Will the proposal have any positive impacts on those with a protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Age (<i>people of all ages</i>)	No	Yes	There will be a financial impact from increased fees on residents who access Council Services for which there is a discretionary charge including social care, meals on wheels, school meals, Planning Fees etc. In most instances the services provided are discretionary and people have the option to not procure the services offered.
Disability (<i>people with disabilities/ long term conditions</i>)	No	Yes	As above
Gender Reassignment (<i>anybody who's gender identity or gender expression is</i>	No	Yes	As above

<i>different to the sex they were assigned at birth)</i>			
Marriage or Civil Partnership (<i>people who are married or in a civil partnership</i>)	No	Yes	As above
Pregnancy and Maternity (<i>women who are pregnant and/or on maternity leave</i>)	No	Yes	As above
Race (<i>people from black, Asian and minority ethnic communities and different racial backgrounds</i>)	No	Yes	As above
Religion or Belief (<i>people with different religions and beliefs including people with no beliefs</i>)	No	Yes	As above
Sex (<i>women and men, girls and boys and those who self-identify their gender</i>)	No	Yes	As above

Sexual Orientation <i>(lesbian, gay, bisexual, heterosexual, other)</i>	No	Yes	As above
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NOTE: Section 2 only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.

Commented [RH1]: I agree section 2 does not need to be completed - the Council's agreed policy is full cost recovery (unless decision is made to subsidise)




<p>Section 2 Socio-economic Duty (Strategic Decisions Only) <i>The Welsh Governments Socio-economic Duty provides a framework in order to ensure tackling inequality is at the forefront of decision making.</i></p> <p>.Please consider the below vulnerable groups and consider how the proposal could affect them:</p> <ul style="list-style-type: none"> > Single parents and vulnerable families > People with low literacy/numeracy > Pensioners > Looked after children > Homeless people > Carers > Armed Forces Community > Students > Single adult households > People misusing substances > People who have experienced the asylum system > People of all ages leaving a care setting > People living in the most deprived areas in Wales (WIMD) > People involved in the criminal justice system 			
Socio Economic disadvantage definitions.	Will the proposal have a positive, negative or neutral impacts on the below?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered.
Low Income / Income Poverty <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i>			
Low and/or No Wealth <i>(enough money to meet basic living costs and pay bills but have no savings)</i>			



<i>to deal with any unexpected spends and no provisions for the future)</i>			
Material Deprivation <i>(unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.)</i>			
Area Deprivation <i>(where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?)</i>			
Socio-economic Background <i>(social class i.e. parents education, employment and income)</i>			
Socio-economic Disadvantage <i>(What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged)</i>			

Section 3-Corporate Plan

Please outline any Corporate Plan linkages of the proposal - [BG Corporate Plan 22-27](#)

<p>Priority 1 - Maximise learning and skills for all to create a prosperous, thriving, resilient Blaenau Gwent</p>	
<p>Priority 2 - Respond to the nature and climate crisis and enable connected communities</p>	
<p>Priority 3 - An ambitious and innovative council delivering quality services at the right time and in the right place</p>	<p>Income from Fees & Charges generates £14m per annum towards the Council's budget, providing funding to support the delivery of services.</p>
<p>Priority 4 - Empowering and supporting communities to be safe, independent and resilient</p>	

Section 4-Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)	
<i>Sustainable development principles. The WCFG Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)</i>	
Five Ways of Working	How have you used the Sustainable Development Principles in forming the proposal?
<p>Long Tern</p> 	<p><i>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</i></p>
<p>Prevention</p> 	<p><i>Consider how the proposal is preventing problems from occurring or getting worse</i></p>
<p>Integration</p> 	<p><i>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</i></p>

<p>Collaboration</p> 	<p><i>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</i></p>
<p>Involvement</p> 	<p><i>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</i></p>

How does your proposal link to the Welsh Governments Priorities for Wales? Please indicate below.	
1. A PROSPEROUS WALES ... an innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	n/a
2. A RESILIENT WALES ... a nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change). Think about how your activity will have regard to protecting and enhancing biodiversity.	n/a
3. A HEALTHIER WALES ... a society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	n/a
4. A MORE EQUAL WALES ... A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).	n/a
5. A WALES OF COHESIVE COMMUNITIES ... attractive, viable, safe and well-connected communities.	n/a

6. **A WALES OF VIBRANT CULTURE AND THRIVING ...** a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

n/a

7. **A GLOBALLY RESPONSIBLE WALES ...** a nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

n/a



Section 5-Welsh Language (Wales) Measure 2011 and Welsh Language Standards <i>(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact that any proposal may have on opportunities to use the Welsh language. Welsh Language Standards)</i>			
Requirement	Does the proposal have any positive, negative or neutral impacts in regards to the below?	What can be done to mitigate any negative impacts?	Please demonstrate any evidence used to form this opinion.
Compliance with the Welsh Language Standards. <i>Specifically Standards 88 - 93</i>	No		
What opportunities are there to promote the Welsh Language? <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i>	No		
What opportunities are there for a person or person to use the Welsh Language? <i>e.g. staff, residents and visitors</i>	No		
Has the Welsh Language been considered in order to treat the Welsh language no less favourably than the English language?	No		

Section 6 – Children’s Rights Approach - [The Right Way](#)

The Children’s Rights Approach – The Right Way is a framework for working with children, grounded in the UN Convention on the Rights of the Child (UNCRC). It places the UNCRC at the core of planning and service delivery and integrates children’s rights into every aspect of decision-making, policy and practice. The Right Way focuses on three main them Participation, Provision and Protection.

Protected characteristics	Will the proposal have any positive impacts on the Children’s Rights Approach?	Will the proposal have any negative impacts on the Children’s Rights Approach?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Participation (child or young person as someone who actively contributes to society as a citizen)	No	No	
Provision (the basic rights of children and young people to survive and develop)	No	No	
Protection (children and young people are protected against exploitation, abuse or discrimination)	No	No	

Section 7– Community Safety

Duty to Consider Crime and Disorder Implications

Section 17 of the Crime and Disorder Act 1998 places a duty on the local authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder, anti-social and other behaviour adversely affecting the local environment, the misuse of drugs, alcohol and other substances, re-offending and serious violence.

Impacts	Will the proposal have any positive impacts on crime and disorder?	Will the proposal have any negative impacts on crime and disorder?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Crime (consider impact on each: victims, offenders and neighbourhoods)	No	No	
Anti-Social Behaviour and behaviour adversely affecting the local environment (consider impact on each: victims, offenders, neighbourhoods and green spaces)	No	No	

Misuse of drugs, alcohol and other substances (Think vulnerable children, adults, families and communities)	No	No	
Re-offending (Think young people and adults, victims, families, communities)	No	No	
Serious Violence (Think vulnerable young people, vulnerable adults, victims, families, communities)	No	No	
Counter Terrorism (People and places that are vulnerable to terrorism or violent extremism)	No	No	
Community Cohesion (Asylum seekers, Migrants, Victims or Hate Crime, Community tensions)	No	No	

Section 8- Armed Forces Covenant Duty AFC Draft Statutory Guidance - Final.pdf			
Impacts	Will the proposal have any positive impacts on the armed forces community?	Will the proposal have any negative impacts on the armed forces community?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
<p>Health</p> <ul style="list-style-type: none"> • Provision of services • Planning and funding • Co-operation between bodies and professionals <p>These healthcare functions are within scope of the Duty in the following settings:</p> <ul style="list-style-type: none"> • NHS Primary Care services, including general practice, community pharmacies, NHS dental, NHS optometry services and public health screening services. 	No	No	

<ul style="list-style-type: none"> • NHS Secondary Care services, including urgent and emergency care, hospital and community services, specialist care, mental health services, and additional needs services (as applicable). • Local authority-delivered healthcare services, including sexual health services and drug and alcohol misuse services 			
<p>Education</p> <ul style="list-style-type: none"> • Admissions • Educational attainment and curriculum • Child wellbeing • Transport • Attendance • Additional needs support • Use of Service Pupil Premium funding (England only) <p>These education functions are within scope of the Duty in compulsory education settings, that is,</p>	<p>No</p>	<p>No</p>	

<p>primary, secondary, and, for England only, compulsory further education. The Duty does not cover nursery (early years education), higher education, or other voluntary adult education settings</p>			
<p>Housing</p> <ul style="list-style-type: none"> • Allocations policy for social housing • Tenancy strategies (England only) • Homelessness • Disabled Facilities Grants 	<p>No</p>	<p>No</p>	

Section 9-Data-Please outline any data or evidence that has been used to develop the proposal, this can be previous consultations, local/national data, pilot projects, reports, feedback from clients etc.		
Data/evidence –What data/evidence was used? - provide any links.	What were the key findings?	How has the data/evidence informed this proposal?
<p>The Fees & Charges Register and ongoing monitoring of fee income compared to budgets.</p> <p>The need to identify budget cuts / increased income to balance the budget for 2024/2025.</p>	<p>For 2023/2024, the Council is forecasting achieving in excess of the overall estimate for all Fees & Charges.</p> <p>Cost of providing these discretionary services are increasing significantly.</p> <p>Council has an agreed policy of full cost recovery although they have determined that some services have been subsidised.</p>	<p>This proposal will generate additional income in excess of £100,000 towards the budget gap for 2024/2025 <u>and move some fees / charges towards full cost recovery.</u></p>

Commented [RH2]: Why this finding ?

Are there any data or information gaps and if so what are they and how do you intend to address them?

Section 10-Consultation. Please provide details of consultation undertaken to support the proposal. Please consider the Gunning Principles: -

Principle 1: Consultation must take place when the proposals are still at a formative stage. You must not have already made up your mind.

Principle 2: Sufficient reasons must be put forward to allow for intelligent consideration and response. Have people been given the information and opportunity to influence?

Principle 3: Adequate time must be given for consideration and response. Is the consultation long enough bearing in mind the circumstances?

Principle 4: The product of consultation must be conscientiously taken into account when finalising the decision

Briefly describe any planned consultations or consultations that have been carried out to date. Please consider the above principles.

This proposal has been included within the Budget Consultation and Engagement with Members, Trade Unions, Town & Community Councils and residents and other stakeholders within Blaenau Gwent.

Where relevant consultation has / will be undertaken with businesses impacted by proposal e.g. taxi's, gambling.

Section 11-Monitoring and Review	
How will the implementation of the proposal be monitored, including the impacts or changes made?	This will be monitored and reported as part of the Financial Management Framework.
What monitoring tools will be used?	Financial Reports / presentations to Members
How will the results be used for future development?	Outcomes will inform the review of the Medium Term Financial Strategy and assumptions applied.
How and when will it be reviewed?	During 2024/2025 financial year in consultation with CLT, wider CLT, Budget Holders and Members
Who is responsible for ensuring this happens?	Rhian Hayden / Gina Taylor

Section 12 - Decision	
<i>Using the information you have gathered from sections 1-9 please state in the table below whether you are able to proceed with the proposal.</i>	
Continue with the proposal in its current form	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Continue with proposal but take into account reasonable steps to mitigate any negative impacts of the proposal	Yes <input type="checkbox"/> No <input type="checkbox"/>

Name of person completing the IIA	
Name:	Gina Taylor

Job Title:	Service Manager Accountancy
Date:	8/2/2024

Head of Service Approval			
Name:	Rhian Hayden		
Job Title:	Chief Officer Resources		
Signature:		Date:	8/2/2024

Please contact Policy & Partnerships should you require any further advice or guidance on completing your assessment via lissa.friel@blaenau-gwent.gov.uk .

Business Case

To support better spending and investment decisions and better procurement

Increase Council Tax

**SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK
(£0 TO £250K VALUE OF PROCUREMENT)**

SRO:	Rhian Hayden
Project Manager:	Dave Elias
Organisation:	Resources Department

	Name	Signature	Date
Prepared by:	Rhian Hayden		
Reviewed by:			
Approved by:	Rhian Hayden		

1.	INTRODUCTION
	<p>The purpose of the Business Case is to provide options for increasing income for 2024/2025 onwards (as part of the council's Bridging the gap programme) in support of attaining a balanced budget.</p> <p>This business case will propose increasing Council Tax by 5% for 2024/25.</p>
2.	THE CASE FOR CHANGE
	<p>The current economic climate is challenging for both the public and private sector as the cost of living crisis continues into 2023 with inflation remaining high at 6.7% (September 2023), higher than anticipated pay costs, increased borrowing costs, increased energy and fuel costs, all continuing to put pressure on budgets and the cost of delivering services to our residents.</p> <p>The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2028/2029 indicates a budget gap of £34m over the 5-year period, with an estimated funded gap of £10m in 2024/2025.</p> <p>Across the Council service delivery methods are being reviewed including, staffing structures, external costs to identify budget cuts to contribute to mitigating the Council's budget gap.</p> <p>The Council's revenue budget is funded by Welsh Government (WG) Revenue Support Grant, income from fees & charges and Council Tax.</p> <p>For 2024/25 the revenue support grant received from WG is estimated to increase across Wales by an average of 3.1% however the Council's costs to deliver the current level of services to the Blaenau Gwent public is significantly out stripping the expected increase in this funding resulting in the forecast budget gap over the next 5 years.</p> <p>The Council has the option to raise additional income by increasing Council Tax to help set a balanced budget for 2024/25.</p>
3.	OPTIONS ANALYSIS
3.1	Main options
	<p>The Medium-Term Financial Strategy (MTFS) assumes a Council Tax increase of 4% for 2024/25 which if agreed will result in an additional £1.52m compared to 2023/24.</p> <p>Options for Consideration: -</p>

	<p>Option 1 – Increase Council Tax by 4% for 2024/2025, in line with the assumption within the Medium-Term Financial Strategy</p> <p>Increasing Council Tax by 4% in line with the assumption for inflation, will increase income by £1.52m. The increase on Band D (before considering precepts) would be an increase of approx. £73 per annum.</p> <p>Option 2 – Increase Council Tax by 5% for 2024/2025</p> <p>Increasing council tax by 5% is estimated to increase income / yield by £1.9m This is £0.38m above the current assumption within the MTFS and if agreed will reduce the budget gap by £0.38m in 2024/25 and £0.45m over the next 5 years. The increase on Band D (before considering precepts) would be approx. £91 per annum.</p> <p>Option 3 – Increase Council Tax by more than 5%</p> <p>Any additional increase to Council Tax will generate higher levels of income. Every 1% increase will result in an additional £0.38m to contribute towards the budget gap forecast for 2024/25 and future years and support the achievement of a balanced budget.</p> <p>Risks identified for all Options:</p> <ul style="list-style-type: none"> • Affordability of the residents of Blaenau Gwent to pay increased costs leading to increased council tax debt. <p>Mitigating Actions:</p> <ul style="list-style-type: none"> • This proposal will form part of public consultation and engagement.
3.2	Recommended option
	To be determined as part of consideration and engagement process.
3.3	Sources and assumptions
	The assumption in the Medium-Term Financial Strategy is to increase council tax by 4% per annum over the life of the strategy. A 1% increase will increase Council Tax income by £380,000.
4.	PROCUREMENT ROUTE
	Not relevant at this point.

5.	FUNDING AND AFFORDABILITY
	If approved the financial impact on the funding gap in relation to the above options would be: <ul style="list-style-type: none">- Option 1 No impact on the budget gap for 2024/2025- Option 2 Reduce the gap by £0.38m- Option 3 Not known.
6.	DELIVERY ARRANGEMENTS
	Council will consider Council Tax Charges as part of the budget setting process.

Business Case Templates

To support better spending and investment decisions and better procurement

Co-opted Members Allowance Budget

SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK (£0 TO £250K VALUE OF PROCUREMENT)

SRO:	
Project Manager:	Sarah King
Organisation:	BGCBC – Governance and Partnerships

	Name	Signature	Date
Prepared by:	Gemma Wasley	Gemma Wasley	29/08/23
Reviewed by:	Sarah King		
Approved by:			

1.	<p>INTRODUCTION</p> <p>1.1 The proposal is to cut or reduce the budget aligned to Co-opted Member Allowances. Following a recent review of the budget it has been identified that £12,000 could be removed from the budget in line with forecast expenditure and historical spend data. Currently, Blaenau Gwent Co-optees are not claiming expenses.</p> <p>1.2 The IRPW has determined that a daily or half daily fee is appropriate remuneration for the important role undertaken by co-opted members of authorities with voting rights. Recognising the important role that co-opted members discharge, payment must be made for travel and preparation time; committee and other types of meetings as well as other activities, including training.</p>
2.	<p>THE CASE FOR CHANGE</p> <p>2.1 Alongside the requirements of the IRPW, the Council allocates monies to support Co-opted Members for travel and preparation time; committee and other types of meetings as well as other activities, including training.</p> <p>2.2 To date, Co-opted Members have not claimed for Allowances. This has created an underspend in the budget.</p>
3.	<p>OPTIONS ANALYSIS</p>
3.1	<p>Main options</p> <p>3.1.2 Option 1 – Full Allocation £12,000 is the maximum amount available in the Co-optee Members Allowance Budget.</p> <p>3.1.3 Option 2 – Alternative Amounts Alternative amounts, lower than £12,000 could also be considered.</p> <p>3.1.4 Risks to Option 1 and 2 For Option 1 and 2 there is a risk of Co-opted Members claiming for Allowances.</p> <p><i>Note: we cannot discourage or stop any Co-opted Member from claiming allowances and it is a statutory right.</i></p> <p>3.1.5 Option 3 – Do Nothing If no monies are taken, then the underspend has traditionally been used to cover overspends in other Council budgets.</p>

3.2	<p>Recommended option</p> <p>3.2.1 Reduction or removal of the Co-optee Member Allowance would support cost savings across the Council. It is suggested that the monies could be removed from the budget from 2023/24. This assumption is in line with forecast expenditure and historical spend data.</p> <p>There is a risk if the budget is reduced by £12,000 or less should Co-opted Members claim Allowances in future years:</p> <ul style="list-style-type: none"> • Option 1 and 2 would put the budget in an overspend situation, with monies needing to be identified from elsewhere. <p><i>Note: we cannot discourage or stop any Co-opted Member from claiming allowances as it is a statutory right.</i></p>
3.3	<p>Sources and assumptions</p> <p>The assumption is in line with forecast expenditure and historical spend data.</p>
4.	<p>PROCUREMENT ROUTE</p> <p>N/A</p>
5.	<p>FUNDING AND AFFORDABILITY</p> <p>At this present time, this budget is not claimed for by Co-opted Members. This proposal will deliver financial efficiencies of £12,000 for 2024/2025.</p>
6.	<p><i>DELIVERY ARRANGEMENTS</i></p>
	<ul style="list-style-type: none"> • This is a proposal to remove or reduce an existing budget which has not been utilised this year as Co-opted Members have chosen to not claim for Allowances. • If approved, the budget can be reduced from 2023/24. • Risks are identified above. • Principal councils must maintain an annual schedule of member remuneration detailing the payments it will make to members in the coming municipal year. Principal councils must also publish a Statement of Payments by 30th September each year. This document details all payments made to elected members in the previous municipal year.

Business Case

To support better spending and investment decisions and better procurement

Estates – Review of Staffing Structure

**SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK
(£0 TO £250K VALUE OF PROCUREMENT)**

SRO:	Ellie Fry
Project Manager:	Steve Smith
Organisation:	BGCBC

	Name	Signature	Date
Prepared by:			
Reviewed by:			
Approved by:			

1.	INTRODUCTION
	The purpose of the business case is to provide options for reducing the budget for Estates to deliver cost reductions through a decrease in FTE (as part of the Council's Bridging the Gap programme) in support of attaining a balanced budget.
2.	THE CASE FOR CHANGE
	<p>The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2028/2029 indicates a budget gap of £34m over the 5 year period, with an estimated funding gap of £10m in 2024/2025.</p> <p>All budget areas across the Council are being reviewed to support the delivery of the MTFs. The service area comprises Planning, Building Control and Estates, the team comprises of a mix of professional services vital to the Council's corporate objectives and includes several statutory services. The Property Assets and Review Officer post identified is in a non-statutory area of work and therefore is proposed as a budget reduction to support the mitigation of the estimated Council funding gap.</p>
3.	OPTIONS ANALYSIS
3.1	Main options
	<p>Option 1 – Do Nothing / Business as Usual</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Service level remains at current levels. • New CATs proposals continue to be considered and support can be provided to existing CATs. <p>Disbenefits:</p> <ul style="list-style-type: none"> • No budget reduction to contribute towards the Council's Bridging the Gap programme. <p>Option 2 - Redundancy of Property Assets and Review Officer</p> <p>Planning and Building Control are statutory services and cutting below present service levels risks reducing service capacity to below acceptable standards. The Estates team is similarly positioned with the exception of this post which is largely responsible for delivery of CATS and assisting in their ongoing viability. This is a non-statutory function. The redundancy of this post would result in a budget reduction of £60,170.</p>

	<p>Benefits:</p> <ul style="list-style-type: none"> • Budget reduction would contribute to the Council's Bridging the Gap programme. <p>Disbenefits:</p> <ul style="list-style-type: none"> • The post is a single point of failure and there is no capacity to share existing workload amongst colleagues. The proposal with therefore result in cessation of this area of work in its entirety for the service area, impacting upon consideration of new CAT proposals and ongoing liaison with existing CATs. • There will be a loss of capacity to support some corporate priorities such as community gardens and impact upon the timescales of other areas such as the Strategic Asset Management Plan. <p>Risks:</p> <ul style="list-style-type: none"> • New CAT proposals cannot be considered and progressed by the service area to support future service delivery. • Existing CATs that require ongoing support may become unsustainable and assets returned to the Council, with unknown resource/financial impact. <p>Mitigating Actions:</p> <ul style="list-style-type: none"> • A few difficult cases aside; the delivery of CATs is nearing completion. This post is therefore considered to have the least impact on day to day service delivery.
3.2	Recommended option
	To be determined as part of the consideration and engagement process.
3.3	Sources and assumptions
	The above proposals outline the savings and potential risks to the Council and specifically the Estates budget, however the proposal has been based in the knowledge of the overall service area and the deliverability of a budget reduction through FTE reduction. Pay assumptions within the Medium-Term Financial Strategy has been utilised to assess the financial impact of the proposal.
4.	PROCUREMENT ROUTE
	Not applicable
5.	FUNDING AND AFFORDABILITY
	<p>If approved the financial impact on the funding gap in relation to the above options would be:</p> <ul style="list-style-type: none"> - Option 1 No Impact

	- Option 2 Budget reduction of £60,170														
	<table border="1"> <thead> <tr> <th>Year</th> <th>Potential Saving</th> </tr> </thead> <tbody> <tr> <td>2024/2025</td> <td>£60,170</td> </tr> <tr> <td>2025/2026</td> <td>£0</td> </tr> <tr> <td>2026/2027</td> <td>£0</td> </tr> <tr> <td>2027/2028</td> <td>£0</td> </tr> <tr> <td>2028/2029</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>£60,170</td> </tr> </tbody> </table>	Year	Potential Saving	2024/2025	£60,170	2025/2026	£0	2026/2027	£0	2027/2028	£0	2028/2029	£0	Total	£60,170
Year	Potential Saving														
2024/2025	£60,170														
2025/2026	£0														
2026/2027	£0														
2027/2028	£0														
2028/2029	£0														
Total	£60,170														
6.	DELIVERY ARRANGEMENTS														
	<p>This proposal will include:</p> <ul style="list-style-type: none"> • Engagement with staff, the Trade Union and Organisation Development. • An exit plan for dealing with outstanding work would be agreed with the post holder but no new CAT cases will be possible. 														

Business Case

To support better spending and investment decisions and better procurement

Business & Regeneration – Income Generation

**SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK
(£0 TO £250K VALUE OF PROCUREMENT)**

SRO:	Ellie Fry
Project Manager:	Owen Ashton
Organisation:	

	Name	Signature	Date
Prepared by:	Owen Ashton		
Reviewed by:			
Approved by:			

1.	INTRODUCTION
	The purpose of this Business Case is to provide options to identify alternative income streams within the Business & Regeneration service area to deliver overall cost reductions (as part of the Council's Bridging the Gap programme) in support of attaining a balanced budget.
2.	THE CASE FOR CHANGE
	<p>The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2028/2029 indicates a budget gap of £34m over the 5 year period, with an estimated funding gap of £10m in 2024/2025.</p> <p>For a number of years, the Business & Regeneration Division has secured external grant funding to support the delivery of regeneration projects across Blaenau Gwent and to fund technical delivery teams within the Authority to oversee projects. The significant costs and expertise of the Business & Regeneration teams have in the main been absorbed and covered within the departmental budget but have in some instances been covered by external funding sources.</p> <p>In order to develop further income streams for the authority, there is a need and an opportunity for staff to fee earn by charging their time against projects and programmes, and the most appropriate way of doing this is through the UK Government's Shared Prosperity Fund over 2023-24 and 2024-25.</p> <p>Business & Regeneration have already committed to securing £30,000 per annum income and the identification of additional income of £17,000 for 2024/25 is being proposed.</p>
3.	OPTIONS ANALYSIS
3.1	Main options
	<p>Option 1 – Do Nothing / Business as Usual</p> <p>Benefits:</p> <ul style="list-style-type: none"> • There is no impact upon current service delivery or how employees are funded. <p>Disbenefits:</p> <ul style="list-style-type: none"> • No budget reduction to contribute towards the Council's Bridging the Gap programme.

	<p>Option 2 – Additional income generation</p> <p>Generation of an additional £17,000 through the charging of employee costs against specific grants and schemes. Staff within Business & Regeneration will charge their time where relevant against projects, mainly focussed on the Shared Prosperity Fund.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Additional income will contribute towards the Council’s Bridging the Gap programme. <p>Disbenefits:</p> <ul style="list-style-type: none"> • There will be additional workload in monitoring and evidencing allocations of staff time against specific projects/grants. • There is a future need for the continuation of the income streams, alternative funding may be needed should the primary income stream/grant scheme should cease. <p>Risks:</p> <ul style="list-style-type: none"> • Grant schemes may cease, and no alternative funding streams introduced that can replace it, resulting in a potential future cost pressure for 2026/2027 if no further grant funding programmes are secured. • Timescales of grants may result in time pressures for the allocation of staff time to specific grants (i.e., late notification of underspending grant schemes meaning additional resource needed to complete appropriate administration tasks). <p>Mitigating Action:</p> <ul style="list-style-type: none"> • Close monitoring of grant spending/planning in order to ensure eligible expenditure in the form staff time allocations are appropriately charged against the grant schemes. • The Council has experience of managing multiple grant schemes and the charging of eligible expenditure against specific schemes including staff time allocations/
3.2	Recommended option
	To be determined as part pf the consideration and engagement process.
3.3	Sources and assumptions
	The main source of funding for this proposal is through the UK Government’s Shared Prosperity Fund and the assumption is that the funding can be used to cover staff costs and suitable grant schemes will be available to charge staff time allocations against, where staff costs are an eligible expenditure.

4.	PROCUREMENT ROUTE														
	Not applicable at this point.														
5.	FUNDING AND AFFORDABILITY														
	<p>The income will be funded through the UK Shared Prosperity Fund.</p> <p>If approved the financial impact on the funding gap in relation to the above options would be:</p> <ul style="list-style-type: none"> - Option 1 No Impact - Option 2 Budget reduction of £17,000 <table border="1" data-bbox="491 752 948 1055"> <thead> <tr> <th>Year</th> <th>Potential Saving</th> </tr> </thead> <tbody> <tr> <td>2024/2025</td> <td>£17,000</td> </tr> <tr> <td>2025/2026</td> <td>£0</td> </tr> <tr> <td>2026/2027</td> <td>£0</td> </tr> <tr> <td>2027/2028</td> <td>£0</td> </tr> <tr> <td>2028/2029</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>£17,000</td> </tr> </tbody> </table>	Year	Potential Saving	2024/2025	£17,000	2025/2026	£0	2026/2027	£0	2027/2028	£0	2028/2029	£0	Total	£17,000
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2025/2026	£0														
2026/2027	£0														
2027/2028	£0														
2028/2029	£0														
Total	£17,000														
6.	DELIVERY ARRANGEMENTS														
	Staff will charge their time against relevant projects within the Shared Prosperity Fund programme.														

ECON03

**Business & Regeneration – Review of Service Delivery /
Alternative Service Delivery / Income Generation**

SRO:	Ellie Fry
Project Manager:	Owen Ashton
Organisation:	BGCBC

	Name	Signature	Date
Prepared by:	Owen Ashton		Nov 2023
Reviewed by:			
Approved by:			

1.	INTRODUCTION
	The purpose of the business case is to propose utilisation of grant during 2024/24 to deliver elements of the Destination Management function alongside the exploration of future alternative delivery opportunities for this service in the medium / long term.
2.	THE CASE FOR CHANGE
	<p>The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2028/2029 indicates a budget gap of £34m over the 5-year period, with an estimated funding gap of £10m in 2024/2025.</p> <p>As part of the efficiency measures, staff savings are being considered across the whole Council. The proposal will look at reviewing the service delivery model within the Business and Regeneration service.</p> <p>The following options have been developed using this case and this Business Case proposes savings of £50,000 for 2024/25.</p>
3.	OPTIONS ANALYSIS
3.1	<p>Main options <i>2 Options</i> <i>1 – Do Nothing – No revenue saving achieved</i> <i>2 – Subject to Member Agreement – undertake the changes proposed to achieve the required savings.</i></p>
	<p>Option 1 – Do Nothing This option does not render any savings for the authority.</p> <p>Option 2 Service review of Business and Regeneration including consideration of income generation to produce financial efficiencies of £50,000. This business case is based on Income Generation and maximisation of grant funding for 2024/25 to deliver the elements of the service, alongside the exploration of future alternative delivery opportunities, including a regional or joint approach for future years.</p> <p>Service Impact: for this year the service will not be impacted, the funding will enable many of the existing and planned activities to continue either unchanged or changed slightly to ensure funding compliance.</p> <p>If the external funding is not utilised the risks are:</p> <ul style="list-style-type: none"> • There is no spare resource in the Business and Regeneration service to take on these duties, and so any ongoing work/support will not continue. • The CJC will be taking forward some elements of work and the Council may need to take on some temporary resource to manage the BG element of the work.

3.2	Recommended option To be determined as part of consideration and engagement process
3.3	Sources and assumptions
	The proposal has been based on the assumptions in the MTFS and 2024/2025 draft estimates.
4.	PROCUREMENT ROUTE <i>Not applicable at this stage.</i>
5.	FUNDING AND AFFORDABILITY
	This proposal, if approved will deliver financial efficiencies of £50,000 for 2024/2025.
6.	DELIVERY ARRANGEMENTS

Business Case

To support better spending and investment decisions and better procurement

EAS – Reduction in Contribution

**SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK
(£0 TO £250K VALUE OF PROCUREMENT)**

SRO:	
Project Manager:	Luisa Munro-Morris
Organisation:	Education Directorate

	Name	Signature	Date
Prepared by:	Luisa Munro-Morris	<i>L. Munro-Morris</i>	20.09.23
Reviewed by:			
Approved by:			

1.	INTRODUCTION
	The purpose of the business case is to provide options with regards Blaenau Gwent's annual contribution to the Education Achievement Service (EAS) and to deliver cost reductions over the medium term (as part of the Council's Bridging the Gap programme) in support of attaining a balanced budget.
2.	THE CASE FOR CHANGE
	<p>The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2028/2029 indicates a budget gap of £34m over the 5-year period, with an estimated funded gap of £10m in 2024/2025.</p> <p>The Council currently contributes £332,000 per annum towards their share in the EAS, which is a school improvement service formed in 2012 in partnership with the 5 local authorities in the former Gwent area.</p>
3.	OPTIONS ANALYSIS
3.1	Main options
	<p>Option 1 – Do nothing / Business as Usual To continue with the annual contributions to the service.</p> <p>Benefits</p> <ul style="list-style-type: none"> • The contribution Blaenau Gwent makes to the EAS is smaller than other LAs in the SEWC region, due to its size, however we are able to access the same level of support, including school improvement, professional learning opportunities, governor support and school improvement grant management. • Blaenau Gwent has developed a positive working relationship with the EAS and its senior leaders, and this has enabled progress to be made in many of our schools. The positive relationship was also recognised in the recent Estyn inspection of the LA. <p>Disbenefits</p> <ul style="list-style-type: none"> • This option would not deliver budget reductions towards the Council's Bridging the Gap proposals over the medium to long term. <p>Option 2 - Reduce contribution to EAS in 2024/25 by a further 10% The Local Authority commissions the EAS with the other SEWC LAs to undertake school improvement roles and responsibilities. This includes support for school governance and the management of Welsh Government grants linked to school improvement e.g., the Education Improvement Grant (EIG) and the Pupil Deprivation Grant (PDG). The proposal is to cut Blaenau Gwent's contribution to this commissioning arrangement by 10% which would</p>

	<p>realise a saving of around £34,000. This will be the second year of cuts as the contribution for 2023/2024 was cut by 10%. Other LAs in the SEWC region are also considering a 10% cut to their EAS contributions for 2024/2025.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • This would create a saving to the Local Authority's core budget. <p>Disbenefits:</p> <ul style="list-style-type: none"> • This may lead to a reduction in services from the EAS, in particular if all LAs in the SEWC region make similar cuts. • This could result in less support for schools and negatively impact on pupil outcomes. <p>Mitigating factors:</p> <ul style="list-style-type: none"> • All LAs in the SEWC region reduced their contribution to the EAS by at least 10% in 2023/24 and the EAS was able to make savings so that there was no reduction to the services they provide to the LAs.
3.2	Recommended option
	To be determined as part of the consideration and engagement process.
3.3	Sources and assumptions
	<p>The financial information is based on the 2023/2024 contribution.</p> <p>The above proposal outlines the savings and the potential risks to the Education Directorate however the assumption is that they can be achieved, should the council feel it necessary in order to make the budgetary savings required.</p> <p>Informal discussions with the EAS have indicated that they are expecting all LAs to request a 10% cut and are currently working on this premise and planning accordingly. If cuts are identified to achieve a 10% reduction across all LAs this could potentially lead to redundancies.</p>
4.	PROCUREMENT ROUTE
	Not relevant at this point.
5.	FUNDING AND AFFORDABILITY
	<p>If approved the financial impact on the funding gap in relation to the above options would be:</p> <ul style="list-style-type: none"> - Option 1 No Impact - Option 2 Budget reduction of £34,000

Year	Potential Saving
2024/2025	£34,000
2025/2026	£0
2026/2027	£0
2027/2028	£0
2028/2029	£0
Total	£34,000

6. **DELIVERY ARRANGEMENTS**

If the above proposal is approved, arrangements would need to be made to:

- Continue to engage with staff in DLT about proposed reduction.
- Engage with the schools about proposed reduction (if ASOS allows).
- Engage with the trade unions!
- Liaise with EAS and SEWC

Business Case

To support better spending and investment decisions and better procurement

Aneurin Leisure Trust – Review of Management Fee

**SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK
(£0 TO £250K VALUE OF PROCUREMENT)**

SRO:	
Project Manager:	Luisa Munro-Morris
Organisation:	Education Directorate

	Name	Signature	Date
Prepared by:	Luisa Munro-Morris	<i>L. Munro-Morris</i>	20.09.23
Reviewed by:			
Approved by:			

1.	INTRODUCTION
	The purpose of the business case is to provide options for reviewing the Management Fee provided to Aneurin Leisure Trust (ALT) and Awen for 2024/2025 as part of the Council's budget planning in attaining a balanced budget.
2.	THE CASE FOR CHANGE
	<p>The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2027/2028 indicates a budget gap of £34m over the 5-year period, with an estimated funded gap of £10m in 2024/2025.</p> <p>The Council commissions ALT to deliver leisure services to the residents of Blaenau Gwent through a Management Fee of £3.16m per annum and Awen to manage the Metropole Theatre for £0.22m per annum. The Management Fees are increased year on year in line with CPI as determined in the contractual arrangements included in the Funding and Management Agreement.</p>
3.	OPTIONS ANALYSIS
3.1	Main options
	<p>Option 1 – Do nothing / Business as Usual Increase the Management Fee for 2024/2025 in line with CPI (as at September 2023 CPI is 6.7%). The current assumed inflationary uplift included within the Medium-Term Financial Strategy is 4%.</p> <p>The increase in the Management Fee at:</p> <ul style="list-style-type: none"> • 4% is £135,670. • 6.7% is £223,000. <p>An uplift based on current CPI of 6.7%, will be a cost pressure of £87,000.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • The Trust have forecast by the end of this financial year its reserves will have significantly reduced due to utility cost pressures of circa £1.1 million and additional staff costs, doing nothing would be a contributing mitigating factor. • This option would enable new cost related projects such as Trinity Chapel to be actioned.

	<p>Option 2 – Cash Flat Management Fee for 2024/2025</p> <p>Service Impact This would provide the Council with a financial efficiency of £135,670 towards the Council’s funding gap for 2024/2025.</p> <p>Like the Council, the Trust is faced with significant cost increases, largely due to increased utility bills, inflation and pay awards. Consequently, the Trust are currently undertaking a review of all services to identify potential areas that can be cut. The review will cover services that are:</p> <ul style="list-style-type: none"> • Income generating – and reviewing if further income can be generated. • Non-income generating – review of how much it costs to run each service. • Grant funded services. <p>The Trust will then present a range of proposals for the Council to consider e.g., the closure of Blaina Library and the area to be served by the mobile library service instead which would realise savings of approximately £30,000. All proposed cuts to services would need to be considered and approved by the Council.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • This would create a saving to the Local Authority’s core budget. <p>Disbenefits:</p> <ul style="list-style-type: none"> • These savings would lead to significant cuts in the services the Leisure Trust is able to provide to the community. • This could put certain people at risk e.g., reduction to library services may negatively impact on people who are isolated or at risk of becoming isolated, and reduction in leisure services may increase anti-social behaviour. • By the end of this financial year the Trust has forecast to have wiped out all reserves due to utility cost pressures of circa £1.1 million and additional staff costs. • Any new projects, in particular Trinity Chapel, will be put at risk. <p>Mitigating factors:</p> <ul style="list-style-type: none"> • NA
3.2	Recommended option
	To be determined as part of the consideration and engagement process.

3.3	Sources and assumptions														
	The inflation assumption within the Medium-Term Financial Strategy has been utilised to assess the financial impact of the proposals.														
4.	PROCUREMENT ROUTE														
	Not relevant at this point.														
5.	FUNDING AND AFFORDABILITY														
	<p>If approved the financial impact on the funding gap in relation to the above options would be:</p> <ul style="list-style-type: none"> - Option 1 No Impact - Option 2 Budget reduction of £135,670 <table border="1" data-bbox="496 884 954 1189" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Year</th> <th>Potential Saving</th> </tr> </thead> <tbody> <tr> <td>2024/2025</td> <td>£135,670</td> </tr> <tr> <td>2025/2026</td> <td>£0</td> </tr> <tr> <td>2026/2027</td> <td>£0</td> </tr> <tr> <td>2027/2028</td> <td>£0</td> </tr> <tr> <td>2028/2029</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>£135,670</td> </tr> </tbody> </table>	Year	Potential Saving	2024/2025	£135,670	2025/2026	£0	2026/2027	£0	2027/2028	£0	2028/2029	£0	Total	£135,670
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2027/2028	£0														
2028/2029	£0														
Total	£135,670														
6.	DELIVERY ARRANGEMENTS														
	<p>If the above proposal is approved, arrangements would need to be made to:</p> <ul style="list-style-type: none"> • Continue to engage with staff in DLT about proposal. • Support the Leisure Trust in their review of all service areas. • Engage with relevant staff, OD, Trade Unions and other key stakeholders. 														

Business Case

To support better spending and investment decisions and better procurement

Reduction to Individual Schools Budget (ISB)

**SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK
(£0 TO £250K VALUE OF PROCUREMENT)**

SRO:	
Project Manager:	Luisa Munro-Morris
Organisation:	Education Directorate

	Name	Signature	Date
Prepared by:	Luisa Munro-Morris	<i>L. Munro-Morris</i>	20.09.23
Reviewed by:			
Approved by:			

1.	INTRODUCTION																																																										
	The purpose of the business case is to provide options for reviewing the funding provided to schools as part of the Council's budget planning in attaining a balanced budget for 2024/2025.																																																										
2.	THE CASE FOR CHANGE																																																										
	<p>The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2028/2029 indicates a budget gap of £34m over the 5-year period, with an estimated funded gap of £10m in 2024/2025.</p> <p>The 2023/2024 Individual Schools Budget (ISB) which is the funding delegated to schools is £52.6m, this equates to 76% of the total Education Portfolio's budget of £68.9m and 28.9% of the Council's overall budget.</p> <p>The WG Statistical Bulletin for Local Authority Budgeted Expenditure on Schools 2023-2024 indicates that Blaenau Gwent's funding per pupil across all sectors is £6,606 and is ranked the highest in Wales (Welsh average was £5,998). The table below shows the break down per sector and the ranking for both 2022/2023 and 2023/2024:</p> <p>Table 1: Total Schools Budgeted Expenditure per Pupil</p> <table border="1" data-bbox="284 1151 1334 1397"> <thead> <tr> <th rowspan="2">Sector</th> <th colspan="3">2022/2023</th> <th colspan="3">2023/2024</th> </tr> <tr> <th>BG</th> <th>Wales</th> <th>Ranking</th> <th>BG</th> <th>Wales</th> <th>Ranking</th> </tr> </thead> <tbody> <tr> <td>Primary</td> <td>5,725</td> <td>5,059</td> <td>1</td> <td>6,006</td> <td>5,380</td> <td>1</td> </tr> <tr> <td>Middle</td> <td>6,097</td> <td>5,628</td> <td>3</td> <td>6,368</td> <td>6,046</td> <td>4</td> </tr> <tr> <td>Secondary</td> <td>6,062</td> <td>5,806</td> <td>6</td> <td>6,427</td> <td>6,192</td> <td>6</td> </tr> <tr> <td>Special</td> <td>26,006</td> <td>24,795</td> <td>7</td> <td>26,070</td> <td>26,041</td> <td>10</td> </tr> <tr> <td>All Sectors</td> <td>6,300</td> <td>5,617</td> <td>1</td> <td>6,606</td> <td>5,998</td> <td>1</td> </tr> </tbody> </table> <p>When comparing the Standard Spending Assessment (SSA), (which informs the Revenue Support Grant) for 2023/2024 of £60.5m to the Education budget of across Education services of £66.45m indicates that Education is funded £5.9m above SSA.</p> <p>In addition to potentially reducing levels of funding, schools are also experiencing significant cost pressures largely due to increased utility bills, inflation and teachers pay awards. For 2024/2025 these are estimated as follows:</p> <p>Table 2: School Cost Pressures</p> <table border="1" data-bbox="284 1800 1181 2031"> <tbody> <tr> <td>Teachers Pay Award – assumed at 5%</td> <td>£835,000</td> </tr> <tr> <td>Non-Teachers Pay Award</td> <td>£321,000</td> </tr> <tr> <td>Third Party Expenditure – assumed 4% inflationary increase</td> <td>£19,000</td> </tr> <tr> <td>Energy (based on 2023/2024 forecast)</td> <td>£1,335,540</td> </tr> <tr> <td></td> <td>£2,510,540</td> </tr> </tbody> </table>	Sector	2022/2023			2023/2024			BG	Wales	Ranking	BG	Wales	Ranking	Primary	5,725	5,059	1	6,006	5,380	1	Middle	6,097	5,628	3	6,368	6,046	4	Secondary	6,062	5,806	6	6,427	6,192	6	Special	26,006	24,795	7	26,070	26,041	10	All Sectors	6,300	5,617	1	6,606	5,998	1	Teachers Pay Award – assumed at 5%	£835,000	Non-Teachers Pay Award	£321,000	Third Party Expenditure – assumed 4% inflationary increase	£19,000	Energy (based on 2023/2024 forecast)	£1,335,540		£2,510,540
Sector	2022/2023			2023/2024																																																							
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	At the start of 2022/23 school balances were £6.214m, by the end of the financial year they had reduced to £4.821m a reduction of £1.393m. During 2023/24 there is one school currently forecasting a deficit year end position. However, overall surplus balances are expected to significantly reduce by March 2024.
3.	OPTIONS ANALYSIS
3.1	Main options
	<p>Option 1 – Do nothing / Business as Usual Increase the ISB budget for 2024/2025 in line with the proposed uplift in the Revenue Support Grant, as included within the Medium-Term Financial Strategy of 2%.</p> <p>The increase to the ISB at 2% is £1.051m - see table 3 below for the financial impact on schools per sector.</p> <p>Benefits</p> <ul style="list-style-type: none"> • Increasing the ISB will assist schools in managing to achieve a balanced budget at the end of 2024/2025. Schools in a deficit position would need to consider redundancies as staff costs represent a significant proportion of a school budget. • Would provide funding towards addressing school cost pressures. • An increase in budgets is likely to impact positively on school's ability to deliver high quality teaching and learning which should impact positively on pupil outcomes. • The LA received a positive outcome in its inspection of Education Services in February 2023, an increase to ISBs is likely to enable services that were recognised by Estyn as good to continue to be delivered by schools. <p>Disbenefits</p> <ul style="list-style-type: none"> • This option would not deliver budget reductions towards the Council's Bridging the Gap proposals over the medium to long term. • Insufficient funding to mitigate all school cost pressures as identified in table 2 below. <p>Option 2 – Cash flat ISB in 2024/2025 Do not provide an uplift of 2% to the ISB. This proposal would deliver financial efficiencies of £1.051m towards the funding gap. - see table 3 below for impact on schools per sector</p> <p>Option 3 – Cut the ISB in 2024/2025 by £2m. Cut the ISB by £2m, this would equate to a 4% reduction (after allowing for 2% uplift as per the assumption in the MTF5). The financial impact is shown in the table 3 below.</p>

Option 4 – Cut the ISB in 2024/2025 by £3m.

Cut the ISB by £3m, this would equate to a 6% reduction (after allowing for 2% uplift as per the assumption in the MTFs). The financial impact is shown in the table 3 below.

Impact on Schools:

The following table illustrates the average impact on each of the sectors:

Table 3 – Average Financial Impact of Options per Sector

Sector	Option 1 2% Increase in funding	Option 2 Cash Flat	Option 3 Cut of 4%	Option 4 Cut of 6%
Primary	£24,389	0	(£46,399)	(£69,599)
Secondary	£78,002	0	(£148,398)	(£222,596)
Middle	£171,782	0	(£326,815)	(£490,223)
Special	£44,150	0	(£83,994)	(£125,991)

Options 2-4 have similar benefits / disbenefits as follows:

Benefits:

- This would contribute to reducing the Council's funding gap.

Disbenefits:

- Cutting the ISB will lead to schools being in a deficit position and having to implement deficit reduction plans to balance the budget as funding will be insufficient to meet rising costs of inflation, pay award, utility costs etc. This will include reductions to staffing which will impact on teaching and learning and pupil outcomes and could incur significant redundancy costs.
- Cutting the ISB is likely to impact negatively on school's ability to deliver high quality teaching and learning due to the need to make savings which could impact negatively on pupil outcomes.
- The LA received a positive outcome in its inspection of Education Services in February 2023, cuts to ISB may impact negatively on the services delivered to children and young people by schools, which were recognised by Estyn to be good.

Mitigating factors:

- Schools currently have surplus balances of £4.8m. at the end of 2022/2023. However, it is expected that these will significantly reduce during the current financial year as schools fund increasing costs in relation to utilities, pay etc.

3.2	Recommended option																																
	To be determined as part of the consideration and engagement process.																																
3.3	Sources and assumptions																																
	The above proposals have been based on the assumptions in the MTFS and outlines the savings and the potential risks to Schools and the Education Directorate however the assumption is that they can be achieved, should the council feel it necessary in order to make the budgetary savings required.																																
4.	PROCUREMENT ROUTE																																
	Not relevant at this point.																																
5.	FUNDING AND AFFORDABILITY																																
	<p>If approved the financial impact on the funding gap in relation to the above options would be:</p> <ul style="list-style-type: none"> - Option 1 No Impact - Option 2 Budget reduction of £1.051m - Option 3 Budget reduction of £2m - Option 4 Budget reduction of £3m <table border="1" data-bbox="411 1149 1238 1453"> <thead> <tr> <th data-bbox="411 1149 619 1189">Year</th> <th colspan="3" data-bbox="619 1149 1238 1189">Potential Saving</th> </tr> <tr> <td data-bbox="411 1189 619 1229"></td> <th data-bbox="619 1189 826 1229">Option 2</th> <th data-bbox="826 1189 1034 1229">Option 3</th> <th data-bbox="1034 1189 1238 1229">Option 4</th> </tr> </thead> <tbody> <tr> <td data-bbox="411 1229 619 1270">2024/2025</td> <td data-bbox="619 1229 826 1270">£1,051,000</td> <td data-bbox="826 1229 1034 1270">£2,000,000</td> <td data-bbox="1034 1229 1238 1270">£3,000,000</td> </tr> <tr> <td data-bbox="411 1270 619 1310">2025/2026</td> <td data-bbox="619 1270 826 1310">£0</td> <td data-bbox="826 1270 1034 1310">£0</td> <td data-bbox="1034 1270 1238 1310">£0</td> </tr> <tr> <td data-bbox="411 1310 619 1350">2026/2027</td> <td data-bbox="619 1310 826 1350">£0</td> <td data-bbox="826 1310 1034 1350">£0</td> <td data-bbox="1034 1310 1238 1350">£0</td> </tr> <tr> <td data-bbox="411 1350 619 1391">2027/2028</td> <td data-bbox="619 1350 826 1391">£0</td> <td data-bbox="826 1350 1034 1391">£0</td> <td data-bbox="1034 1350 1238 1391">£0</td> </tr> <tr> <td data-bbox="411 1391 619 1431">2028/2029</td> <td data-bbox="619 1391 826 1431">£0</td> <td data-bbox="826 1391 1034 1431">£0</td> <td data-bbox="1034 1391 1238 1431">£0</td> </tr> <tr> <td data-bbox="411 1431 619 1453">Total</td> <td data-bbox="619 1431 826 1453">£1,051,000</td> <td data-bbox="826 1431 1034 1453">£2,000,000</td> <td data-bbox="1034 1431 1238 1453">£3,000,000</td> </tr> </tbody> </table>	Year	Potential Saving				Option 2	Option 3	Option 4	2024/2025	£1,051,000	£2,000,000	£3,000,000	2025/2026	£0	£0	£0	2026/2027	£0	£0	£0	2027/2028	£0	£0	£0	2028/2029	£0	£0	£0	Total	£1,051,000	£2,000,000	£3,000,000
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6.	DELIVERY ARRANGEMENTS																																
	<p>If the above proposal is approved, arrangements would need to be made to:</p> <ul style="list-style-type: none"> • Continue to engage with staff in DLT about proposed reduction. • Engage with the schools about proposed reduction (if ASOS allows). • Engage with the trade unions. 																																

Business Case

To support better spending and investment decisions and better procurement

Staffing Reduction - Education Directorate

**SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK
(£0 TO £250K VALUE OF PROCUREMENT)**

SRO:	
Project Manager:	Luisa Munro-Morris
Organisation:	Education Directorate

	Name	Signature	Date
Prepared by:	Luisa Munro-Morris	<i>L. Munro-Morris</i>	19.11.23
Reviewed by:			
Approved by:			

1.	INTRODUCTION
	The purpose of the business case is to provide a review of the Education Directorate staffing provision and options for efficiencies, with a view of delivering cost reductions (as part of the Bridging the Gap programme) in support of attaining a balanced budget whilst also retaining key frontline services where required.
2.	THE CASE FOR CHANGE
	<p>The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2028/2029 indicates a budget gap of £34m over the 5-year period, with an estimated funding gap of £10m in 2024/2025.</p> <p>As part of the efficiency measures a 5% staff saving across the whole Council is one of the proposals being put forward across each Directorate. Many posts in the Education Directorate are funded through grants and therefore cannot form part of the overall 5% saving. When these posts are disaggregated, a 5% saving equates to £107,460.</p> <p>It is proposed that a departmental re-structure would realise the 5% saving. This would include some posts moving from core funding to grant funding, and some posts moving from full time to part time. It would also include income generation from Capital Funding and through Communities for Work Plus funding, to part fund some posts. In particular, £11,000 of income generation could be costed against 21st Century funding for the work of the Service Manager for Inclusion for the ongoing work on ALN reform, including additional resource bases, proposed observation classroom and support for the Welsh medium seedling provision. In addition, income generation from Communities for Work Plus could be utilised to part fund youth work posts which are currently being 100% core funded.</p>
3.	OPTIONS ANALYSIS
3.1	Main options
	<p>Option 1 – Do nothing / Business as Usual</p> <p>Benefits</p> <ul style="list-style-type: none"> • The directorate would continue to operate under its current staffing structure, this would provide a level of stability in the directorate. <p>Disbenefits</p> <ul style="list-style-type: none"> • This option would not deliver budget reductions towards the Councils Bridging the Gap programme over the medium to long term.

	<p>Option 2 – Undertake a Departmental Restructure</p> <p>Benefits:</p> <ul style="list-style-type: none"> • The proposed re-structure would realise a 5% saving across core funded posts in the Education Directorate. • The proposed re-structure would not result in any additional redundancy costs as it is not proposed to make any posts redundant. <p>Disbenefits:</p> <ul style="list-style-type: none"> • Moving posts from core funding to grant funding creates a level of instability in the directorate due to the possibility that grants could come to an end. • The ability to generate income may not be a long-term solution, so the costs may need to be covered by core funding again at a future date. • One full time post is being considered to move to part time hours on a permanent basis. This may make it hard to recruit to this post if it becomes permanently part time if the post was to become vacant in the future. This is a statutory post, and it is currently being covered by someone on a part time basis. 								
3.2	Recommended option								
	To be determined as part of consideration and engagement process								
3.3	Sources and assumptions								
	The above proposal outlines the savings and the potential risks to the Education Directorate however the assumption is that they can be achieved, should the council feel it necessary in order to make the budgetary savings required.								
4.	PROCUREMENT ROUTE								
	Not relevant at this point.								
5.	FUNDING AND AFFORDABILITY								
	<p>If approved the financial impact on the funding gap in relation to the above options would be:</p> <ul style="list-style-type: none"> - Option 1 No Impact - Option 2 Budget reduction of £107,460 <table border="1" data-bbox="555 1821 1011 2004"> <thead> <tr> <th>Year</th> <th>Potential Saving</th> </tr> </thead> <tbody> <tr> <td>2024/2025</td> <td>£107,460</td> </tr> <tr> <td>2025/2026</td> <td>£0</td> </tr> <tr> <td>2026/2027</td> <td>£0</td> </tr> </tbody> </table>	Year	Potential Saving	2024/2025	£107,460	2025/2026	£0	2026/2027	£0
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		2027/2028	£0
		2028/2029	£0
		Total	£107,460
6.	DELIVERY ARRANGEMENTS		
	<p>If the above proposal is approved, arrangements would need to be made to:</p> <ul style="list-style-type: none"> • Continue to engage with staff in DLT about proposal. • Engage with the trade unions. • Engage with finance and OD. 		

Public Protection Staff Reduction Proposals 2024-2025

SRO:	
Project Manager:	Ellie Fry
Organisation:	BGCBC

	Name	Signature	Date
Prepared by:	Ellie Fry		Jan 2024
Reviewed by:			
Approved by:			

1.	<p>INTRODUCTION</p> <p>The purpose of this proposal is to achieve budget savings for 2024/25 onwards as part of the Council's Bridging the Gap programme) in support of attaining a balanced budget corporately. This proposal seeks to achieve a target of £100,000.</p>
2.	<p>THE CASE FOR CHANGE</p> <p>The current economic climate is challenging for both the public and private sector as the cost-of-living crisis continues into 2023/24 with inflation remaining high at 7.9% (June 2023), higher than anticipated pay costs, increased borrowing costs, increased energy and fuel costs, all continuing to put pressure on budgets and the cost of delivering services to our residents.</p> <p>2.1 The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2028/2029 indicates a budget gap of £34m over the 5-year period, with an estimated funded gap of £10m in 2024/2025.</p>
3.	<p>OPTIONS ANALYSIS</p>
3.1	<p>Main options <i>2 Options</i></p> <p><u>Option 1 – Do Nothing/Business As Usual</u></p> <p>Benefits:</p> <ul style="list-style-type: none"> • the Council will retain the current levels of services in Public Protection that are revenue funded. <p>Dis-benefits:</p> <ul style="list-style-type: none"> • No budget reduction to contribute towards the Council's Bridging the Gap programme.
3.2	<p><u>Option 2 – Service restructure and reductions in statutory programmed inspections and other statutory work.</u></p> <p>To meet the £100,000 target outlined in section 1, the proposal is to undertake a small service restructure of Public Protection, with the added potential to consider other structural changes to facilitate further expressions of interest in voluntary redundancy. This option rationalises the senior level team from 4 to 3, with remaining posts to take on additional responsibility. An expression of interest for Voluntary redundancy for the post that would be deleted from the structure and made redundant.</p> <p>The restructure will enable management changes/staff reductions, and future succession planning. Core statutory responsibilities will continue to be delivered however the proposed changes will lead to some reductions of statutory programmed inspections and other statutory work. The key changes will include:</p>

	<ul style="list-style-type: none"> • Rationalisation of 4 senior leader roles to 3 – an expression of interest has been submitted for Voluntary redundancy from one of the post holders affected which may avoid a compulsory redundancy situation. • Management Restructure and other role changes to enable resilience and succession planning • Deletion/Changes to 2 No. Vacant Posts • Procuring specialist services as needed • Changes & reallocation of Supplies & Services Budgets • Minimisation of service reductions, but reduced capacity will result in less proactive work being done in programmed services with reactive work only <p>Below sets out what will continue and what will need to be reduced or stopped. Generally, the statutory work will continue and non-statutory work will either continue at a lower level, or stop.</p>
3.2.1	<p>The majority of the Public Protection Service will remain, with the two areas of Environmental Health and Trading Standards continuing to provide statutory inspections and continue to respond to issues and emergencies. The Housing Solutions Team remain as existing. The following reductions are being made:</p> <p><u><i>Reduce programmed Commercial Health & Safety activities - reactive and priority work only.</i></u> BG is an enforcing Authority under the Health & Safety at work Act 1974 section 18 (4). In 2022/23 - 61 inspections and 176 advice requests were dealt with. As a result of the proposed change, proactive intelligence-led work will be reduced, and reflected in the statutory annual work plan. The Authority will continue to respond to accidents/incidents.</p> <p><u><i>Reduce statutory programmed food hygiene and food standards inspections annually</i></u> Under EU Regulation 2017/16 Article 9, Food Authorities must perform official food controls on all operators regularly, on a risk basis and frequently. During 2022/23, 322 Hygiene and 214 Standards inspections visits were completed in accordance with regulations and the FSA post covid recovery plan. The number of inspections will reduce as a result of this proposal.</p> <p><u><i>Discontinue food and other sampling programmes</i></u> The Authority is required to outline its food sampling programme as part of its food law service delivery plan in 2022/23 - 124 were undertaken. Under this proposal, the Authority will discontinue proactive/programmed regional and national food sampling surveys due to loss of posts (i.e. Wales Food Microbiological Forum Survey or Trading Standards/Other).</p> <p><u><i>Reduced ability to respond to outbreaks of infectious disease (temporary additional support would be needed for medium/large outbreaks)</i></u> Reduction in ability to respond to outbreaks of communicable disease. During 2022/23, Officers responded to 155 notifications of infectious disease and 5 outbreak/cluster incidents.</p> <p><u><i>Discontinue proactive housing inspections (except programmed HMO Licensing visits).</i></u></p>

BG responds to approx. 250 complaints a year relating to poor conditions in private sector housing, this will continue. However, as part of this proposal proactive inspections (e.g, requested by clients, internal departments or outside agencies/partners) will be discontinued. (i.e. NEST (energy efficiency – pre-inspections; Immigration inspections (regular home office); Refugee related inspections (Ukraine hosting, other)). The above inspections could be undertaken on a voluntary overtime basis (Saturdays) if specific funding is available/fee earning.

Review regulation and inspection regime of Permitted Polluting Industrial Processes that fall under the Local Authority regulatory regime.

BG is responsible for the regulating Pollution from [Part A\(2\) & Part B](#) industrial processes, currently there are 21 such businesses in BG. This can increase or decrease dependent on economic climate/investment (e.g. Ciner).

Regularity of inspections will be reviewed within the legislation. Consideration will be given to externalising these inspections at reduced cost offset against staff savings. This would mitigate legal and reputational risks, but this proposal would reduce the capacity and resilience in the current team for the remaining work.

Reduce programmed Trading Standards activities as part of the response plan to the annual Strategic Assessment and other work plans

Trading Standards activities are already scaled back and reprioritised to be intelligence-led. They continue to maintain statutory consumer protection; provide safety responses and prevention work to protect the most vulnerable clients.

In addition, Trading Standards staff visit/inspect approximately 400 town centre/high street retail premises, inspections of manufacturers, online businesses and car traders. The service deals with approximately 600 consumer complaints a year, 40 trade advice requests and supports approx. 100 vulnerable scam victims. This proposal will further reduce programmed Trading Standards activities as part of the response plan in the annual Strategic Assessment.

Reduce Housing Solutions Budgets – Supplies & Services

This proposal will reduce Supplies & Services Budgets

The Benefits, Disbenefits & Risks of the proposal are:-

Benefits:

- Budget reduction would contribute towards the Council's Bridging the Gap programme albeit some monies would need to be retained to buy-in inspections from Agencies/Consultants. There will still be a need to respond to complaints relating to these premises.

Dis-benefits:

- Reduction in staff capacity resilience in the wider team members (including the reduction in expertise to pick up this work in short notice going forward along with other work).
- Proactive intelligence-led work will be reduced.

- The Authority will continue to respond to accidents/incidents where appropriate. The risk is that these will increase as programmed interventions reduce.
- Reduction in ability to respond to outbreaks of communicable disease without the need for temporary additional support - especially for medium/large outbreaks (including the ability to scale up for any Covid new variants).
- Advice requests from new/existing businesses (outside of inspection visits) have been scaled back in previous years and will be reduced further or discontinued completely. Also, internal advice requests will be either charged for or scaled back/discontinued.
- Reductions will/may also impact on the Authority's ability to implement new legislation (WG programme for Government - i.e. Special Procedures).
- Discontinuation of proactive product (non-food) sampling. Samples will only be taken in response to reactive/complaints/investigations.
- Reduction in food hygiene and standards inspection (albeit there will remain scope to buy-in inspections from external contractors)
- Food Complaints will need to be risk assessed with only high-risk complaints receiving a full response/inspection visit etc.
- Reduced ability to deliver the statutory National Food Hygiene Rating Scheme (Scores on the Doors) as part of the above hygiene inspections
- Agency/consultants will need to be instructed/managed to undertake the permit inspections, including management of subsequent follow-up work.
- Staff reduction will lead to a significant reduction in resilience of specialist Health and safety enforcement areas and prejudice the ability to train graduates/apprenticeships/new members of staff.
- Reduction in Supplies & Service budgets in order enable the goals of the re-structure and savings targets to be met.

Risks:

- The Council will need to tolerate the reputational risks associated with reducing this work to a minimum and the reduction in compliance standards in food businesses. WG and the HSE will need to be informed, where necessary.
- The Food Standards Agency (FSA) will need to be informed.
- The Wales Communicable Disease Outbreak Control Plan has been reviewed post pandemic with the outcome that local government will be involved as part of Outbreak Control Teams dealing with a wider range of infections (Food, Water and Environmental). Public Health Wales will need to be informed that the Authority's resources have been reduced that may reduce the ability to respond as expected under the new plan.
- Reduced ability to proactively intervene to protect public health where programmed sampling indicates a local/regional/national problem.
- Non-compliance levels are likely to increase in a need for enforcement action and increased risk to the public with the above reductions in inspections
- There may be additional impact on Public Protection as a result of the proposed WG Workplace Recycling regulations (to be determined).
- Following a recent (Sep 2023) Audit, the Food Standards Agency (FSA) stated that the Food Safety & Standards service had a shortfall in resources that the Authority was working to bridge. This proposal would affect the ability to do that, and the level of assurance (moderate) awarded by the FSA is dependent on

	<p>having the necessary resources to deliver the Food Law recovery plans, post Covid, and the regulated inspection frequencies which results in a risk to the Authority.</p> <p>Risks will be minimised as far as practicable and mitigated against relevant grant income, where possible.</p>														
	<p>Recommended option This is a savings proposal involving the changes to statutory and residual non-statutory services and a service restructure against the backdrop of the budget setting challenges for 2024/25.</p>														
	<p>Sources and assumptions To meet the £100,000 target, the proposal is to undertake a service restructure of Public Protection. The restructure will enable management changes/staff reductions and future succession planning and will lead to reductions of statutory programmed inspections and other statutory work.</p>														
3.3	<p>If Option 2 is approved then the changes will be delivered in accordance with the advice, guidance and consolation, as appropriate, from/with CLT, Director of Regeneration & Community Services, Organisational Development, Accountancy, Public Protection Staff, Trades unions and relevant others. This draft proposal and savings target has not taken into account any relevant severance costs.</p>														
3.4	<p>PROCUREMENT ROUTE Subject to approval of the proposal, any necessary buying in of support will be undertaken in accordance with corporate procurement rules.</p>														
3.4.2	<p>FUNDING AND AFFORDABILITY The proposal is to make revenue budget savings for 2024/25. No additional funding is required. Should the elected members choose to make the savings then a financial strategy will be included as part of the required business case.</p>														
3.4.3	<p>If approved the financial impact on the funding gap in relation to the above options would be:</p> <ul style="list-style-type: none"> - Option 1 No Impact - Option 2 Budget reduction of £100.000 <table border="1" data-bbox="513 1662 971 1966"> <thead> <tr> <th>Year</th> <th>Potential Saving</th> </tr> </thead> <tbody> <tr> <td>2024/2025</td> <td>£100,000</td> </tr> <tr> <td>2025/2026</td> <td>£0</td> </tr> <tr> <td>2026/2027</td> <td>£0</td> </tr> <tr> <td>2027/2028</td> <td>£0</td> </tr> <tr> <td>2028/2029</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>£100,000</td> </tr> </tbody> </table>	Year	Potential Saving	2024/2025	£100,000	2025/2026	£0	2026/2027	£0	2027/2028	£0	2028/2029	£0	Total	£100,000
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2028/2029	£0														
Total	£100,000														

5.	DELIVERY ARRANGEMENTS <i>Subject to elected Member agreement of the proposed changes (in full or in part) and risks etc, The Director will work with relevant PP, OD & Accountancy colleagues to deliver the restructure and service changes by 31st March 2024 or as soon as practicable thereafter.</i>

Blaenau Gwent County Borough Council - Integrated Impact Assessment

All decisions, policy reviews or policy implementation will now require a completed Integrated Impact Assessment.

- Section 1-Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Section 2-Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Section 3-Corporate Plan
- Section 4-Wellbeing of Future Generations (Wales) Act 2015
- Section 5-Welsh Language (Wales) Measure 2011
- Section 6-Children’s Right “The Right Way”
- Section 7-Community Safety
- Section 8 Armed Forces
- Section 9-Data
- Section 10-Consultations Statutory Consultation Doctrine of Legitimate Expectation and Gunning Principles
- Section 11-Monitoring
- Section 12-Decision of proposal

Lead Officer	Head of Service	Service Area & Department	Date
E Fry	D Thompson	Public Protection	Feb 2024

Briefly outline the proposal indicating what change or decision is to be made, also provide any documentation that may be used to support this.

What is the proposal that needs to be assessed?

To meet the £100k target outlined in section 1, the proposal is to undertake a small service restructure of Public Protection, with the added potential to consider other structural changes to facilitate further expressions of interest in voluntary redundancy. This option rationalises the senior level team from 4 to 3, with remaining posts to take on additional responsibility. An expression of interest for VR for the post that would be deleted from the structure and made redundant.

The restructure will enable management changes/staff reductions, and future succession planning. Core statutory responsibilities will continue to be delivered however the proposed changes will lead to some reductions of statutory programmed inspections and other statutory work.

Section 1

Outline how the proposal will impact on any people or groups of people with protected characteristics, please refer to the Equalities Act 2010 (Wales) for further information [Equality Act 2010: guidance - GOV.UK \(www.gov.uk\)](http://www.gov.uk) and the EHRC guidance [The Essential Guide to the Public Sector Equality Duty: EHRC](#)

Briefly outline below if there will be any positive or negative impacts as a result of the proposal being considered.

Protected characteristics	Will the proposal have any positive impacts on those with a protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Age (people of all ages)	No	Yes	Potential for a reduced response in relation to infections disease outbreaks, work place health and safety investigations (e.g, accidents, dangerous occurrences), Food, reduction in food inspections in relevant premises, reduction in proactive/non statutory housing inspections.Reduction in Trading Standards responses.
Disability (people with disabilities/ long term conditions)	No	Yes	As above
Gender Reassignment (anybody who's gender identity or gender expression is different to the sex they were assigned at birth)	No	Yes	As Bove

Marriage or Civil Partnership (<i>people who are married or in a civil partnership</i>)	No	Yes	As above
Pregnancy and Maternity (<i>women who are pregnant and/or on maternity leave</i>)	No	Yes	,AS above
Race (<i>people from black, Asian and minority ethnic communities and different racial backgrounds</i>)	No	Yes	As above
Religion or Belief (<i>people with different religions and beliefs including people with no beliefs</i>)	No	Yes	As above
Sex (<i>women and men, girls and boys and those who self-identify their gender</i>)	No	Yes	As above
Sexual Orientation (<i>lesbian, gay, bisexual, heterosexual, other</i>)	No	Yes	As above



NOTE: Section 2 only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.




Section 2 Socio-economic Duty (Strategic Decisions Only) <i>The Welsh Governments Socio-economic Duty provides a framework in order to ensure tackling inequality is at the forefront of decision making.</i>			
.Please consider the below vulnerable groups and consider how the proposal could affect them:			
<ul style="list-style-type: none"> ➢ Single parents and vulnerable families ➢ People with low literacy/numeracy ➢ Pensioners ➢ Looked after children ➢ Homeless people ➢ Carers ➢ Armed Forces Community ➢ Students ➢ Single adult households ➢ People misusing substances ➢ People who have experienced the asylum system ➢ People of all ages leaving a care setting ➢ People living in the most deprived areas in Wales (WIMD) ➢ People involved in the criminal justice system 			
Socio Economic disadvantage definitions.	Will the proposal have a positive, negative or neutral impacts on the below?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered.
Low Income / Income Poverty <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i>	neutral		
Low and/or No Wealth <i>(enough money to meet basic living costs and pay bills but have no savings)</i>	neutral		

<i>to deal with any unexpected spends and no provisions for the future)</i>			
Material Deprivation (<i>unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.</i>)	neutral		
Area Deprivation (<i>where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?</i>)	neutral		
Socio-economic Background (<i>social class i.e. parents education, employment and income</i>)	neutral	Hard to measure	
Socio-economic Disadvantage (<i>What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged</i>)	neutral		

Section 3-Corporate Plan <i>Please outline any Corporate Plan linkages of the proposal -BG Corporate Plan 22-27</i>	
Priority 1 - Maximise learning and skills for all to create a prosperous, thriving, resilient Blaenau Gwent	N/A
Priority 2 - Respond to the nature and climate crisis and enable connected communities	The proposal will have a small negative impact on this priority
Priority 3 - An ambitious and innovative council delivering quality services at the right time and in the right place	The proposal will have some negative effect on the delivery of quality services.
Priority 4 - Empowering and supporting communities to be safe, independent and resilient	The proposal will have some negative impact on this priority

Section 4-Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)
Sustainable development principles. The WCFG Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)

Five Ways of Working	How have you used the Sustainable Development Principles in forming the proposal?
<p>Long Tern</p> 	<p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p> <p>The proposal will reduce the amount of public health and consumer protection interventions and advice which may prejudice levels of regulatory compliance in the longer term. Hard to measure.</p>
<p>Prevention</p> 	<p>Consider how the proposal is preventing problems from occurring or getting worse</p> <p>The proposal will reduce preventive interventions by the service.</p>

<p>Integration</p> 	<p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p> <p>The proposal will reduce the amount of public health and consumer protection advice provided to other services in our communities.</p>
<p>Collaboration</p> 	<p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p> <p>The proposal will reduce the amount of public health and consumer protection advice provided to other internal departments.</p>
<p>Involvement</p> 	<p>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</p> <p>Corporate consultation on the proposals.</p>

How does your proposal link to the Welsh Governments Priorities for Wales? Please indicate below.

1. **A PROSPEROUS WALES** ... an innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

The proposal will reduce the amount of public health and consumer protection interventions and advice provided to business (that the contributes to a level playing field for business) and the general public at large

2. **A RESILIENT WALES** ... a nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change). Think about how your activity will have regard to protecting and enhancing biodiversity.

No notable impact

3. **A HEALTHIER WALES ...** a society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

The proposal will reduce the amount of public health and consumer protection interventions and advice provided to business (that the contributes to a level playing field for business) and the general public at large

4. **A MORE EQUAL WALES ...** A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

The proposal will reduce the amount of public health and consumer protection interventions and advice provided to the general public

5. **A WALES OF COHESIVE COMMUNITIES ...** attractive, viable, safe and well-connected communities.

The proposal will reduce the amount of public health and consumer protection interventions and advice provided to communities

6. **A WALES OF VIBRANT CULTURE AND THRIVING ...** a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

No direct impact

7. **A GLOBALLY RESPONSIBLE WALES ...** a nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

The proposal will reduce the amount of public health and consumer protection interventions and advice provided to the general public and business. Many of the services regulatory activities contribute to wider environmental improvement and well-being.

Section 5-Welsh Language (Wales) Measure 2011 and Welsh Language Standards

(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact that any proposal may have on opportunities to use the Welsh language. [Welsh Language Standards](#))



Requirement	Does the proposal have any positive, negative or neutral impacts in regards to the below?	What can be done to mitigate any negative impacts?	Please demonstrate any evidence used to form this opinion.
Compliance with the Welsh Language Standards. <i>Specifically Standards 88 - 93</i>	neutral		

What opportunities are there to promote the Welsh Language? <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i>	neutral		
What opportunities are there for a person or person to use the Welsh Language? <i>e.g. staff, residents and visitors</i>	neutral		
Has the Welsh Language been considered in order to treat the Welsh language no less favourably than the English language?	neutral		

Section 6 – Children’s Rights Approach - [The Right Way](#)

The Children’s Rights Approach – The Right Way is a framework for working with children, grounded in the UN Convention on the Rights of the Child (UNCRC). It places the UNCRC at the core of planning and service delivery and integrates children’s rights into every aspect of decision-making, policy and practice. The Right Way focuses on three main them Participation, Provision and Protection.

Protected characteristics	Will the proposal have any positive impacts on the Children’s Rights Approach?	Will the proposal have any negative impacts on the Children’s Rights Approach?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
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Participation (child or young person as someone who actively contributes to society as a citizen)	No	No	
Provision (the basic rights of children and young people to survive and develop)	No	No	
Protection (children and young people are protected against exploitation, abuse or discrimination)	No	No	

Section 7– Community Safety

Duty to Consider Crime and Disorder Implications

Section 17 of the Crime and Disorder Act 1998 places a duty on the local authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder, anti-social and other behaviour adversely affecting the local environment, the misuse of drugs, alcohol and other substances, re-offending and serious violence.

Impacts	Will the proposal have any positive impacts on crime and disorder?	Will the proposal have any negative impacts on crime and disorder?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Crime (consider impact on each: victims, offenders and neighbourhoods)	No	Yes	Increase in non-compliance in food premises and other businesses regulated by the service.. Mitigated as far as possible by intelligence/complaint led responses based on risk rated programmed interventions and responses to complaints.
Anti-Social Behaviour and behaviour adversely affecting the local environment (consider impact on each: victims, offenders, neighbourhoods and green spaces)	No	No	
Misuse of drugs, alcohol and other substances (Think vulnerable children, adults, families and communities)	No	Minor impacts on the illegal selling of counterfeit/illegally imported or otherwise illegal tobacco/vapes	Intelligence led work based on annual strategic assessments/ intervention priorities

Re-offending (Think young people and adults, victims, families, communities)	No	No	
Serious Violence (Think vulnerable young people, vulnerable adults, victims, families, communities)	No	No	
Counter Terrorism (People and places that are vulnerable to terrorism or violent extremism)	No	No	
Community Cohesion (Asylum seekers, Migrants, Victims or Hate Crime, Community tensions)	No	No	

Impacts	Will the proposal have any positive impacts on the armed forces community?	Will the proposal have any negative impacts on the armed forces community?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
<p>Health</p> <ul style="list-style-type: none"> • Provision of services • Planning and funding • Co-operation between bodies and professionals <p>These healthcare functions are within scope of the Duty in the following settings:</p> <ul style="list-style-type: none"> • NHS Primary Care services, including general practice, community pharmacies, NHS dental, NHS optometry services and public health screening services. • NHS Secondary Care services, including urgent and emergency care, hospital and community services, specialist care, 	No	No	

<p>mental health services, and additional needs services (as applicable).</p> <ul style="list-style-type: none"> Local authority-delivered healthcare services, including sexual health services and drug and alcohol misuse services 			
<p>Education</p> <ul style="list-style-type: none"> Admissions Educational attainment and curriculum Child wellbeing Transport Attendance Additional needs support Use of Service Pupil Premium funding (England only) <p>These education functions are within scope of the Duty in compulsory education settings, that is, primary, secondary, and, for England only, compulsory further education. The Duty does not cover nursery (early</p>	<p>No</p>	<p>No</p>	

years education), higher education, or other voluntary adult education settings			
Housing <ul style="list-style-type: none"> • Allocations policy for social housing • Tenancy strategies (England only) • Homelessness • Disabled Facilities Grants 	No	No	

Section 9-Data-Please outline any data or evidence that has been used to develop the proposal, this can be previous consultations, local/national data, pilot projects, reports, feedback from clients etc.		
Data/evidence –What data/evidence was used? - provide any links.	What were the key findings?	How has the data/evidence informed this proposal?
Budget reduction targets. Current staffing levels/vacant posts Delayed required service restructure Reassessment of priorities Alternative approaches to service delivery	As per the Outline savings proposals	Yes

Are there any data or information gaps and if so what are they and how do you intend to address them?

None

Section 10-Consultation. Please provide details of consultation undertaken to support the proposal. Please consider the Gunning Principles: -

Principle 1: Consultation must take place when the proposals are still at a formative stage. You must not have already made up your mind.

Principle 2: Sufficient reasons must be put forward to allow for intelligent consideration and response. Have people been given the information and opportunity to influence?

Principle 3: Adequate time must be given for consideration and response. Is the consultation long enough bearing in mind the circumstances?

Principle 4: The product of consultation must be conscientiously taken into account when finalising the decision

Briefly describe any planned consultations or consultations that have been carried out to date. Please consider the above principles.

Please consider the following questions; -

- 1. Who did you consult?**
- 2. When did the consultation take place and was adequate time given for a response?**
- 3. Was there enough information provided to respond effectively?**
- 4. What were the findings?**
- 5. Have the findings been considered in regards to the decision?**

To date, consultation has been undertaken in accordance with Corporate Leadership Team processes and with the Lead Cxbinet Member, Director and HR colleagues

Section 11-Monitoring and Review	
How will the implementation of the proposal be monitored, including the impacts or changes made?	Reports to Corporate Leadership Team and Council, as required
What monitoring tools will be used?	Reports
How will the results be used for future development?	
How and when will it be reviewed?	Outcomes to be monitored in accordance with corporate requirements
Who is responsible for ensuring this happens?	Director of Regeneration & Community Services.

Section 12 - Decision		
<i>Using the information you have gathered from sections 1-9 please state in the table below whether you are able to proceed with the proposal.</i>		
Continue with the proposal in its current form	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Continue with proposal but take into account reasonable steps to mitigate any negative impacts of the proposal	Yes <input type="checkbox"/>	No <input type="checkbox"/>

Name of person completing the IIA	
Name:	
Job Title:	
Date:	

Head of Service Approval			
Name:	E Fry		
Job Title:	Director of regeneration & Community Services		
Signature:		Date:	Feb 2024

Please contact Policy & Partnerships should you require any further advice or guidance on completing your assessment via lissa.friel@blaenau-gwent.gov.uk or kate.james@blaenau-gwent.gov.uk.

Business Case

To support better spending and investment decisions and better procurement

Trade Waste Price Increases

**SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK
(£0 TO £250K VALUE OF PROCUREMENT)**

SRO:	Ellie Fry
Project Manager:	Matthew Stent
Organisation:	BGCBC – Neighbourhood Services

	Name	Signature	Date
Prepared by:	Lisa Jones		02/10/23
Reviewed by:	Matthew Stent		02/10/23
Approved by:			

1.	INTRODUCTION
	The purpose of the business case is to provide options for reviewing Trade Waste charges in order to generate additional income (as part of the Council's Bridging the Gap programme) in support of attaining a balanced budget.
2.	THE CASE FOR CHANGE
	<p>The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2028/2029 indicates a budget gap of £34m over the 5 year period, with an estimated funding gap of £10m in 2024/2025.</p> <p>The collection of trade waste is a statutory service; however the Council do not have to provide it and can sign post to private operators.</p> <p>The service recovers its costs through charging customers and fully recovers the direct costs in delivering the service. The trade waste service has direct costs of approximately £295,000.</p> <p>Collection of trade waste covers both external customers and internal customers including schools and corporate landlord buildings. This Business Case provides options for increasing the trade waste prices for all customers and external customers only which would generate additional income that could contribute to the mitigating the estimated funding gap. Any price increase over 4% for internal customers will create a budget cost pressure for those services. External customers make up approximately 47% of the income generated by the service.</p>
3.	OPTIONS ANALYSIS
3.1	Main options
	<p>Option 1 – Business as usual – increase all customer charges in line with the assumption in the Medium Term Financial Strategy of 4%.</p> <p>Option 2 – Do minimum – increase customer prices by 5%. This would achieve an estimated annual income increase of £4,749, based on current customer base.</p> <p>Option 2 a - Do minimum – increase external customer prices by 5%. This would achieve an estimated annual income increase of £2,220, based on current customer base.</p> <p>Option 3 - increase the customer prices by 10%. This would achieve an estimated annual income increase of £21,452, based on current customer base.</p>

Option 3a - increase the external customer prices by 10%. This would achieve an estimated annual income increase of £10,063, based on current customer base.

Option 4 – increase the customer prices by 15%. This would achieve an estimated annual income increase of £38,154, based on current customer base.

Option 4a – increase the external customer prices by 15%. This would achieve an estimated annual income increase of £17,907, based on current customer base.

Option 5 – increase the customer prices by 20%. This would achieve an estimated annual income increase of £54,856, based on current customer base.

Option 5a – increase the external customer prices by 20%. This would achieve an estimated annual income increase of £25,750, based on current customer base.

Increases applied to the whole customer base returns:				
5%	10%	15%	20%	
£4,749	£21,452	£38,154	£54,856	
Increases applied to the external customers only returns:				
5%	10%	15%	20%	45%
£2,220	£10,063	£17,907	£25,750	£64,968

Impact / Risks:

- Reputational damage
- Reduction in customer base as increasing costs will likely lead to customers going elsewhere for the service.
- No scope for re-investment in the service.
- Expected loss of customers and therefore income.
- Any additional charges above 4% for internal customers will generate cost pressures for their service areas (such as schools, catering and corporate landlord).
- The Authority operates a compliant service which is a USP in the current marketplace for attracting/retaining customers, as it is currently operating at above market average pricing.

3.2 Recommended option

To be determined as part of the consideration and engagement process.

3.3	Sources and assumptions														
	The financial impact included within the options is over and above the 4% increase included within the MTFS assumptions and based on the current client base.														
4.	PROCUREMENT ROUTE														
	Not applicable at this stage.														
5.	FUNDING AND AFFORDABILITY														
	<p>If approved the financial impact on the funding gap in relation to the above options would be:</p> <ul style="list-style-type: none"> - Option 1 No Impact - Option 2 Budget reduction of £2,220 - £54,856 through increased income. <table border="1" data-bbox="488 943 999 1211"> <thead> <tr> <th>Year</th> <th>Potential Saving</th> </tr> </thead> <tbody> <tr> <td>2024/2025</td> <td>£2,220 – £54,856</td> </tr> <tr> <td>2025/2026</td> <td>£0</td> </tr> <tr> <td>2026/2027</td> <td>£0</td> </tr> <tr> <td>2027/2028</td> <td>£0</td> </tr> <tr> <td>2028/2029</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>£2,220 – £54,856</td> </tr> </tbody> </table>	Year	Potential Saving	2024/2025	£2,220 – £54,856	2025/2026	£0	2026/2027	£0	2027/2028	£0	2028/2029	£0	Total	£2,220 – £54,856
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2024/2025	£2,220 – £54,856														
2025/2026	£0														
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2028/2029	£0														
Total	£2,220 – £54,856														
6.	DELIVERY ARRANGEMENTS														
	The proposal will be delivered by an increase in the identified income budgets when set for 2024/2025, and achievement will be monitored and reported through the Council's standard budgetary control procedures reviewing income and expenditure against budgets.														

Business Case

To support better spending and investment decisions and better procurement

Charging for Residual Bins and Recycling Bags

**SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK
(£0 TO £250K VALUE OF PROCUREMENT)**

SRO:	Ellie Fry
Project Manager:	Matthew Stent
Organisation:	BGCBC – Neighbourhood Services

	Name	Signature	Date
Prepared by:	Lisa Jones		02/10/23
Reviewed by:	Matthew Stent		02/10/23
Approved by:			

1.	INTRODUCTION
	To consider the options for charging residents for replacement wheeled bins and charging residents for green waste recycling bags which would generate additional income (as part of the Council's Bridging the Gap programme) in support of attaining a balanced budget.
2.	THE CASE FOR CHANGE
	<p>The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2028/2029 indicates a budget gap of £34m over the 5 year period, with an estimated funding gap of £10m in 2024/2025.</p> <p>To combat the rising costs of waste and recycling receptacles and to bring services in line with other Welsh local authorities who are charging residents for replacement bins and green waste collections, BG are proposing options of this potential revenue generating practice.</p> <p>There is evidence that a number of other authorities already have this as general practice. BG would be an outlier if some charges to cover costs were not introduced.</p> <p>The proposals would therefore generate additional income that could contribute to mitigating the estimated Council funding gap.</p>
3.	OPTIONS ANALYSIS
3.1	Main options
	<p>Option 1 – Business as usual – continue to supply all bins and bags free of charge.</p> <p>Option 2 – charge residents for replacement and first issue wheeled bins and green waste recycling bags. Many local authorities in Wales charge an administration and delivery charge for wheeled bins to residents and many charge for the green waste service. BG are proposing to introduce administration and delivery charge of £20 for replacement wheeled bins and an administration and delivery charge of £2 for green waste recycling bags.</p> <p>Option 3 – charge residents for replacement wheeled bins only. - £20 each</p> <p>Option 4 – charge residents for first issue and replacement wheeled bins. - £20 each</p> <p>Option 5 – Do minimum - charge residents for green waste recycling sacks. - £2</p>

	<p>a) Potential Income: Based on £2 per request: Total No. of requests for green sacks [2022/23] – 1831 x £2 = £3,662.00</p> <p>b) However, a number of requests were for more than 1 green sack. Total No. of green sacks requested [2022/23] – 4275 x £2 = £8,550.00</p> <p>No of requests for wheeled bins [2022/23] – 943 x £20 = £18,860.00</p> <p>What did we spend on both in 2022/23 –</p> <ul style="list-style-type: none"> • Wheeled bins - £11,520.00 • Green Waste sacks - £10,680.00 <p>The charges are only for administration / delivery, not the actual cost of the bin or sack. By only charging for admin / delivery we retain the right to make certain stipulations i.e., where the bin is stored (if it's causing an obstruction, no excess waste etc.).</p> <p>Impact / Risks:</p> <ul style="list-style-type: none"> • Reputational damage • Dis-incentivises recycling behaviour [green sacks] • Wheel bins are not mandatory so would likely lead to more resident placing bags for collection rather than pay for a replacement wheeled bin. <p>The charging administered by other Local Authorities has been considered and attached at Appendix 1.</p>
3.2	Recommended option
	To be determined as part of the consideration and engagement process.
3.3	Sources and assumptions
	The above proposal has been based upon the assumptions in the MTFs, the historical spend data of the department and the service requests received by the service area.
4.	PROCUREMENT ROUTE
	Not applicable at this stage.
5.	FUNDING AND AFFORDABILITY
	<p>If approved the financial impact on the funding gap in relation to the above options would be:</p> <ul style="list-style-type: none"> - Option 1 No Impact - Option 2 Budget reduction of £27,410

	<ul style="list-style-type: none"> - Option 3 Budget reduction of less than £18,860 - Option 4 Budget reduction of £18,860 - Option 5a Budget reduction of £3,662 - Option 5b Budget reduction of £8,550 <table border="1" data-bbox="491 427 1002 696" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Year</th> <th>Potential Saving</th> </tr> </thead> <tbody> <tr> <td>2024/2025</td> <td>£3,662 - £27,410</td> </tr> <tr> <td>2025/2026</td> <td>£0</td> </tr> <tr> <td>2026/2027</td> <td>£0</td> </tr> <tr> <td>2027/2028</td> <td>£0</td> </tr> <tr> <td>2028/2029</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>£3.662 - £27,410</td> </tr> </tbody> </table>	Year	Potential Saving	2024/2025	£3,662 - £27,410	2025/2026	£0	2026/2027	£0	2027/2028	£0	2028/2029	£0	Total	£3.662 - £27,410
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Total	£3.662 - £27,410														
6.	DELIVERY ARRANGEMENTS														
	<p>The proposal will be delivered by an increase in the identified income budgets when set for 2024/2025, and achievement will be monitored and reported through the Council's standard budgetary control procedures reviewing income and expenditure against budgets.</p>														

Replacement charges for residual and recycling containers

LA	Charges for replacements?	Exemptions?	Additional info
Anglesey	A charge for new or replacement residual bins	No charge for recycling and food waste containers	
Blaenau Gwent	No charge	N/A	
Bridgend	No charge	N/A	
Caerphilly	They charge for replacement residual and recycling bins. They currently charge £25.50 for a new replacement and £10.20 for a reconditioned replacement if available.	The only exemptions they make is if they have damaged the bin or the bin has gone in the back of one of their vehicles.	The same applies for commercial, the only difference being the cost of the replacement based on the size of the receptacle.
Cardiff	Cardiff charge for replacement/additional garden waste containers and for replacement black wheeled bins, reviewing their prices on an annual basis.	If the bin is damaged they will exchange free of charge. Green bags for comingled recycling – free Food caddy liners – free Kerbside food caddies – free	The following fees and charges are applicable from May 2021: Green Garden Waste Bin (240 l) - £35 (currently £25) Black Residual Waste Bin (140l) - £25 Reusable Garden Waste Sack (Bag areas only) - £3.50 (currently £3.00)
Carmarthenshire	No charge	N/A	Run a bag service, only food and garden waste have containers
Ceredigion	No charge	They charge for garden waste bags (£1.50 per bag) and the larger food waste bags. Residual waste is bag collection, but they can buy a wheelie bin	Recycling mainly bag collection service and bags are provided
Conwy	No charge	N/A	
Denbighshire	They are about to implement charges for new and replacement recycling bins and residual bins at £25 (supply and delivery). Charges for communal 4 wheeled bins to property management companies and landlords will also apply (rental or outright purchase).	Any new containers required as part of their future service change (as they move to a source segregated service) will be supplied free of charge initially but charges will apply for replacements longer term. Kitchen and kerbside Caddies and sacks will continue to be free.	Will be implemented once the delegated decision report and policy is finalised and ICT are preparing the CRM forms
Flintshire	Will charge for a residual bin replacement unless they can prove it was damaged during collection.	No charge for recycling containers	
Gwynedd	No charges listed on website		
Merthyr Tydfil	From 1st April £15 administration and delivery charge for any new and replacement wheeled bins for residual waste.	Recycling containers are free	
Monmouthshire	No charge		They don't charge for replacement recycling containers but they are a bag collection authority for residual so n/a to bins.
Neath Port Talbot	Only green waste sacks have £1 charge	All other replacement items are free	
Newport	No charge	Last year they introduced a new fee for new developments so that they charge for the first set of bins/boxes delivered to new properties.	
Pembrokeshire	No charge	Only 23 litre food bags cost £6.70 per roll	
Powys	No charge	N/A	They don't charge for replacements, but they do make checks if residual wheeled bins are requested to ensure they are not simply trying to get additional capacity.
RCT	They charge for replacement residual bins unless their Collection team has damaged the bin or the bin has been stolen and reported to the Police. Cost £29.35	No charge for food bins, nappy bins and recyclings bags	
Swansea	The only charge for recycling containers is for garden sacks.	Food caddys and recycling bags are provide/replaced for free	Swansea don't use domestic residual bins, they operate a bag system.
Torfaen	They charge £5 for a replacement residual bin, other recycling containers are free of charge.	No charge for residual bin if damaged during collection.	
Vale of Glamorgan	No charge	N/A	They currently provide recycling bags and boxes free of charge to Vale of Glamorgan residents but there is no provision for residual containers, residents are expected to provide black bags at their own expense.
Wrexham	They charge for residual and garden waste containers	They don't charge for recycling containers.	

Business Case

To support better spending and investment decisions and better procurement

Partial / Full Closure of Household Waste Recycling Centres

**SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK
(£0 TO £250K VALUE OF PROCUREMENT)**

SRO:	Ellie Fry
Project Manager:	Matthew Stent
Organisation:	Blaenau Gwent CBC [Neighbourhood Services]

	Name	Signature	Date
Prepared by:	Matthew Stent		02/10/23
Reviewed by:			
Approved by:			

1.	INTRODUCTION
	Blaenau Gwent has 2 Household Waste Recycling Centres; Roseheyworth [RH] in Abertillery and New Vale [NV] in Ebbw Vale, both are open 6 days a week with RH being closed on a Tuesday and NV on a Thursday.
2.	THE CASE FOR CHANGE
	<p>The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2028/2029 indicates a budget gap of £34m over the 5 year period, with an estimated funding gap of £10m in 2024/2025.</p> <p>The purpose of this business case is to provide options for part closure / full closure of HWRC's to realise savings from 2024/25 and onwards.</p> <p>An additional consideration within the proposal is also included for the reintroduction of scheduling public visits [booking system] to HWRC's to enable the Council to manage staff numbers more efficiently.</p> <p>The estimated cost of delivering the HWRC services in 2024/25 is £699,000.</p>
3.	OPTIONS ANALYSIS
3.1	Main options
	<p>Option 1 – Business as Usual Continuation of current operations with both sites open 6 days per week, however this option does not contribute to identifying budget reductions in support of the Bridging the Gap programme.</p> <p>Option 2 - Full closure of New Vale HWRC - £100,000 [4-5 FTE] Saving mainly associated with staffing [the site would still need to be maintained etc for any future re-opening]. The remaining site would need to revert to 7 day opening to meet Statutory Requirements and this is included in the saving calculation. This option will avoid imminent capital costs associated with retrospective engineering of the site to comply with Fire prevention and mitigation requirements that will be Statutorily enforced by the Regulator, NRW. Potential alternative use of site for Council purposes or income value for sale of land / rental opportunity. It should be noted that we have received £180,000 WG capital funding to develop a Bulky Re-Use Shop at New Vale, works are at an advanced stage, so access to this new facility would need to be maintained in line with the Terms & Conditions of the grant.</p> <p>Option 3 - Both sites closed an extra weekday - £34,000 [1 FTE] i.e., 5 day opening.</p>

Option 4 - Both sites closed one day on the weekend - £62,000 [2-3 FTE]

For example, one site closes Saturday, the other closes Sunday.

Option 5 - 1 site open 4 days a week / another site open 3 days a week - £110,000 [4-5 FTE]

For example, NV HWRC Mon to Wed (or Sun to Wed) / RH HWRC Thu to Sun (or Thu to Sat), this pattern being required to continue servicing RRV cardboard deliveries that have recently been introduced to alleviate capacity issues at the kerbside. Minimal savings associated with running costs. The decision around the operational pattern of the sites will need to be determined upon the available evidence in respect of site usage (including usage data from when the booking system was previously operational in order to anticipate potential demand) and specific operational considerations such as the cardboard deliveries identified above.

All the above options will have the following impact to differing degree...

- HWRC access allow for residents to dispose of their waste correctly themselves, this proposal diminishes this and will potentially encourage fly tipping, although historically this has not been proven to the case under similar scenarios.
- Reduced recycling performance – leading to increased risk of WG fines for not meeting Statutory Recycling Targets, which could offset some or all of the savings offered by the proposed reduction in service provision, this risk could be mitigated by restoration of booking service to improve focus on recycling activities at the site(s)
- Increase volumes of waste at the kerbside / residential properties potential increase in vermin / disease – Pest Control Service likely to be affected.
- Increase in the demand on kerbside collection capacities which are already at or nearing full capacity – Potential need to purchase additional RRV to deal with any materialising capacity increase at the kerbside.
- Potential geographical inconvenience and additional traveling requirement for some Constituents, based on proximity to the open site.
- Potential loss of sites for ongoing RRV cardboard deliveries
- Minor civils works required to provide physical demarcation between HWRC operations and Reuse Shop, to allow the latter to continue opening (also Education Centre at RH HWRC) on proposed days of HWRC closure.
- Reputational Damage.
- Increase intruder activity and vandalism during non-manned hours.
- Return of the booking system will be required to help deal with increased traffic volumes and mitigate any negative impact on recycling performance levels – Elected Members requested removal of the booking system so it's reinstatement could lead to reputational damage and possible disincentive to use the site[s]

	<ul style="list-style-type: none"> Return to full bag sorting requirements at the site(s) to mitigate any negative impact on recycling performance levels. <p>Alongside any of these options, we can also reintroduce booking systems for both HWRCs. A number of other local authorities did not stop their booking arrangements post-pandemic. By using a booking system, we will have the data on how many members of the public will visit per day and also the booking system gives the service the benefit of having those visits spaced out across the day. By doing this the number of staff can correspond to the needs rather than putting on more staff to cover H&S needs when many members of the public all turn up at once. It should however be noted that the booking system was removed Post-Pandemic following requests from the public and Elected Members who wanted a to return to access without booking.</p> <p>The HWRC centres administered by other Local Authorities has been considered and included at Appendix 1.</p>
3.2	Recommended option
	To be determined as part of consideration and engagement process.
3.3	Sources and assumptions
	This proposal includes the assumptions from the MTFS and is based upon historical operational data.
4.	PROCUREMENT ROUTE
	Not applicable at this stage.
5.	FUNDING AND AFFORDABILITY
	<p>If approved the financial impact on the funding gap in relation to the above options would be:</p> <ul style="list-style-type: none"> - Option 1 No Impact - Option 2 Budget reduction of £100,000 - Option 3 Budget reduction of £34,000 - Option 4 Budget reduction of £62,000 - Option 5 Budget reduction of £110,000

Year	Potential Saving – Option 2	Potential Saving – Option 3	Potential Saving – Option 4	Potential Saving – Option 5
2024/2025	£100,000	£34,000	£62,000	£110,000
2025/2026	£0	£0	£0	£0
2026/2027	£0	£0	£0	£0
2027/2028	£0	£0	£0	£0
2028/2029	£0	£0	£0	£0
Total	£100,000	£34,000	£62,000	£110,000

6. **DELIVERY ARRANGEMENTS**

If the above proposal is approved, arrangements would need to be made to:

- Engage with staff as a matter of urgency.
- Engage with the Trade Unions
- Engage with Organisational Development

HWRC

Authority	No. Of Sites	Opening Hours	Booking System?	Any Restrictions?	Additional Info
Anglesey	2	10am - 4:30pm	Only at one site	Booking required at one site. Permits needed for a pickup, small van, short wheel base transit van, small mini bus or a private car with a medium sized trailer between 1.8m and 3m bed length, a car with sign writing.	One site closes Monday and Tuesday, the other site closes Wednesday and Thursday
Blaenau Gwent	2	9am - 5:30pm	No	Van permit required [booking systems have been removed]	Recently offered trade waste collections at HWRC on a permit basis only at Roseheyworth, customers can have one off permits or up to 24 per 12 months at a cost. Roseheyworth closed on Tuesdays and the New Vale closed on Thursdays
Bridgend	3	9am - 4pm	No	Permits needed for vans and pick ups and for vehicles with a trailer between 5ft and 6ft 6in at two sites. Tipping permit needed for asbestos.	All sites open 7 days a week
Caerphilly	6	Summer - 9am to 5:30pm Winter - 9am to 4:30pm	No	Permits needed for vans and trailers.	4 Sites shut 2 days a week 2 sites shut 1 day a week
Cardiff	2	Summer - 7:30am to 6:30pm Winter 9am to 6pm	Yes	f you are visiting in a car, you can use your allowance flexibly but cannot visit more than three times per day.If you are visiting in a van, or a car with a trailer, you can only book 1 visit per month	Offer a trade service at HWRC's Open 7 days a week
Carmarthenshire	4	Summer - 8:30 to 6pm Winter 8:30am to 4pm	Yes	Booking required. Vans, pickups and trailers require permits. Proof of residency	one site open 7 days a week. 2 Sites closed on a Tuesday and the other site closed Wednesday and Thursday. Only 26 visits allowed per year for residents
Ceredigion	4	Monday - Friday 9am to 5pm Saturday and Sunday 10am to 3pm	No	No Trade Waste No Builders waste, gas cylinders or tyres allowed. Proof of residency	On site is only open 3 days a week 10am to 5pm
Conwy	2	Summer- 9am to 5pm and 9 to 4pm on Sunday Winter - 9am to 4pm all days	Yes	Permits needed for vans and trailers. Bookings are required	
Denbighshire	3	Summer- 9am to 5pm and 9 to 4pm on Sunday Winter - 9am to 4pm all days	Yes	Permit needed for trailer with more than one axle or using a commercial-type vehicle. Booking required. Proof of residency	
Flintshire	5	9am to 5pm Daily	Partly	Booking required for: tyres mattresses and asbestos. Permits are required for trailers and vans. Proof of residency	
Gwynedd	8	9am - 4pm	Yes	Booking required. Van permit needed.	No site open on a Sunday. Two only open Monday/Friday and Saturday
Merthyr	2	Summer - 9am to 8pm Winter - 9am to 4:30pm	No	Van and trailer permit needed. Proof of residency	Open 7 days a week
Monmouthshire	3	8am to 4pm	Yes	Booking required. Booking form for vans and trailers.	All sites are closed 2 days a week on different days
NPT	3 (1 is shared with powys)	Website not working to check	Yes	A time slot is required to be made before visiting HWRC with integrated booking system for vans and trailers which are restricted to 12 permits per year.	
Newport	1	7:30am to 6pm Mon-Fri 8am to 6pm Sat + Sun	Yes	15 minute limit on site, Commercial vehicles and any size van designed or used for the carriage of goods will be not given access	Commercial vans etc can use their landfill site
Pembrokeshire	6	Summer 8:30am to 5:30pm Winter 8:30am to 4pm	Yes	ID check to match the booking	Businesses can book slots up to 12 a year. Varied site closures throughout all 6 sites

Powys	5	9am to 5pm through weekdays 10am to 4pm Weekends	No	Permits needed for commercial vehicles and trailers	Varied closures through the week, no site is closed on the weekend
RCT	6	Summer - 8am to 7:30pm Winter 8am to 5:30 pm	No	Proof of residency Permits for vans through a booking	All sites are open 7 days a week
Swansea	5	8:30am to 5pm	Only at one site	Proof of residency Permits for vans only allowed at 2 centres	
Torfaen	1	Summe - 8am to 5:45pm Mon - Sat and 9am to 5:45 pm Sunday Winter - 10am to 3:45pmm all week	No	Vans need to pre book. Van and trailer permit needed and costs £5.	
VofG	2	One site open 8am to 6pm the other site open 10am to 5pm	Yes	Booking required. Permits required for vans and trailers charge of £15.50.	Residents must show proof of residency with their booking email on site
Wrexham	3	Varied	No	Proof of residency	One site is open 8-8 all year round. The other two sites Vary from 9-4 9-6 and 9-8 at different stages of the year

Business Case

To support better spending and investment decisions and better procurement

Environment Department – Staff Reduction Proposals 2024-25

**SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK
(£0 TO £250K VALUE OF PROCUREMENT)**

SRO:	Elli Fry
Project Manager:	
Organisation:	BGCBC

	Name	Signature	Date
Prepared by:			Nov 2023
Reviewed by:			
Approved by:			

1.	INTRODUCTION
	<p>The purpose of the business case is to provide a review of the current Directorate staffing provision and options for efficiencies, with a view of delivering cost reductions (as part of the Bridging the Gap programme) in support of attaining a balanced budget whilst also retaining key frontline services where required.</p>
2.	THE CASE FOR CHANGE
	<p>The Council has significant financial challenges over the next few years in delivering services to meet the needs of residents. The Council's Medium Term Financial Strategy 2024/2025 to 2028/2029 indicates a budget gap of £34m over the 5-year period, with an estimated funding gap of £10m in 2024/2025.</p> <p>As part of the efficiency measures, a 5% staff saving across the whole Council is one of the proposals being put forward across each Directorate. For Environment, Economy, Planning & Licensing, a 5% reduction would equate to a proposal to deliver £730,000 and assess:</p> <ul style="list-style-type: none"> • the resources in each delivery area, • Service and staff reduction Business Case proposals already identified with associated staff implications • existing single points of failure and areas already merged that perform multi-disciplinary work supporting more than one service area with minimal staff, • those staff funded through external grant (fully and partially), • the current use of agency staff to undertake shift cover for teams with minimal/insufficient staff already. <p>Not included in the Savings Target: Catering has not been included as the service is part funded through SLAs with schools and is currently rolling out Universal Free School Meals and additional WG grant funding is included in a separate Business Case.</p> <p>Cleaning has not been included as this service is funded through SLAs with Schools and Corporate Landlord. A review of Property & Assets will include the Cleaning Service.</p> <p>Fee earning staff within Technical Services have also been excluded to ensure the income stream from both internal and external professional fees is maintained.</p> <p>The following options have been developed using this case and this Business Case proposes savings of £45,000</p>

3.	OPTIONS ANALYSIS
3.1	<p>Main options <i>2 Options</i> <i>1 – Do Nothing – No revenue saving achieved</i> <i>2 – Subject to Member Agreement – undertake the changes proposed to achieve the required savings.</i></p>
	<p>Option 1 – Do Nothing This option does not render any savings for the authority.</p> <p>Option 2 – Identification of potential efficiencies</p> <p>Economy - £45,000 An employee budget of £45,000 in the departmental budget for Regeneration has been held for match funding purposes and to support a future restructure of the Department.</p> <p>Service Impact: Relinquishing this budget should have minimum service impact, however it may affect the amount of revenue funding that can be attracted where match funding is required.</p> <p>Further reviews will be carried out to identify financial efficiencies over the short to medium term on the use of agency staff currently employed to support front line services within Environment including Refuse Collection, Grounds Maintenance and the Integrated Front Line</p>
3.2	<p>Recommended option</p> <p>To be determined as part of consideration and engagement process .</p>
3.3	<p>Sources and assumptions</p> <p>The proposal has been based on the assumptions in the MTFS and 2024/2025 draft estimates.</p>

3.3.1	<p>Other Proposals containing staffing reductions</p> <p>For context to Option 2, there are already a number of Business Cases for consideration proposing staff reductions totalling between £300,000 and £380,000 and these include:</p> <ul style="list-style-type: none"> • ENV05 - School Crossing Patrollers - £80,000 to £189,000 • ENV03 - Flexible retirement - £20,000 • ENV01 - Public Protection - £100,000 • ENV12 - Partial or full closure of HWRCs - £34,000 to £110,000 • ECON01 – Reduction of staff in Estates - £61,000 <p>These proposals include the school crossing patrol changes; changes put forward to the Public Protection Team that includes deletion of a Management Post; deletion of posts in both Estates and Regeneration; and further fee income generation in regeneration.</p>														
4.	PROCUREMENT ROUTE														
	<i>Not applicable at this stage.</i>														
5.	FUNDING AND AFFORDABILITY														
	<p>If approved the financial impact on the funding gap in relation to the above options would be:</p> <ul style="list-style-type: none"> - Option 1 No Impact - Option 2 Budget reduction of £45,000 <table border="1" data-bbox="676 1274 1074 1615" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Year</th> <th>Potential Saving – Option 2</th> </tr> </thead> <tbody> <tr> <td>2024/2025</td> <td>£45,000</td> </tr> <tr> <td>2025/2026</td> <td>£0</td> </tr> <tr> <td>2026/2027</td> <td>£0</td> </tr> <tr> <td>2027/2028</td> <td>£0</td> </tr> <tr> <td>2028/2029</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>£45,000</td> </tr> </tbody> </table>	Year	Potential Saving – Option 2	2024/2025	£45,000	2025/2026	£0	2026/2027	£0	2027/2028	£0	2028/2029	£0	Total	£45,000
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2028/2029	£0														
Total	£45,000														
6.	DELIVERY ARRANGEMENTS														
	<p>This proposal will be delivered through a budget reduction to the identified budget. Monitoring will be completed through the Council's quarterly budget monitoring processes. There will be appropriate engagement with staff, internal support services and Trade Unions where appropriate.</p>														

Business Case Templates

To support better spending and investment decisions and better procurement

Newly created Social Care and Housing Support Commissioning Service

**SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK (£0 TO £250K
VALUE OF PROCUREMENT)**

SRO:	Alyson Hoskins
Project Manager:	Andrew Day
Organisation:	Adult Services Social Services

	Name	Signature	Date
Prepared by:	Alyson Hoskins		10/09/23
Reviewed by:			
Approved by:			

1.	INTRODUCTION
	<p>These proposals are being considered as an outcome of the council budget deficit and the requirement for each directorate to make significant budget savings for 24/25 and future years.</p> <p>The proposals below are identified within the Social Services bridging the gap theme of workforce rationalisation and collaboration opportunities, as it proposes the option of merging the two teams of the Supporting People Team and the Social Care Commissioning Team and develops one core commissioning team with a streamlined management structure.</p> <p>Blaenau Gwent's commissioning teams (both social care and housing support) have an excellent reputation for providing high quality services. Both teams are regularly asked to support with regional and national initiatives and have led in the implementation and testing of new guidance etc for the Gwent region and often Wales wide.</p> <p>The teams consist of (as of September 23): -</p> <p>Supporting People Team:</p> <p>Team Manager – scale 10 Commissioning Officers x 2 – scale 7 Gateway Officer x1 – scale 5 (HSG grant funded) Regional Supported Housing (RPB) lead – scale 7 (WG funded)</p> <p>Social Care Commissioning Team:</p> <p>Team Manager – scale 10 Commissioning Officers x 3– scale 7 Brokerage Officers – x 2 scale 5</p>
2.	THE CASE FOR CHANGE
	<p>Social Services currently has two teams that undertake distinct but similar functions:</p> <ul style="list-style-type: none"> • Supporting People Team who commission, monitor and provide housing related support services via the Welsh Government Housing Support programme (HSG). This team also contains the Housing Related Support Gateway service which matches requests for housing related support service with available support providers. This team also leads on assistive technology support to enable people to remain at home as independently as possible. • Social Care Commissioning Team who functions across both Children and Adult Services who oversee a framework to support all areas of the social services Directorate and the Council in adopting a consistent, comprehensive legal and robust approach to commissioning, decommissioning, commercial activity, and income and charging and

	<p>encourage long-term strategic planning. The commissioning team also contains the Brokerage Service that is a vital and critical component of matching domiciliary care providers with care and support plans that have been created as part of the social work assessments (SSWB Act 2014).</p> <p>In addition, both teams:</p> <ul style="list-style-type: none"> • Engage with social care / housing support providers and where necessary take steps to develop the third sector and private sector to deliver services for including market shaping and market influencing processes for social care. • Ensure all commissioning decisions are based on local need and the views of residents and services users adhering to necessary legislation and regulations. • Promote commissioning, procurement, and contract management as a driver for the transformation of council services and encourages challenge of existing methods of service delivery. • Set out how we will work with partners to develop our strategic commissioning and commercial approach across service groups. • Provides transparency to the Strategic Procurement Board on the social care commissioning activity and spend. • Promotes partnership and collaboration working across internal and external stakeholders. • Provide a valuable link with Welsh Government leading on the implementation of new guidance and policy relating to social care and supported housing. • Collaboratively support the Regional Partnership Board and regional sub-groups in delivering the health, housing, and social care responsibilities for Gwent citizens. <p>During recent years several authorities in Wales have recognised the similarities in the functions of the two teams and many have aligned the housing support grant element of commissioning and contract monitoring with that of their social care commissioning service as this not only provides additional resilience to the team management structure but also provides service efficiencies.</p> <p>This proposal is therefore recommending the merger of the Blaenau Gwent Supporting People Team with the Social Care Commissioning Team. It is also proposing that the complement of the new Social Care and Housing Support Commissioning Service is reviewed, and a revised structure implemented from April 2024. The review will also consider the potential impact of the loss of HSG grant funding for the Gateway post should WG funding for the HSG be reduced in future financial settlement announcements.</p>
3.	OPTIONS ANALYSIS
3.1	<p>Main options</p> <p>There are 3 main options within this report:</p>

	<p>Option 1 is to do nothing and continue to have 2 separate teams from April 2024</p> <p>Option 2 merge the two teams with their existing staff structures and delete team manager x1 post to create a new team Social Care and Housing Support Commissioning Service.</p> <p>Option 3 to merge the 2 existing teams of Social Care Commissioning and Supporting People Team. Delete a team manager post x 1 and create a new team with a revised structure namely the Social Care and Housing Support Commissioning Service which includes senior commissioning officer post – which will require job evaluation. The new team structure will include a robust brokerage / gateway function which will also support the commercial opportunities that are proposed within the business case for the review of the community options team and the new function of developing work / training and volunteering opportunities and looking to develop opportunities to commission and implement technology-based solutions to meet care and support assessed needs.</p> <p>The current service manager for Commissioning and Safeguarding will provide line management oversight – both strategically and operationally to this newly created team.</p> <p>Cost saving of approximately £57,000 – subject to redundancy costs.</p> <p>Provides a structure that includes ability to have a senior officer structure which enables there to be delegation of responsibility in the absence of the team manager. It also enables the team to meet the increasing social care commissioning demand and better manage staff absence.</p> <p>Deliverability by April 2024 enabling there to be full years savings for 2024/25 – subject to redundancy costs.</p> <p>Ability to align the working of this team to the newly proposed model of Community Options and alternative ways of meeting day activities for vulnerable adults through training, work, and volunteering options. It is proposed that the Service Manager for Commissioning and Safeguarding will also oversee the Community Options service and have a focus on alternative models of day activity delivery through social enterprise opportunities and the 5 principles of the SSWB Act 2014 of:</p> <ul style="list-style-type: none"> • Wellbeing • Co-production • Asset based approach. • Prevention • Early intervention
3.2	Recommended options
	To be determined as part of consideration and engagement process.

3.3	Sources and assumptions														
	<p>This proposal has been developed by the Departmental Management Team in Adult Service via discussions and research of good practice models of delivery across Welsh Local Authorities.</p> <p>It has also been developed alongside plans to review the current model of operations within the Community Options Team and create increased joint working across the new Social Care and Housing Support Commissioning Service and Community Options Team and Direct Payments service to meet the assessed care and support outcomes of vulnerable adults in a more preventative and community-based way - which in addition will provide additional service efficiencies and cost savings / cost avoidance.</p>														
4.	PROCUREMENT ROUTE														
	Not relevant at this point.														
5.	FUNDING AND AFFORDABILITY														
	<p>If approved the financial impact on the funding gap in relation to the above options would be:</p> <ul style="list-style-type: none"> - Option 1 No Impact - Option 2 Budget reduction of £57,000 - Option 3 Budget reduction of £57,000 <table border="1" data-bbox="483 1193 938 1496"> <thead> <tr> <th>Year</th> <th>Potential Saving</th> </tr> </thead> <tbody> <tr> <td>2024/2025</td> <td>£57,000</td> </tr> <tr> <td>2025/2026</td> <td>£0</td> </tr> <tr> <td>2026/2027</td> <td>£0</td> </tr> <tr> <td>2027/2028</td> <td>£0</td> </tr> <tr> <td>2028/2029</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>£57,000</td> </tr> </tbody> </table>	Year	Potential Saving	2024/2025	£57,000	2025/2026	£0	2026/2027	£0	2027/2028	£0	2028/2029	£0	Total	£57,000
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2028/2029	£0														
Total	£57,000														
6.	DELIVERY ARRANGEMENTS														
	<p>Day to day operational lead for the merger of the teams will be Service Manager Safeguarding and Commissioning as project lead.</p> <p>A project board will be created to oversee the merger with representatives from the staff team / AS DMT / OD / Finance etc.</p>														

Blaenau Gwent County Borough Council - Integrated Impact Assessment

All decisions, policy reviews or policy implementation will now require a completed Integrated Impact Assessment.

- Section 1-Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Section 2-Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Section 3-Corporate Plan
- Section 4-Wellbeing of Future Generations (Wales) Act 2015
- Section 5-Welsh Language (Wales) Measure 2011
- Section 6-Children’s Right “The Right Way”
- Section 7-Community Safety
- Section 8 Armed Forces
- Section 9-Data
- Section 10-Consultations Statutory Consultation Doctrine of Legitimate Expectation and Gunning Principles
- Section 11-Monitoring
- Section 12-Decision of proposal

Lead Officer	Head of Service	Service Area & Department	Date
Andrew Day/Michelle Church	Alyson Hoskins	Social Services – Adult Services	23/1/24

Briefly outline the proposal indicating what change or decision is to be made, also provide any documentation that may be used to support this.

What is the proposal that needs to be assessed?

The proposals below are identified within the Social Services bridging the gap theme of workforce rationalisation and collaboration opportunities, as it proposes the option of merging the two teams of the Supporting People Team and the Social Care Commissioning Team and develops one core commissioning team with a streamlined management structure.

Blaenau Gwent is commissioning teams (both social care and housing support) have an excellent reputation for providing high quality services. Both teams are regularly asked to support with regional and national initiatives and have led in the implementation and testing of new guidance etc for the Gwent region and often Wales wide.

The teams consist of (as of September 23) :

Supporting People Team:

Team Manager – scale 10

Commissioning Officers x 2 – scale 7

Gateway Officer x1 – scale 5 (HSG grant funded)

Regional Supported Housing (RPB) lead – scale 7 (WG funded)

Social Care Commissioning Team:

Team Manager – scale 10

Commissioning Officers x 3– scale 7

Brokerage Officers – x 2 scale 5

The proposal is to merge the 2 existing teams of Social Care Commissioning and Supporting People Team. Delete a team manager post x 1 and create a new team with a revised structure namely the Social Care and Housing Support Commissioning Service which includes senior commissioning officer post – which will require job evaluation. The new team structure will include a robust brokerage / gateway function which will also support the commercial opportunities that are proposed within the business case for the review of the community options team and the new function of developing work / training and volunteering opportunities and also looking to develop opportunities to commission and implement technology-based solutions to meet care and support assessed needs.

The current service manager for Commissioning and Safeguarding will provide line management oversight – both strategically and operationally to this newly created team.

The purpose of the SSWBA is to foster integration between Health, Social Services and commissioned services. By working in partnership with key stakeholders in re-modelling service provision the department is able to plan for the future as spend, risk and performance is continuously reported on and provides a baseline of where it needs to be in the future to support a sustainable and viable service.

Section 1

Outline how the proposal will impact on any people or groups of people with protected characteristics, please refer to the Equalities Act 2010 (Wales) for further information [Equality Act 2010: guidance - GOV.UK \(www.gov.uk\)](http://www.gov.uk) and the EHRC guidance [The Essential Guide to the Public Sector Equality Duty: EHRC](#)

Briefly outline below if there will be any positive or negative impacts as a result of the proposal being considered.

Protected characteristics	Will the proposal have any positive impacts on those with a protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Age (<i>people of all ages</i>)	No	No	There is no anticipated impact on the services in the community. There will be continuation of Multi-agency partnership working with health board, third sector, carers and regional partnership board to deliver support and services to improve outcomes for citizens.
Disability (<i>people with disabilities/ long term conditions</i>)	No	No	
Gender Reassignment (<i>anybody who's gender identity or gender expression is different to the sex they were assigned at birth</i>)	No	No	

Marriage or Civil Partnership (<i>people who are married or in a civil partnership</i>)	No	No	
Pregnancy and Maternity (<i>women who are pregnant and/or on maternity leave</i>)	No	No	
Race (<i>people from black, Asian and minority ethnic communities and different racial backgrounds</i>)	No	No	
Religion or Belief (<i>people with different religions and beliefs including people with no beliefs</i>)	No	No	
Sex (<i>women and men, girls and boys and those who self-identify their gender</i>)	No	No	
Sexual Orientation (<i>lesbian, gay, bisexual, heterosexual, other</i>)	No	No	

NOTE: Section 2 only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.

Section 2 Socio-economic Duty (Strategic Decisions Only) <i>The Welsh Governments Socio-economic Duty provides a framework in order to ensure tackling inequality is at the forefront of decision making.</i>			
.Please consider the below vulnerable groups and consider how the proposal could affect them:			
<ul style="list-style-type: none"> ➢ Single parents and vulnerable families ➢ People with low literacy/numeracy ➢ Pensioners ➢ Looked after children ➢ Homeless people ➢ Carers ➢ Armed Forces Community ➢ Students ➢ Single adult households ➢ People misusing substances ➢ People who have experienced the asylum system ➢ People of all ages leaving a care setting ➢ People living in the most deprived areas in Wales (WIMD) ➢ People involved in the criminal justice system 			
Socio Economic disadvantage definitions.	Will the proposal have a positive, negative or neutral impacts on the below?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered.
Low Income / Income Poverty <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i>			
Low and/or No Wealth <i>(enough money to meet basic living costs and pay bills but have no savings)</i>			

<p><i>to deal with any unexpected spends and no provisions for the future)</i></p>			
<p>Material Deprivation (<i>unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.</i>)</p>			
<p>Area Deprivation (<i>where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?</i>)</p>			
<p>Socio-economic Background (<i>social class i.e. parents education, employment and income</i>)</p>			
<p>Socio-economic Disadvantage (<i>What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged</i>)</p>			




Section 3-Corporate Plan



Please outline any Corporate Plan linkages of the proposal -[BG Corporate Plan 22-27](#)

<p>Priority 1 - Maximise learning and skills for all to create a prosperous, thriving, resilient Blaenau Gwent</p>	
<p>Priority 2 - Respond to the nature and climate crisis and enable connected communities</p>	
<p>Priority 3 - An ambitious and innovative council delivering quality services at the right time and in the right place</p>	
<p>Priority 4 - Empowering and supporting communities to be safe, independent and resilient</p>	

Section 4-Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)

Sustainable development principles. The WBFG Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)

Five Ways of Working	How have you used the Sustainable Development Principles in forming the proposal?
<p>Long Tern</p> 	<p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p>
<p>Prevention</p> 	<p>Consider how the proposal is preventing problems from occurring or getting worse</p>
<p>Integration</p> 	<p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p>

<p>Collaboration</p> 	<p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p>
<p>Involvement</p> 	<p>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</p>

How does your proposal link to the Welsh Governments Priorities for Wales? Please indicate below.

1. **A PROSPEROUS WALES** ... an innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

2. **A RESILIENT WALES** ... a nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change). Think about how your activity will have regard to protecting and enhancing biodiversity.


3. **A HEALTHIER WALES** ... a society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

4. **A MORE EQUAL WALES ...** A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

5. **A WALES OF COHESIVE COMMUNITIES ...** attractive, viable, safe and well-connected communities.

6. **A WALES OF VIBRANT CULTURE AND THRIVING ...** a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

7. **A GLOBALLY RESPONSIBLE WALES ...** a nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

Section 5-Welsh Language (Wales) Measure 2011 and Welsh Language Standards <i>(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact that any proposal may have on opportunities to use the Welsh language. Welsh Language Standards)</i>			
Requirement	Does the proposal have any positive, negative or neutral impacts in regards to the below?	What can be done to mitigate any negative impacts?	Please demonstrate any evidence used to form this opinion.
Compliance with the Welsh Language Standards. <i>Specifically Standards 88 - 93</i>	n/a		
What opportunities are there to promote the Welsh Language? <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i>			
What opportunities are there for a person or person to use the Welsh			

Language? <i>e.g. staff, residents and visitors</i>			
Has the Welsh Language been considered in order to treat the Welsh language no less favourably than the English language?			

Section 6 – Children’s Rights Approach - [The Right Way](#)

The Children’s Rights Approach – The Right Way is a framework for working with children, grounded in the UN Convention on the Rights of the Child (UNCRC). It places the UNCRC at the core of planning and service delivery and integrates children’s rights into every aspect of decision-making, policy and practice. The Right Way focuses on three main them Participation, Provision and Protection.

Protected characteristics	Will the proposal have any positive impacts on the Children’s Rights Approach?	Will the proposal have any negative impacts on the Children’s Rights Approach?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Participation (child or young person as someone who actively contributes to society as a citizen)	No	No	

Provision (the basic rights of children and young people to survive and develop)	No	No	
Protection (children and young people are protected against exploitation, abuse or discrimination)	No	No	

Section 7– Community Safety

Duty to Consider Crime and Disorder Implications

Section 17 of the Crime and Disorder Act 1998 places a duty on the local authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder, anti-social and other behaviour adversely affecting the local environment, the misuse of drugs, alcohol and other substances, re-offending and serious violence.

Impacts	Will the proposal have any positive impacts on crime and disorder?	Will the proposal have any negative impacts on crime and disorder?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Crime	No	No	

(consider impact on each: victims, offenders and neighbourhoods)			
Anti-Social Behaviour and behaviour adversely affecting the local environment (consider impact on each: victims, offenders, neighbourhoods and green spaces)	No	No	
Misuse of drugs, alcohol and other substances (Think vulnerable children, adults, families and communities)	No	No	
Re-offending (Think young people and adults, victims, families, communities)	No	No	
Serious Violence (Think vulnerable young people, vulnerable adults, victims, families, communities)	No	No	

Counter Terrorism (People and places that are vulnerable to terrorism or violent extremism)	No	No	
Community Cohesion (Asylum seekers, Migrants, Victims or Hate Crime, Community tensions)	No	No	

Section 8- Armed Forces Covenant Duty [AFC Draft Statutory Guidance - Final.pdf](#)

Impacts	Will the proposal have any positive impacts on the armed forces community?	Will the proposal have any negative impacts on the armed forces community?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Health <ul style="list-style-type: none"> • Provision of services • Planning and funding • Co-operation between bodies and professionals 	No	No	

<p>These healthcare functions are within scope of the Duty in the following settings:</p> <ul style="list-style-type: none"> • NHS Primary Care services, including general practice, community pharmacies, NHS dental, NHS optometry services and public health screening services. • NHS Secondary Care services, including urgent and emergency care, hospital and community services, specialist care, mental health services, and additional needs services (as applicable). • Local authority-delivered healthcare services, including sexual health services and drug and alcohol misuse services 			
<p>Education</p> <ul style="list-style-type: none"> • Admissions 	<p>No</p>	<p>No</p>	

<ul style="list-style-type: none"> • Educational attainment and curriculum • Child wellbeing • Transport • Attendance • Additional needs support • Use of Service Pupil Premium funding (England only) <p>These education functions are within scope of the Duty in compulsory education settings, that is, primary, secondary, and, for England only, compulsory further education. The Duty does not cover nursery (early years education), higher education, or other voluntary adult education settings</p>			
<p>Housing</p> <ul style="list-style-type: none"> • Allocations policy for social housing • Tenancy strategies (England only) • Homelessness 	No	No	

<ul style="list-style-type: none"> • Disabled Facilities Grants 			
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Section 9-Data-Please outline any data or evidence that has been used to develop the proposal, this can be previous consultations, local/national data, pilot projects, reports, feedback from clients etc.		
Data/evidence –What data/evidence was used? - provide any links.	What were the key findings?	How has the data/evidence informed this proposal?
<p>Social Services currently has two teams that undertake distinct but similar functions:</p> <ul style="list-style-type: none"> • Supporting People Team who commission, monitor and provide housing related support services via the Welsh Government Housing Support programme (HSG). This team also contains the Housing Related Support Gateway service which matches requests for housing related support service with available support providers. This team also leads on assistive technology support to enable people to remain at home as independently as possible. • Social Care Commissioning Team who function across both Children and Adult Services who oversee a framework to support all areas of the social services Directorate and the Council in adopting a consistent, 	<p>During recent years several authorities in Wales have recognised the similarities in the functions of the two teams and many have aligned the housing support grant element of commissioning and contract monitoring with that of their social care commissioning service as this not only provides additional resilience to the team management structure but also provides service efficiencies.</p>	<p>Engage with social care / housing support providers and where necessary take steps to develop the third sector and private sector to deliver services for including market shaping and market influencing processes for social care</p> <p>Ensure all commissioning decisions are based on local need and the views of residents and services users adhering to necessary legislation and regulations</p> <p>Promote commissioning, procurement and contract management as a driver for the transformation of council services and encourages challenge of existing methods of service delivery.</p>

<p>comprehensive legal and robust approach to commissioning, decommissioning, commercial activity and income and charging and encourage long-term strategic planning. The commissioning team also contains the Brokerage Service that is a vital and critical component of matching domiciliary care providers with care and support plans that have been created as part of the social work assessments (SSWB Act 2014)</p>		<p>Set out how we will work with partners to develop our strategic commissioning and commercial approach across service groups. Provides transparency to the Strategic Procurement Board on the social care commissioning activity and spend Promotes partnership and collaboration working across internal and external stakeholders.</p> <p>Provide a valuable link with Welsh Government leading on the implementation of new guidance and policy relating to social care and supported housing.</p> <p>Collaboratively support the Regional Partnership Board and regional sub groups in delivering the health, housing and social care responsibilities for Gwent citizens.</p>
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Are there any data or information gaps and if so what are they and how do you intend to address them?

Section 10-Consultation. Please provide details of consultation undertaken to support the proposal. Please consider the Gunning Principles: -

Principle 1: Consultation must take place when the proposals are still at a formative stage. You must not have already made up your mind.

Principle 2: Sufficient reasons must be put forward to allow for intelligent consideration and response. Have people been given the information and opportunity to influence?

Principle 3: Adequate time must be given for consideration and response. Is the consultation long enough bearing in mind the circumstances?

Principle 4: The product of consultation must be conscientiously taken into account when finalising the decision

Briefly describe any planned consultations or consultations that have been carried out to date. Please consider the above principles.

Please consider the following questions; -

1. Who did you consult?

Service Managers/ Team managers for both teams - Consultation took place with the Supporting People and Commissioning Team, Adults DMT and Social Services SLT

Currently also subject to public consultation

2. When did the consultation take place and was adequate time given for a response?

Dec 23 – service managers / team managers

3. Was there enough information provided to respond effectively?

Yes

4. What were the findings?

They have been reflected in the development of the proposal

5. Have the findings been considered in regards to the decision?

Yes

Section 11-Monitoring and Review	
How will the implementation of the proposal be monitored, including the impacts or changes made?	Via Adults SLT, Departmental Business Plan, Finance and Performance Activity of the Team
What monitoring tools will be used?	Business Plan, supervisions, and appraisals
How will the results be used for future development?	Through continuous monitoring to measure the impact and the outcomes to support future service delivery
How and when will it be reviewed?	Quarterly basis and through Policy and Performance Workshops
Who is responsible for ensuring this happens?	Adults DMT

Section 12 - Decision

Using the information you have gathered from sections 1-9 please state in the table below whether you are able to proceed with the proposal.

Continue with the proposal in its current form	Yes X No <input type="checkbox"/>
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Continue with proposal but take into account reasonable steps to mitigate any negative impacts of the proposal

Yes

No

Name of person completing the IIA	
Name:	Andrew Day and Michelle Church
Job Title:	Service Managers Adult Services
Date:	23.1.24

Head of Service Approval			
Name:	Alyson Hoskins		
Job Title:	Head of Adult Services		
Signature:	A Hoskins	Date:	23.1.24

Please contact Policy & Partnerships should you require any further advice or guidance on completing your assessment via lissa.friel@blaenau-gwent.gov.uk or emma.scherptong@blaenau-gwent.gov.uk.

Business Case Templates

To support better spending and investment decisions and better procurement

Rationalization / Reduction of staffing levels

SRO:	Tanya Evans
Project Manager:	Alyson Hoskins
Organisation:	Social Services Department

	Name	Signature	Date
Prepared by:	Alyson Hoskins		31/08/2023
Reviewed by:			
Approved by:			

1.	INTRODUCTION
	<p>These proposals are being considered as an outcome of the council budget deficit and the requirement for each directorate to make significant budget savings for 24/25 and future years.</p> <p>The proposals below are identified within the Social Services bridging the gap theme – WORKFORCE RATIONALISATION</p>
2.	THE CASE FOR CHANGE
	<p>The proposal is to reduce the Adult Services workforce through the reduction/ deletion of posts across the care management service including:</p> <p>14.5 hrs of scale 9 social work senior practitioner hours (vacant)</p> <p>Approx 30 hrs of scale 6 and 8 – combination of both grades (ad hoc hours tbc)</p> <p>37 hrs of scale 5 service specific post (not vacant) or equivalent similar contracted hours / vacant hours in structure</p> <p>30 hrs of scale 4 service specific post (not vacant) or equivalent similar contracted hours / vacant hours in structure</p> <p>Cost avoidance – MH practitioner post (vacant)</p>
3.	OPTIONS ANALYSIS
3.1	<p><u>Methodology for savings:</u></p> <p>The Adult Services managers are currently reviewing their team budgets and staff configuration and have identified that the following hours can be deleted from the existing staff structure and core budget through the permanent reduction of staff team following:</p> <ul style="list-style-type: none"> • Option 1 - Scale 9 post – reduction of x1 post from 5 days to 3 days per week - £13,000 • Option 2 - Scale 8 post – (mental health team) cost avoidance due to health recruiting MH forensic post - £10,000 • Option 3 - Scale 5 – deletion of post - £42,000 but will incur redundancy costs. • Option 4 - Scale 4 – deletion of post - £28,000 but will incur redundancy costs. • Option 5 - Ad hoc care management hours as a result of staff requests to reduce hours / flexible working plans. Approx 30 hours - £30,000

	<p><u>Proposal:</u></p> <p><u>Savings to the budget:</u></p> <p>Total savings to budget across care management are £113,000 but there are redundancy costs associated with 2 of the posts unless redeployment options are available. There is also an additional cost avoidance / reduction in a cost pressure of £10,000.</p> <p><u>Benefits to proposal:</u></p> <p>Adult Services have identified several areas that can create savings across the care management functions that will have limited impact on service delivery at a time when we are seeing increasing complexity of demand.</p> <p><u>Risks identified to proposal:</u></p> <p>It is anticipated that the work of the two posts that are proposed as being deleted from the structure can be absorbed into the wider team roles as part of new preventative ways of working across health and social care and the trusted assessor model, we are developing in line with WG guidance.</p> <p><u>Mitigating factors:</u></p> <ul style="list-style-type: none"> • The reduction of the senior practitioner post scale 9 has already been approved and the staff member already works reduced hours. This has provided a part year budget saving for 23/24 and will provide a full year saving for 24/25. • The cost avoidance proposal for the scale 8 forensic mental health post has already been agreed with Aneurin Bevan University Health Board (ABUHB). We have agreed that the workload of this vacant post will be transferred back to Aneurin Bevan University Health Board (ABUHB) and they will employ the new worker. • The post holder scale 4 is a non-statutory post in this service area and has been deemed to be non-essential by the service area – this post can specifically be considered or equivalent vacant hours if also available. • Post holder scale 5 – is a non-statutory post but consideration will need to be taken on the distribution of some of the functions of this post across wider teams including any potential WG implementation plans that relate to this area of work. • Further discussions are required with staff teams / staff members in relation to current fixed term flexible working patterns to determine if staff are wanting these arrangements to be agreed on a permanent basis. This will be undertaken during the next few weeks as a number of staff have requested the opportunity to reduce their hours. A full risk assessment on posts / demand will be completed in line with LA policy.
3.2	Recommended option
	To be determined as part of the consideration and engagement sessions.

3.3	Sources and assumptions														
	The above proposals outline the savings and the potential risks to adult services however the assumption is that they can be achieved, should the council feel it necessary to make the budgetary cuts required.														
4.	PROCUREMENT ROUTE														
	Not relevant at this point.														
5.	FUNDING AND AFFORDABILITY														
	<p>If approved the financial impact of the above options for 2024/25 will be a financial efficiency of £113,000.</p> <table border="1" data-bbox="488 723 944 1025"> <thead> <tr> <th>Year</th> <th>Potential Saving</th> </tr> </thead> <tbody> <tr> <td>2024/2025</td> <td>£113,000</td> </tr> <tr> <td>2025/2026</td> <td>£0</td> </tr> <tr> <td>2026/2027</td> <td>£0</td> </tr> <tr> <td>2027/2028</td> <td>£0</td> </tr> <tr> <td>2028/2029</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>£113,000</td> </tr> </tbody> </table>	Year	Potential Saving	2024/2025	£113,000	2025/2026	£0	2026/2027	£0	2027/2028	£0	2028/2029	£0	Total	£113,000
Year	Potential Saving														
2024/2025	£113,000														
2025/2026	£0														
2026/2027	£0														
2027/2028	£0														
2028/2029	£0														
Total	£113,000														
6.	DELIVERY ARRANGEMENTS														
	<p>If the above proposal is approved, arrangements would need to be made to:</p> <ul style="list-style-type: none"> - Engage with staff as a matter of urgency. - Engage with the trade unions. - Engage with Organisational Development <p>The impact of these savings will be monitored via the Adult Services Departmental Management Team.</p>														

Business Case Templates

To support better spending and investment decisions and better procurement

Reduction in Domiciliary Care Packages

SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK (£0 TO £250K VALUE OF PROCUREMENT)

SRO:	Alyson Hoskins
Project Manager:	tbc
Organisation:	Adult Services Social Services

	Name	Signature	Date
Prepared by:	Alyson Hoskins		10/09/23 – updated Jan 24
Reviewed by:			
Approved by:			

1.	<p>INTRODUCTION</p> <p>These proposals are being considered as an outcome of the council budget deficit and the requirement for each directorate to make significant budget savings for 24/25 and future years.</p> <p>The proposals below are identified within the Social Services bridging the gap theme of service reduction and transformation / practice change.</p>
2.	<p>THE CASE FOR CHANGE</p> <p>The Adult Services department promotes the principles of balancing rights and responsibilities for vulnerable adults and only providing statutory support to meet care and support outcomes, as a last resort. We focus on prevention and strengths-based assessments and outcomes.</p> <p>Provision of domiciliary care is often problematic, with availability a challenge and although Blaenau Gwent has developed a robust domiciliary care framework through our collaborative commissioning with Caerphilly CBC – over reliance on the domiciliary care market is needs to be addressed. Ensuring that we do not over prescribe domiciliary care following a care and support assessment is a priority for our BG assessment staff and we are working collaboratively with our Gwent neighbour LA's to have consistency in our practice and ensure that the limited domiciliary care resources are offered to those people most in need.</p> <p>Therefore, we have developed a number of proposals to restrict the reliance on domiciliary care packages and focus on reablement / enablement initiatives that promote independence.</p> <p>These include increased use of alternative solutions to meet care and support needs including :</p> <ol style="list-style-type: none"> 1. Increased use of assistive technology as a preventative measure 2. Promotion of single-handed (better care) care techniques and specialist equipment to promote dignity of care and reduce the need for double handed care packages 3. Increased quality assurance by service managers / team managers as part of care and support planning process 4. All new packages of care are considered via a rightsizing approach to avoid over prescribing dom care including promotion of reablement models. <p>During the bridging the gap discussions for 23/24 it was estimated that the application of the initiatives in 1 to 4 above would result in a savings target of £240,000 for 24/25.</p>
3.	<p>OPTIONS ANALYSIS</p>
3.1	<p>Main options</p> <p>There is one main option within this report:</p>

	<p>Option 1 is to continue to promote the use of alternative options to reduce the expenditure in relation to domiciliary care support at home with a saving target of £240,000 for 2024/25.</p> <p>There are no specific risks associated with this proposal as this is a continuation of the practice that staff are working to within Adult Services.</p>
3.2	<p>Recommended option</p> <p>To be determined as part of consideration and engagement process</p>
3.3	<p>Sources and assumptions</p> <p>This proposal has been developed by the Departmental Management Team in Adult Service.</p>
4.	<p>PROCUREMENT ROUTE N/A</p>
5.	<p>FUNDING AND AFFORDABILITY</p>
	<p>If approved the financial impact on the funding gap in relation to the above options would be:</p> <ul style="list-style-type: none"> - Option 1 Budget reduction of £240,000 for 2024/2025 -
6.	<p>DELIVERY ARRANGEMENTS</p> <p>Day to day operational lead for this proposal will be monitored via the Adult Services authorisation process and weekly care home placement panel.</p>

Blaenau Gwent County Borough Council - Integrated Impact Assessment

All decisions, policy reviews or policy implementation will now require a completed Integrated Impact Assessment.

- Section 1-Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Section 2-Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Section 3-Corporate Plan
- Section 4-Wellbeing of Future Generations (Wales) Act 2015
- Section 5-Welsh Language (Wales) Measure 2011
- Section 6-Children’s Right “The Right Way”
- Section 7-Community Safety
- Section 8 Armed Forces
- Section 9-Data
- Section 10-Consultations Statutory Consultation Doctrine of Legitimate Expectation and Gunning Principles
- Section 11-Monitoring
- Section 12-Decision of proposal

Lead Officer	Head of Service	Service Area & Department	Date
Alyson Hoskins	Alyson Hoskins	Adult Services	15/01/24

Briefly outline the proposal indicating what change or decision is to be made, also provide any documentation that may be used to support this.
What is the proposal that needs to be assessed?

The proposal is a planned reduction in staff hours across our care management teams within Adult Service. Approx saving £113k. The proposal does not include the deletion of any current occupied statutory posts (social workers etc) through compulsory redundancy.

This proposal will therefore include:

1. Potential deletion of non-statutory posts within the service area and / or consideration of voluntary redundancy requests and cross match opportunities across care management teams.
2. Deletion of any surplus / ad hoc uncommitted contracted hours we have within the care management structure including 1 x 14.5 hrs senior practitioner post and vacant mental health senior prac post hours.

Section 1

Outline how the proposal will impact on any people or groups of people with protected characteristics, please refer to the Equalities Act 2010 (Wales) for further information [Equality Act 2010: guidance - GOV.UK \(www.gov.uk\)](http://www.gov.uk) and the EHRC guidance [The Essential Guide to the Public Sector Equality Duty: EHRC](#)

Briefly outline below if there will be any positive or negative impacts as a result of the proposal being considered.

Protected characteristics	Will the proposal have any positive impacts on those with a protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Age (<i>people of all ages</i>)	No	Yes	There is the potential that with the reduced staffing within Adult Services that older people and vulnerable adults (including adult carers) , could be waiting for support from our Adult Services teams longer than previously. However in order to implement these changes, the department will ensure – as per our current working arrangements all new referrals to our prevention and longer term teams, requests for reassessments of existing care and support plans and reviews will be prioritised and the changes will therefore not impact on those who are in a crisis situation or require urgent care and support.
Disability (<i>people with disabilities/ long term conditions</i>)	No	Yes	There is the potential that with the reduced staffing within Adult Services that people with disabilities / long term conditions and vulnerable adults (including adult carers) , could be waiting for support from our Adult Services teams

			longer than previously. However in order to implement these changes, the department will ensure – as per our current working arrangements all new referrals to our prevention and longer term teams, requests for reassessments of existing care and support plans and reviews will be prioritised and the changes will therefore not impact on those who are in a crisis situation or require urgent care and support.
Gender Reassignment <i>(anybody who's gender identity or gender expression is different to the sex they were assigned at birth)</i>	No	No	
Marriage or Civil Partnership <i>(people who are married or in a civil partnership)</i>	No	No	
Pregnancy and Maternity <i>(women who are pregnant and/or on maternity leave)</i>	No	No	
Race <i>(people from black, Asian and minority ethnic communities and</i>	No	No	

<i>different racial backgrounds)</i>			
Religion or Belief <i>(people with different religions and beliefs including people with no beliefs)</i>	No	No	
Sex <i>(women and men, girls and boys and those who self-identify their gender)</i>	No	No	
Sexual Orientation <i>(lesbian, gay, bisexual, heterosexual, other)</i>	No	No	

NOTE: Section 2 only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.

Section 2

Socio-economic Duty (Strategic Decisions Only)

The Welsh Governments [Socio-economic Duty](#) provides a framework in order to ensure tackling inequality is at the forefront of decision making.

.Please consider the below vulnerable groups and consider how the proposal could affect them:

<ul style="list-style-type: none"> ➤ Single parents and vulnerable families ➤ People with low literacy/numeracy ➤ Pensioners ➤ Looked after children ➤ Homeless people ➤ Carers ➤ Armed Forces Community ➤ Students ➤ Single adult households ➤ People misusing substances ➤ People who have experienced the asylum system ➤ People of all ages leaving a care setting ➤ People living in the most deprived areas in Wales (WIMD) ➤ People involved in the criminal justice system 			
Socio Economic disadvantage definitions.	Will the proposal have a positive, negative or neutral impacts on the below?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered.
<p>Low Income / Income Poverty <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i></p>	<p>Potential negative impact</p>	<p>Through the use of a robust initial assessment and screening process which prioritises those referrals / support requests that require an urgent or immediate response and ensures that those who are having to wait for the allocation of an appropriate social care worker:</p> <ol style="list-style-type: none"> 1. Are notified of the period of wait 2. Are given contact details should their situation change whilst waiting so that the referrals / support request can be prioritised. 	<p>Knowledge and information from:</p> <ol style="list-style-type: none"> 1. Current demand and performance data 2. Team manager / senior practitioners allocation processes and case loads 3. Information on case load complexities and safeguarding alerts

		This includes referrals / support requests from fellow professionals including health etc	
Low and/or No Wealth (<i>enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future</i>)	Potential negative impact	As above	As above
Material Deprivation (<i>unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.</i>)	Potential negative impact	As above	As above
Area Deprivation (<i>where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?</i>)	No impact		
Socio-economic Background	Potential negative impact	As above	As above



<i>(social class i.e. parents education, employment and income)</i>			
Socio-economic Disadvantage <i>(What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged)</i>	Potential negative impact	As above	As above




Section 3-Corporate Plan

Please outline any Corporate Plan linkages of the proposal -[BG Corporate Plan 22-27](#)

Priority 1 - Maximise learning and skills for all to create a prosperous, thriving, resilient Blaenau Gwent	
Priority 2 - Respond to the nature and climate crisis and enable connected communities	
Priority 3 - An ambitious and innovative council delivering quality services at the right time and in the right place	
Priority 4 - Empowering and supporting communities to be safe, independent and resilient	Adult Social Services provide care and support assessments for our most vulnerable adults living within the communities of BG.

Section 4-Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)
Sustainable development principles. The WBFG Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)

Five Ways of Working	How have you used the Sustainable Development Principles in forming the proposal?
<p>Long Tern</p> 	<p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p> <p>With appropriate and safe mitigations via our care referral screening and allocations processes – as listed above - there will be a minimum impact on the wellbeing of people who access Adult Social Care. The reduction in staffing hours to support our most vulnerable adults will be carefully managed via robust initial assessment and screening processes and urgent and crisis interventions will not be impacted by these reductions. The deletion of current adhoc hours within our staffing structures will have no impact on current practice as they are already surplus to our staffing compliment. The deletion of any non-statutory posts will result in changes of practice in terms of business processes and support for some of our care management practitioners. This will be managed via our quality assurance and amended internal processes.</p>
<p>Prevention</p> 	<p>Consider how the proposal is preventing problems from occurring or getting worse</p> <p>As above</p>

<p>Integration</p> 	<p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p> <p>There may be an impact in relation to referrals and new contacts from our colleagues in ABUHB but as stated above with appropriate and safe mitigations via our care referral screening and allocations processes – as listed above - there will be a minimum impact on the wellbeing of people who access Adult Social Care. ABUHB colleagues will be communicated with and explanations given as to any delays in non urgent or crisis referrals.</p>
<p>Collaboration</p> 	<p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p> <p>Adult Service will continue to work collaboratively with our key partners and this will not be impacted by this budget proposal.</p>
<p>Involvement</p> 	<p>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</p> <p>Frontline staff / team managers and Service Managers will be actively involved in the implementation of any reductions in staffing across our care management teams and the mitigations that will be put in place to reduce the minimal impact on our communities.</p>

How does your proposal link to the Welsh Governments Priorities for Wales? Please indicate below.

1. **A PROSPEROUS WALES** ... an innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

N/A

2. **A RESILIENT WALES** ... a nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change). Think about how your activity will have regard to protecting and enhancing biodiversity.

N/A

3. **A HEALTHIER WALES** ... a society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

Adult Social Services provide care and support assessments for our most vulnerable adults living within the communities of BG

4. **A MORE EQUAL WALES ...** A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

N/A

5. **A WALES OF COHESIVE COMMUNITIES ...** attractive, viable, safe and well-connected communities.


N/A

6. **A WALES OF VIBRANT CULTURE AND THRIVING ...** a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

N/A

7. **A GLOBALLY RESPONSIBLE WALES ...** a nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

N/A

Section 5-Welsh Language (Wales) Measure 2011 and Welsh Language Standards <i>(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact that any proposal may have on opportunities to use the Welsh language. Welsh Language Standards)</i>			
Requirement	Does the proposal have any positive, negative or neutral impacts in regards to the below?	What can be done to mitigate any negative impacts?	Please demonstrate any evidence used to form this opinion.
Compliance with the Welsh Language Standards. <i>Specifically Standards 88 - 93</i>	No		
What opportunities are there to promote the Welsh Language? <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i>	No		
What opportunities are there for a person or person to use the Welsh	No		

Language? <i>e.g. staff, residents and visitors</i>			
Has the Welsh Language been considered in order to treat the Welsh language no less favourably than the English language?	No		

Section 6 – Children’s Rights Approach - [The Right Way](#)

The Children’s Rights Approach – The Right Way is a framework for working with children, grounded in the UN Convention on the Rights of the Child (UNCRC). It places the UNCRC at the core of planning and service delivery and integrates children’s rights into every aspect of decision-making, policy and practice. The Right Way focuses on three main them Participation, Provision and Protection.

Protected characteristics	Will the proposal have any positive impacts on the Children’s Rights Approach?	Will the proposal have any negative impacts on the Children’s Rights Approach?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Participation (child or young person as someone who actively contributes to society as a citizen)	No	No	

Provision (the basic rights of children and young people to survive and develop)	No	No	
Protection (children and young people are protected against exploitation, abuse or discrimination)	No	No	

Section 7– Community Safety

Duty to Consider Crime and Disorder Implications

Section 17 of the Crime and Disorder Act 1998 places a duty on the local authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder, anti-social and other behaviour adversely affecting the local environment, the misuse of drugs, alcohol and other substances, re-offending and serious violence.

Impacts	Will the proposal have any positive impacts on crime and disorder?	Will the proposal have any negative impacts on crime and disorder?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Crime	No	No	

(consider impact on each: victims, offenders and neighbourhoods)			
Anti-Social Behaviour and behaviour adversely affecting the local environment (consider impact on each: victims, offenders, neighbourhoods and green spaces)	No	No	
Misuse of drugs, alcohol and other substances (Think vulnerable children, adults, families and communities)	No	No	
Re-offending (Think young people and adults, victims, families, communities)	No	No	
Serious Violence (Think vulnerable young people, vulnerable adults, victims, families, communities)	No	No	

Counter Terrorism (People and places that are vulnerable to terrorism or violent extremism)	No	No	
Community Cohesion (Asylum seekers, Migrants, Victims or Hate Crime, Community tensions)	No	No	

Section 8- Armed Forces Covenant Duty [AFC Draft Statutory Guidance - Final.pdf](#)

Impacts	Will the proposal have any positive impacts on the armed forces community?	Will the proposal have any negative impacts on the armed forces community?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Health <ul style="list-style-type: none"> • Provision of services • Planning and funding • Co-operation between bodies and professionals 	No	No	

<p>These healthcare functions are within scope of the Duty in the following settings:</p> <ul style="list-style-type: none"> • NHS Primary Care services, including general practice, community pharmacies, NHS dental, NHS optometry services and public health screening services. • NHS Secondary Care services, including urgent and emergency care, hospital and community services, specialist care, mental health services, and additional needs services (as applicable). • Local authority-delivered healthcare services, including sexual health services and drug and alcohol misuse services 			
<p>Education</p> <ul style="list-style-type: none"> • Admissions 	<p>No</p>	<p>No</p>	

<ul style="list-style-type: none"> • Educational attainment and curriculum • Child wellbeing • Transport • Attendance • Additional needs support • Use of Service Pupil Premium funding (England only) <p>These education functions are within scope of the Duty in compulsory education settings, that is, primary, secondary, and, for England only, compulsory further education. The Duty does not cover nursery (early years education), higher education, or other voluntary adult education settings</p>			
<p>Housing</p> <ul style="list-style-type: none"> • Allocations policy for social housing • Tenancy strategies (England only) • Homelessness 	No	No	

<ul style="list-style-type: none"> • Disabled Facilities Grants 			
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Section 9-Data-Please outline any data or evidence that has been used to develop the proposal, this can be previous consultations, local/national data, pilot projects, reports, feedback from clients etc.		
Data/evidence –What data/evidence was used? - provide any links.	What were the key findings?	How has the data/evidence informed this proposal?
<p>Staffing profiles and reports from OD</p> <p>Team case load information from the LA performance team.</p> <p>Finance profile and team budgets</p> <p>Welsh Government Checkpoint data</p> <p>CIW review information</p>		<p>Both have enabled us to review the staffing compliment and case load activity within current care management</p>

Are there any data or information gaps and if so what are they and how do you intend to address them?

No

Section 10-Consultation. Please provide details of consultation undertaken to support the proposal. Please consider the Gunning Principles: -

Principle 1: Consultation must take place when the proposals are still at a formative stage. You must not have already made up your mind.

Principle 2: Sufficient reasons must be put forward to allow for intelligent consideration and response. Have people been given the information and opportunity to influence?

Principle 3: Adequate time must be given for consideration and response. Is the consultation long enough bearing in mind the circumstances?

Principle 4: The product of consultation must be conscientiously taken into account when finalising the decision

Briefly describe any planned consultations or consultations that have been carried out to date. Please consider the above principles.

Please consider the following questions; -

1. Who did you consult?

Staff team managers and Service Managers

2. When did the consultation take place and was adequate time given for a response?

As part of preparing the budget proposal in August / September 2023.

3. Was there enough information provided to respond effectively?

Yes as was based on team structure information and case load knowledge/ data.

4. What were the findings?

The outcome was the detail provided in the budget proposal and resulted in the proposals to reduce staffing only where we have unused hours and reduce the non-statutory posts only . It was clear that we could not lose current staff who are carrying active case loads as this will destabilise the work force and the teams will then be unable to meet current demand.

5. Have the findings been considered in regards to the decision?

Yes

Section 11-Monitoring and Review	
How will the implementation of the proposal be monitored, including the impacts or changes made?	Adult Service management team (fortnightly) Team Managers ‘fishbowl’ discussions (weekly) Front line staff /Team Manager / Service Manager Supervisions
What monitoring tools will be used?	Structured meetings with data discussions and feedback Face to Face supervision sessions Quality assurance framework Workforce Strategy / Business plans
How will the results be used for future development?	Via performance reports
How and when will it be reviewed?	As above
Who is responsible for ensuring this happens?	Head of Adult Service and Service Managers

Section 12 - Decision	
<i>Using the information you have gathered from sections 1-9 please state in the table below whether you are able to proceed with the proposal.</i>	
Continue with the proposal in its current form	Yes

Continue with proposal but take into account reasonable steps to mitigate any negative impacts of the proposal

Name of person completing the IIA	
Name:	Alyson Hoskins
Job Title:	Head of Adult Services
Date:	28/01/24

Head of Service Approval			
Name:	Tanya Evans		
Job Title:	Interim Director SSD		
Signature:		Date:	

Please contact Policy & Partnerships should you require any further advice or guidance on completing your assessment via lissa.friel@blaenau-gwent.gov.uk or emma.scherptong@blaenau-gwent.gov.uk.

Business Case Templates

To support better spending and investment decisions and better procurement

Reduction in Community Options / Day Centre transport

SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK (£0 TO £250K VALUE OF PROCUREMENT)

SRO:	Alyson Hoskins
Project Manager:	Mary Welch / Mark Morris
Organisation:	Adult Services Social Services

	Name	Signature	Date
Prepared by:	Alyson Hoskins		10/09/23
Reviewed by:			
Approved by:			

1.	INTRODUCTION
1.	<p>These proposals are being considered as an outcome of the council budget deficit and the requirement for each directorate to make significant budget savings for 24/25 and future years.</p> <p>The proposals below are identified within the Social Services bridging the gap theme of service reduction/ capping of services.</p>
2.	THE CASE FOR CHANGE
	<p>The Adult Services department offers day activities / community options to adults at our Community Options bases at Lake View and Bert Denning Centre.</p> <p>Post COVID pandemic we have seen a significant reduction in vulnerable adults accessing our building-based day activity buildings and we now only have 2 buildings open each week- Lake View which offers building based activities for 15 people each day and is open Monday to Friday 8.30am to 5.30pm and Bert Denning Centre for 9 people each day and currently only opening 4 days a week.</p> <p>In 2019 the Council agreed to implement a revised transport policy which resulted in only 13 of attendees currently being eligible for transport to and from the day centre building as a result of exceptional circumstances, and the majority of people accessing via their own transport including their Motability vehicle, public transport, their family members or by arranging their own taxis.</p> <p>As part of the bridging the gap budget saving for 2023/24 it was agreed that the Community Options fleet would be reduced to 2 vehicles and that as a saving of £58,000 would be achieved by:</p> <ol style="list-style-type: none"> 1. Reducing transport fleet to 2 vehicles 2. Deleting transport manager lead officer post 37 hrs grade 4 3. Not replacing vacant driver hours (grade 3) <p>This was implemented with little impact on those who attended Community Options and the saving was made in full from April 23.</p> <p>During the summer of 2023 we have reviewed the current demand for transport and the following options are proposed.</p>
3.	OPTIONS ANALYSIS
3.1	<p>Main options</p> <p>There are 4 main options within this report:</p> <p>Option 1 keep the current fleet and staffing to support and not further reduce the provision on LA transport for Community Options but implement a charging methodology for people who use the bus – based on equivalent public transport –</p>

estimated income of £7,000 with each journey costing an average of £5.40 per return journey.

Option 2 keep the current fleet and staffing to support and not further reduce the provision on LA transport for Community Options but implement a full cost recovery methodology or subsidised fee methodology for people who use the bus estimated income will be £153,560, with each journey costing approximately £47.25 – if full cost recovery agreed.

Option 3 reduce the fleet by 1 vehicle ,1x Driver 20hrs and 1 x escort 15hrs with a saving of £45,000 and implement the options 1 or 2 above for those people who are continuing to access the transport. This figure will be subject to potential redundancy costs.

Option 4 reduce the fleet by 2 vehicles and 4 staff and no longer provide transport for the 1 attendee who is assessed as being eligible for transport as per the LA transport policy. Alternative transport will be sourced for the remaining 12 who are eligible only under exceptional circumstances and this will be commissioned by external providers / taxi etc. Estimated saving will be £107,000.

Risks

Option 1 – any method of charging will require the implementation of a means for collecting the charge and also a debt recovery system. This will need to be scoped as the collection of a nominal fee could cost more than the actual charge.

Option 2 – as per option 1 plus there is a risk that full cost recovery or a similar subsidised methodology, will not be affordable to those using the transport.

Option 3 – having only one bus will mean that routes will need to be reviewed alongside the days of attendance for those accessing services. In addition, numbers accessing the transport (up to 12 seated people maximum) will be dependent on how many wheelchair users are accessing the vehicle (maximum 4 wheelchairs) This option will be scoped alongside the capping / reduction of community options proposal including decisions as to the number of days that our building-based facilities will open. This option may reduce the numbers of people who can be offered support to reach their outcomes within Community Options.

Option 4 – the impact of withdrawing of all assisted transport will result in approximately 13 people being unable to access our community options activities without either being transported by family, accessing public transport or commissioning taxi provision etc. The costs of this will need to be scoped and factored into the cost savings proposal.

Mitigation

Attendees' routes and sessions available will need to be revised and this may result in days attending being changed / reduced which may impact friendship groups and

	<p>outcomes for those 13 people accessing transport and also on their wider family carers.</p> <p>Policy on charging will need to be revised and a formal impact assessment and consultation undertaken.</p> <p>Contingency planning will be required should only on vehicle require repairs etc and be out of use for any period of time.</p>																																			
3.2	Recommended option																																			
	To be determined as part of consideration and engagement process.																																			
3.3	Sources and assumptions																																			
	N/A																																			
4.	PROCUREMENT ROUTE																																			
	Not relevant at this point.																																			
5.	FUNDING AND AFFORDABILITY																																			
	<p>If approved the financial impact on the funding gap in relation to the above options would be:</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Option 1</th> <th>Option 2</th> <th>Option 3</th> <th>Option 4</th> </tr> </thead> <tbody> <tr> <td>2024/2025</td> <td>£7,000</td> <td>£153,560</td> <td>£45,000</td> <td>£107,000</td> </tr> <tr> <td>2025/2026</td> <td>£0</td> <td>£0</td> <td>£0</td> <td>£0</td> </tr> <tr> <td>2026/2027</td> <td>£0</td> <td>£0</td> <td>£0</td> <td>£0</td> </tr> <tr> <td>2027/2028</td> <td>£0</td> <td>£0</td> <td>£0</td> <td>£0</td> </tr> <tr> <td>2028/2029</td> <td>£0</td> <td>£0</td> <td>£0</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>£7,000</td> <td>£153,560</td> <td>£45,000</td> <td>£107,000</td> </tr> </tbody> </table>	Year	Option 1	Option 2	Option 3	Option 4	2024/2025	£7,000	£153,560	£45,000	£107,000	2025/2026	£0	£0	£0	£0	2026/2027	£0	£0	£0	£0	2027/2028	£0	£0	£0	£0	2028/2029	£0	£0	£0	£0	Total	£7,000	£153,560	£45,000	£107,000
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Total	£7,000	£153,560	£45,000	£107,000																																
6.	DELIVERY ARRANGEMENTS																																			
	<p>The Team Manager for Community Options will oversee this project and consultation will be required with:</p> <ol style="list-style-type: none"> 1. People who access transport 2. Staff / Trade Unions and OD 																																			

Blaenau Gwent County Borough Council - Integrated Impact Assessment Option1

All decisions, policy reviews or policy implementation will now require a completed Integrated Impact Assessment.

- Section 1-Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Section 2-Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Section 3-Corporate Plan
- Section 4-Wellbeing of Future Generations (Wales) Act 2015
- Section 5-Welsh Language (Wales) Measure 2011
- Section 6-Children’s Right “The Right Way”
- Section 7-Community Safety
- Section 8 Armed Forces
- Section 9-Data
- Section 10-Consultations Statutory Consultation Doctrine of Legitimate Expectation and Gunning Principles
- Section 11-Monitoring
- Section 12-Decision of proposal

Lead Officer	Head of Service	Service Area & Department	Date
Mary Welch	Alyson Hoskins	Adult Services Community Options	29/1/2024

Briefly outline the proposal indicating what change or decision is to be made, also provide any documentation that may be used to support this.

What is the proposal that needs to be assessed?

Option 1 keep the current fleet and staffing to support and not further reduce the provision on LA transport for Community Options but implement a charging methodology for people who use the bus which is currently 6 individuals– based on equivalent public transport – estimated income of £4,860 with each journey costing an average of £5.40 per return journey.

Currently 41 people access Community Options activity based facilities on a weekly basis

- There are 9 people registered to attend The Bert Denning Centre weekly with an average of 6 people daily of which 4 access via assisted transport.
- There are 32 people registered to attend The Lake View facility weekly with an average of 13 people daily of which 2 access via assisted transport.

Risks

Option 1 – any method of charging will require the implementation of a means for collecting the charge and also a debt recovery system. This will need to be scoped as the collection of a nominal fee could cost more than the actual charge.

Section 1 Outline how the proposal will impact on any people or groups of people with protected characteristics, please refer to the Equalities Act 2010 (Wales) for further information Equality Act 2010: guidance - GOV.UK (www.gov.uk) and the EHRC guidance The Essential Guide to the Public Sector Equality Duty: EHRC Briefly outline below if there will be any positive or negative impacts as a result of the proposal being considered.			
Protected characteristics	Will the proposal have any positive impacts on those with a protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Age (<i>people of all ages</i>)	Yes	Yes	The positive impact means that individuals with protected characteristics could continue to access assisted transport to attend daytime opportunities in line with an assessment of need. However the implementation of a charging policy could have a negative impact due to the additional expense and may result in some people choosing not to access day

			provision and this could have a detrimental impact on their wellbeing and also that of any unpaid family carers.
Disability (<i>people with disabilities/ long term conditions</i>)	As above	As above	
Gender Reassignment (<i>anybody who's gender identity or gender expression is different to the sex they were assigned at birth</i>)	N/A	N/A	
Marriage or Civil Partnership (<i>people who are married or in a civil partnership</i>)	N/A	N/A	
Pregnancy and Maternity (<i>women who are pregnant and/or on maternity leave</i>)	N/A	N/A	
Race (<i>people from black, Asian and minority ethnic communities and</i>	N/A	N/A	

<i>different racial backgrounds)</i>			
Religion or Belief <i>(people with different religions and beliefs including people with no beliefs)</i>	N/A	N/A	
Sex <i>(women and men, girls and boys and those who self-identify their gender)</i>	N/A	N/A	
Sexual Orientation <i>(lesbian, gay, bisexual, heterosexual, other)</i>	N/A	N/A	

NOTE: Section 2 only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the [Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance](#).

Section 2

Socio-economic Duty (Strategic Decisions Only)

The Welsh Governments [Socio-economic Duty](#) provides a framework in order to ensure tackling inequality is at the forefront of decision making.

.Please consider the below vulnerable groups and consider how the proposal could affect them:

<ul style="list-style-type: none"> ➤ Single parents and vulnerable families ➤ People with low literacy/numeracy ➤ Pensioners ➤ Looked after children ➤ Homeless people ➤ Carers ➤ Armed Forces Community ➤ Students ➤ Single adult households ➤ People misusing substances ➤ People who have experienced the asylum system ➤ People of all ages leaving a care setting ➤ People living in the most deprived areas in Wales (WIMD) ➤ People involved in the criminal justice system 			
Socio Economic disadvantage definitions.	Will the proposal have a positive, negative or neutral impacts on the below?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered.
<p>Low Income / Income Poverty <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i></p>	<p>The proposal is likely to have a negative impact due to the implementation of a charging policy, for a service which currently operated free of charge, Due to the disabilities of the individuals concerned it would be extremely challenging for them to access day opportunities using public transport.</p>	<p>The individuals concerned are already in receipt of Department of Work and Pensions benefits, either in the form of funding towards a vehicle to support the transport needs of the individual, or alternatively receive monetary support as part of their benefits.</p>	<p>Each individuals eligibility for assisted transport has been assessed against the Council's Transport Policy and found to be ineligible due to the fact that they are in receipt of support which is highlighted in the previous comment. Each individuals' circumstances has been assessed and it is determined that in each there are exceptional circumstances, which means that they are still able to access the Council's assisted transport, but MAY be subject to a charge.</p>

Low and/or No Wealth (<i>enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future</i>)	N/A	N/A	
Material Deprivation (<i>unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.</i>)	N/A	N/A	
Area Deprivation (<i>where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?</i>)			The general area is identified as one of the most deprived in Wales and those who are currently utilising the assisted transport live within an area where wheelchair accessible transport may be identified as an alternative however, the cost for this alternative may exceed the current mobility component. In addition Public transport can be sporadic, unreliable, and often difficult to traverse each of the valley communities.

Socio-economic Background <i>(social class i.e. parents education, employment and income)</i>	N/A	N/A	
Socio-economic Disadvantage <i>(What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged)</i>	N/A	N/A	



Section 3-Corporate Plan




Please outline any Corporate Plan linkages of the proposal -[BG Corporate Plan 22-27](#)

Priority 1 - Maximise learning and skills for all to create a prosperous, thriving, resilient Blaenau Gwent	
Priority 2 - Respond to the nature and climate crisis and enable connected communities	

<p>Priority 1 - Maximise learning and skills for all to create a prosperous, thriving, resilient Blaenau Gwent</p>	
<p>Priority 3 - An ambitious and innovative council delivering quality services at the right time and in the right place</p>	
<p>Priority 4 - Empowering and supporting communities to be safe, independent and resilient</p>	<p>Adult Social Services provide care and support assessments for our most vulnerable adults living within the communities of BG. Our Community Options service provide valuable support to vulnerable adults and their unpaid carers.</p>

Section 4-Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)
Sustainable development principles. The WBFG Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)

Five Ways of Working	How have you used the Sustainable Development Principles in forming the proposal?
<p>Long Tern</p> 	<p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p> <p>With appropriate care management/Financial assessment processes – there will be a minimum impact on the wellbeing of people who access the Community Options provision by means of assisted transport.</p> <p>This proposal will enable there to be sustainability of the provision of assisted transport to support vulnerable adults to access day activities and day support.</p>
<p>Prevention</p> 	<p>Consider how the proposal is preventing problems from occurring or getting worse</p> <p>Continued day support and day activities are critical in supporting and maintaining the wellbeing of vulnerable adults and their family / unpaid carers.</p>

<p>Integration</p> 	<p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p>
<p>Collaboration</p> 	<p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p> <p>Community Options will continue to work collaboratively with Care management teams and this will not be impacted by this budget proposal.</p> <p>There is an ongoing review of community transport across the wider services and it has been identified that our community options transport has the potential to be included in this work stream.</p>
<p>Involvement</p> 	<p>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</p> <p>The Council are actively engaging with the general public on the proposals.</p> <p>Community Options management team will be actively involved in the implementation of any charge , ensuring those citizens who are impacted are fully consulted with prior to any implementation. In addition, the Council are actively engaging with the general public on the proposals.</p>

How does your proposal link to the Welsh Governments Priorities for Wales? Please indicate below.

1. **A PROSPEROUS WALES** ... an innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

N/A

2. **A RESILIENT WALES** ... a nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change). Think about how your activity will have regard to protecting and enhancing biodiversity.

N/A

3. **A HEALTHIER WALES** ... a society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

4. **A MORE EQUAL WALES ...** A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

N/A


5. **A WALES OF COHESIVE COMMUNITIES ...** attractive, viable, safe and well-connected communities.

N/A

6. **A WALES OF VIBRANT CULTURE AND THRIVING ...** a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

N/A

7. **A GLOBALLY RESPONSIBLE WALES ...** a nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

Section 5-Welsh Language (Wales) Measure 2011 and Welsh Language Standards			
<i>(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact that any proposal may have on opportunities to use the Welsh language. Welsh Language Standards)</i>			
Requirement	Does the proposal have any positive, negative or neutral impacts in regards to the below?	What can be done to mitigate any negative impacts?	Please demonstrate any evidence used to form this opinion.
Compliance with the Welsh Language Standards. <i>Specifically Standards 88 - 93</i>	No		
What opportunities are there to promote the Welsh Language? <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i>	No		
What opportunities are there for a person or person to use the Welsh Language? <i>e.g. staff, residents and visitors</i>	No		

<p>Has the Welsh Language been considered in order to treat the Welsh language no less favourably than the English language?</p>	<p>No</p>		
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Section 6 – Children’s Rights Approach - [The Right Way](#)

The Children’s Rights Approach – The Right Way is a framework for working with children, grounded in the UN Convention on the Rights of the Child (UNCRC). It places the UNCRC at the core of planning and service delivery and integrates children’s rights into every aspect of decision-making, policy and practice. The Right Way focuses on three main them Participation, Provision and Protection.

<p>Protected characteristics</p>	<p>Will the proposal have any positive impacts on the Children’s Rights Approach?</p>	<p>Will the proposal have any negative impacts on the Children’s Rights Approach?</p>	<p>Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.</p>
<p>Participation (child or young person as someone who actively contributes to society as a citizen)</p>	<p>No</p>		
<p>Provision</p>	<p>N/A</p>		

(the basic rights of children and young people to survive and develop)			
Protection (children and young people are protected against exploitation, abuse or discrimination)	N/A		

Section 7– Community Safety

Duty to Consider Crime and Disorder Implications

Section 17 of the Crime and Disorder Act 1998 places a duty on the local authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder, anti-social and other behaviour adversely affecting the local environment, the misuse of drugs, alcohol and other substances, re-offending and serious violence.

Impacts	Will the proposal have any positive impacts on crime and disorder?	Will the proposal have any negative impacts on crime and disorder?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Crime (consider impact on each: victims, offenders and neighbourhoods)	No		

<p>Anti-Social Behaviour and behaviour adversely affecting the local environment (consider impact on each: victims, offenders, neighbourhoods and green spaces)</p>	<p>N/A</p>		
<p>Misuse of drugs, alcohol and other substances (Think vulnerable children, adults, families and communities)</p>	<p>N/A</p>		
<p>Re-offending (Think young people and adults, victims, families, communities)</p>	<p>N/A</p>		
<p>Serious Violence (Think vulnerable young people, vulnerable adults, victims, families, communities)</p>	<p>N/A</p>		
<p>Counter Terrorism</p>	<p>N/A</p>		

(People and places that are vulnerable to terrorism or violent extremism)			
Community Cohesion (Asylum seekers, Migrants, Victims or Hate Crime, Community tensions)	N/A		

Section 8- Armed Forces Covenant Duty AFC Draft Statutory Guidance - Final.pdf			
Impacts	Will the proposal have any positive impacts on the armed forces community?	Will the proposal have any negative impacts on the armed forces community?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Health <ul style="list-style-type: none"> • Provision of services • Planning and funding • Co-operation between bodies and professionals 	N/A		

<p>These healthcare functions are within scope of the Duty in the following settings:</p> <ul style="list-style-type: none"> • NHS Primary Care services, including general practice, community pharmacies, NHS dental, NHS optometry services and public health screening services. • NHS Secondary Care services, including urgent and emergency care, hospital and community services, specialist care, mental health services, and additional needs services (as applicable). • Local authority-delivered healthcare services, including sexual health services and drug and alcohol misuse services 			
<p>Education</p> <ul style="list-style-type: none"> • Admissions • Educational attainment and curriculum 	<p>N/A</p>		

<ul style="list-style-type: none"> • Child wellbeing • Transport • Attendance • Additional needs support • Use of Service Pupil Premium funding (England only) <p>These education functions are within scope of the Duty in compulsory education settings, that is, primary, secondary, and, for England only, compulsory further education. The Duty does not cover nursery (early years education), higher education, or other voluntary adult education settings</p>			
<p>Housing</p> <ul style="list-style-type: none"> • Allocations policy for social housing • Tenancy strategies (England only) • Homelessness • Disabled Facilities Grants 	<p>N/A</p>		

Section 9-Data-Please outline any data or evidence that has been used to develop the proposal, this can be previous consultations, local/national data, pilot projects, reports, feedback from clients etc.		
Data/evidence –What data/evidence was used? - provide any links.	What were the key findings?	How has the data/evidence informed this proposal?
<p>Consultation was held in 2019 where eligibility and charging were widely discussed with citizens, families and advocacy groups..</p>	<p>Many individuals found alternative transport arrangements, those who didn't were generally accepting on the implementation of a charging policy and were happy that they could still access assisted transport.</p>	<p>Previously the assisted transport policy was approved by full council which included the option of implementing a charging policy.</p>
Are there any data or information gaps and if so what are they and how do you intend to address them?		
Empty space for data gaps		

Section 10-Consultation. Please provide details of consultation undertaken to support the proposal. Please consider the Gunning Principles: -

Principle 1: Consultation must take place when the proposals are still at a formative stage. You must not have already made up your mind.

Principle 2: Sufficient reasons must be put forward to allow for intelligent consideration and response. Have people been given the information and opportunity to influence?

Principle 3: Adequate time must be given for consideration and response. Is the consultation long enough bearing in mind the circumstances?

Principle 4: The product of consultation must be conscientiously taken into account when finalising the decision

Briefly describe any planned consultations or consultations that have been carried out to date. Please consider the above principles.

Please consider the following questions:

1. Who did you consult?

Proposal currently subject to public consultation. Staff have been consulted on this proposals when developing them and are aware of the options for consideration.

2. When did the consultation take place and was adequate time given for a response?

Currently ongoing

3. Was there enough information provided to respond effectively?

N/K at this stage of consultation

4. What were the findings?

TBC

5. Have the findings been considered in regards to the decision?

TBC

Section 11-Monitoring and Review	
How will the implementation of the proposal be monitored, including the impacts or changes made?	Via the AS management team
What monitoring tools will be used?	Regular service updates from CO managers Attendance figures from CO services
How will the results be used for future development?	May provide options for consideration in relation to future service developments
How and when will it be reviewed?	Monthly via supervision with CO team manager
Who is responsible for ensuring this happens?	Head of Adult Services

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Section 12 - Decision

Using the information you have gathered from sections 1-9 please state in the table below whether you are able to proceed with the proposal.

Continue with the proposal in its current form	Yes
Continue with proposal but take into account reasonable steps to mitigate any negative impacts of the proposal	Yes

Name of person completing the IIA	
Name:	Mary Welch
Job Title:	Team Manager CO
Date:	27/01/24

Head of Service Approval			
Name:	Alyson Hoskins		
Job Title:	Head of Adult Services		
Signature:	Alyson Hoskins	Date:	28/01/24

Please contact Policy & Partnerships should you require any further advice or guidance on completing your assessment via lissa.friel@blaenau-gwent.gov.uk or emma.scherptong@blaenau-gwent.gov.uk.

Blaenau Gwent County Borough Council - Integrated Impact Assessment Option 2

All decisions, policy reviews or policy implementation will now require a completed Integrated Impact Assessment.

- Section 1-Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Section 2-Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Section 3-Corporate Plan
- Section 4-Wellbeing of Future Generations (Wales) Act 2015
- Section 5-Welsh Language (Wales) Measure 2011
- Section 6-Children’s Right “The Right Way”
- Section 7-Community Safety
- Section 8 Armed Forces
- Section 9-Data
- Section 10-Consultations Statutory Consultation Doctrine of Legitimate Expectation and Gunning Principles
- Section 11-Monitoring
- Section 12-Decision of proposal

Lead Officer	Head of Service	Service Area & Department	Date
Mary Welch	Alyson Hoskins	Adult Services Community Options	29/1/2024

Briefly outline the proposal indicating what change or decision is to be made, also provide any documentation that may be used to support this.

What is the proposal that needs to be assessed?

Option 2 keep the current fleet and staffing to support and not further reduce the provision on LA transport for Community Options but **implement a full cost recovery methodology or subsidised fee methodology** for people who use the bus estimated income will be £153,560, with each return journey costing approximately £180.00 per return journey if full cost recovery agreed

Option 2 – as per option 1 plus there is a risk that full cost recovery or a similar subsidised methodology, will not be affordable to those using the transport

Section 1

Outline how the proposal will impact on any people or groups of people with protected characteristics, please refer to the Equalities Act 2010 (Wales) for further information [Equality Act 2010: guidance - GOV.UK \(www.gov.uk\)](http://www.gov.uk) and the EHRC guidance [The Essential Guide to the Public Sector Equality Duty: EHRC](#)

Briefly outline below if there will be any positive or negative impacts as a result of the proposal being considered.

Protected characteristics	Will the proposal have any positive impacts on those with a protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.

<p>Age (<i>people of all ages</i>)</p>	<p>Assisted Transport would continue be a reliable and available form of transport for the citizen, who would continue to have the appropriate level of support to travel safely.</p>	<p>Due to the decreased numbers of citizens accessing the Assisted Transport who are deemed as exceptional circumstances,full cost recovery could be too great – potentially outweighing the citizen’s personal mobility allowance.</p> <p>Potentially we will see people withdraw from service which could have a adverse impact on their wellbeing and place aadditional pressures on the family/carers.</p>	<p>People who have an assessed need to access the Assisted Transport will continue to do so free of charge (currently we do not have any eligible citizens) - However, those who have been deemed as exceptional circumstances will continue to access this form of transport at a charge which could potentially be at a detriment to their financial situation. The full cost recovery charge would be in excess of £180.00 per return journey per day. On average individuals who access assisted transport attend day services three days per week, therfore the full cost recovery charge would be in excess of £540.00 per week, this is based on 17 individual journeys per week based on 50 weeks per year,and may result in some people chosing not to access day provision and this could have a detrimental impact on their wellbeing and also that of any unpaid family carers.</p>
<p>Disability (<i>people with disabilities/ long term conditions</i>)</p>		<p>As above.</p>	
<p>Gender Reassignment (<i>anybody who’s gender identity or gender expression is different to the sex</i>)</p>	<p>N/A</p>		

<i>they were assigned at birth)</i>			
Marriage or Civil Partnership (<i>people who are married or in a civil partnership</i>)	N/A		
Pregnancy and Maternity (<i>women who are pregnant and/or on maternity leave</i>)	N/A		
Race (<i>people from black, Asian and minority ethnic communities and different racial backgrounds</i>)	N/A		
Religion or Belief (<i>people with different religions and beliefs including people with no beliefs</i>)	N/A		
Sex (<i>women and men, girls and boys and those who self-identify their gender</i>)	N/A		

Sexual Orientation <i>(lesbian, gay, bisexual, heterosexual, other)</i>	N/A		
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NOTE: Section 2 only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the [Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance](#).

Section 2 Socio-economic Duty (Strategic Decisions Only) <i>The Welsh Governments Socio-economic Duty provides a framework in order to ensure tackling inequality is at the forefront of decision making.</i>			
<p>.Please consider the below vulnerable groups and consider how the proposal could affect them:</p> <ul style="list-style-type: none"> ➢ Single parents and vulnerable families ➢ People with low literacy/numeracy ➢ Pensioners ➢ Looked after children ➢ Homeless people ➢ Carers ➢ Armed Forces Community ➢ Students ➢ Single adult households ➢ People misusing substances ➢ People who have experienced the asylum system ➢ People of all ages leaving a care setting ➢ People living in the most deprived areas in Wales (WIMD) ➢ People involved in the criminal justice system 			
Socio Economic disadvantage definitions.	Will the proposal have a positive, negative or neutral impacts on the below?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered.
Low Income / Income Poverty <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i>	There will be a charge for this service which will incur an additional cost to the person who is not eligible for free assisted transport in line with the assisted		

	<p>transport policy. Due to the number of citizens currently accessing as exceptional circumstances now standing at 6, the full cost recovery could be substantially higher than their personal mobility benefits. The full cost recovery charge would be in excess of £540.00 per week, this is based on 17 individual journeys per week based on 50 weeks per year.</p>		
<p>Low and/or No Wealth (<i>enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future</i>)</p>	<p>As above</p>		
<p>Material Deprivation (<i>unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken</i>)</p>	<p>N/A</p>		



<i>electrical goods, warm home, hobbies etc.)</i>			
Area Deprivation <i>(where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?)</i>	N/A		
Socio-economic Background <i>(social class i.e. parents education, employment and income)</i>	N/A		
Socio-economic Disadvantage <i>(What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged)</i>	Due to the high cost of accessing Assisted Transport, Citizens will not have the finances to cover the full cost recovery, and become isolated at home, putting further pressure on carers/parents and potentially put at risk.	Explore public transport/taxi – less cost to the citizen.	




Section 3-Corporate Plan

Please outline any Corporate Plan linkages of the proposal -[BG Corporate Plan 22-27](#)

<p>Priority 1 - Maximise learning and skills for all to create a prosperous, thriving, resilient Blaenau Gwent</p>	
<p>Priority 2 - Respond to the nature and climate crisis and enable connected communities</p>	
<p>Priority 3 - An ambitious and innovative council delivering quality services at the right time and in the right place</p>	
<p>Priority 4 - Empowering and supporting communities to be safe, independent and resilient</p>	<p>Adult Social Services provide care and support assessments for our most vulnerable adults living within the communities of BG. Our Community Options service provide valuable support to vulnerable adults and their unpaid carers</p>

Section 4-Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)
Sustainable development principles. The WBFG Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)

Five Ways of Working	How have you used the Sustainable Development Principles in forming the proposal?
<p>Long Tern</p> 	<p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p> <p>This proposal will enable there to be sustainability of the provision of assisted transport to support vulnerable adults to access day activities and day support.</p> <p>With appropriate care management/Financial assessment processes – there will be a minimum impact on the wellbeing of people who access the Community Options provision by means of assisted transport.</p>
<p>Prevention</p> 	<p>Consider how the proposal is preventing problems from occurring or getting worse</p> <p>Continued day support and day activities are critical in supporting and maintaining the wellbeing of vulnerable adults and their family / unpaid carers.</p>

<p>Integration</p> 	<p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p>
<p>Collaboration</p> 	<p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p> <p>There is an ongoing review of community transport across the wider services and it has been identified that our community options transport has the potential to be included in this work stream.</p> <p>Community Options will continue to work collaboratively with Care management teams and this will not be impacted by this budget proposal.</p>
<p>Involvement</p> 	<p>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</p> <p>The Council are actively engaging with the general public on the proposals.</p> <p>Community Options management team will be actively involved in the implementation of any charge , ensuring those citizens who are impacted are fully consulted with prior to any implementation. In addition, the Council are actively engaging with the general public on the proposals.</p>

How does your proposal link to the Welsh Governments Priorities for Wales? Please indicate below.

1. **A PROSPEROUS WALES** ... an innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

N/A

2. **A RESILIENT WALES** ... a nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change). Think about how your activity will have regard to protecting and enhancing biodiversity.

3. **A HEALTHIER WALES** ... a society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

N/A

4. **A MORE EQUAL WALES ...** A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

N/A


5. **A WALES OF COHESIVE COMMUNITIES ...** attractive, viable, safe and well-connected communities.

N/A

6. **A WALES OF VIBRANT CULTURE AND THRIVING ...** a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

7. **A GLOBALLY RESPONSIBLE WALES ...** a nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

N/A

Section 5-Welsh Language (Wales) Measure 2011 and Welsh Language Standards			
<i>(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact that any proposal may have on opportunities to use the Welsh language. Welsh Language Standards)</i>			
Requirement	Does the proposal have any positive, negative or neutral impacts in regards to the below?	What can be done to mitigate any negative impacts?	Please demonstrate any evidence used to form this opinion.
Compliance with the Welsh Language Standards. <i>Specifically Standards 88 - 93</i>	N/A		
What opportunities are there to promote the Welsh Language? <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i>	N/A		
What opportunities are there for a person or person to use the Welsh	N/A		

Language? <i>e.g. staff, residents and visitors</i>			
Has the Welsh Language been considered in order to treat the Welsh language no less favourably than the English language?	N/A		

Section 6 – Children’s Rights Approach - [The Right Way](#)

The Children’s Rights Approach – The Right Way is a framework for working with children, grounded in the UN Convention on the Rights of the Child (UNCRC). It places the UNCRC at the core of planning and service delivery and integrates children’s rights into every aspect of decision-making, policy and practice. The Right Way focuses on three main them Participation, Provision and Protection.

Protected characteristics	Will the proposal have any positive impacts on the Children’s Rights Approach?	Will the proposal have any negative impacts on the Children’s Rights Approach?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Participation (child or young person as someone who actively contributes to society as a citizen)	N/A		

Provision (the basic rights of children and young people to survive and develop)	N/A		
Protection (children and young people are protected against exploitation, abuse or discrimination)	N?A		

Section 7– Community Safety

Duty to Consider Crime and Disorder Implications

Section 17 of the Crime and Disorder Act 1998 places a duty on the local authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder, anti-social and other behaviour adversely affecting the local environment, the misuse of drugs, alcohol and other substances, re-offending and serious violence.

Impacts	Will the proposal have any positive impacts on crime and disorder?	Will the proposal have any negative impacts on crime and disorder?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Crime	N/A		

(consider impact on each: victims, offenders and neighbourhoods)			
Anti-Social Behaviour and behaviour adversely affecting the local environment (consider impact on each: victims, offenders, neighbourhoods and green spaces)	N/A		
Misuse of drugs, alcohol and other substances (Think vulnerable children, adults, families and communities)	N/A		
Re-offending (Think young people and adults, victims, families, communities)	N/A		
Serious Violence (Think vulnerable young people, vulnerable adults, victims, families, communities)	N/A		

Counter Terrorism (People and places that are vulnerable to terrorism or violent extremism)	N/A		
Community Cohesion (Asylum seekers, Migrants, Victims or Hate Crime, Community tensions)	N/A		

Section 8- Armed Forces Covenant Duty AFC Draft Statutory Guidance - Final.pdf			
Impacts	Will the proposal have any positive impacts on the armed forces community?	Will the proposal have any negative impacts on the armed forces community?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Health <ul style="list-style-type: none"> • Provision of services • Planning and funding • Co-operation between bodies and professionals 	N/A		

<p>These healthcare functions are within scope of the Duty in the following settings:</p> <ul style="list-style-type: none"> • NHS Primary Care services, including general practice, community pharmacies, NHS dental, NHS optometry services and public health screening services. • NHS Secondary Care services, including urgent and emergency care, hospital and community services, specialist care, mental health services, and additional needs services (as applicable). • Local authority-delivered healthcare services, including sexual health services and drug and alcohol misuse services 			
<p>Education</p> <ul style="list-style-type: none"> • Admissions 	<p>N/A</p>		

<ul style="list-style-type: none"> • Educational attainment and curriculum • Child wellbeing • Transport • Attendance • Additional needs support • Use of Service Pupil Premium funding (England only) <p>These education functions are within scope of the Duty in compulsory education settings, that is, primary, secondary, and, for England only, compulsory further education. The Duty does not cover nursery (early years education), higher education, or other voluntary adult education settings</p>			
<p>Housing</p> <ul style="list-style-type: none"> • Allocations policy for social housing • Tenancy strategies (England only) • Homelessness 	<p>N/A</p>		

<ul style="list-style-type: none"> • Disabled Facilities Grants 			
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Section 9-Data-Please outline any data or evidence that has been used to develop the proposal, this can be previous consultations, local/national data, pilot projects, reports, feedback from clients etc.		
Data/evidence –What data/evidence was used? - provide any links.	What were the key findings?	How has the data/evidence informed this proposal?
	<p>Many individuals found alternative transport arrangements, those who didn't were generally accepting on the implementation of a charging policy and were happy that they could still access assisted transport.</p>	<p>Previously the assisted transport policy was approved by full council which included the option of implementing a charging policy.</p>
Are there any data or information gaps and if so what are they and how do you intend to address them?		

Section 10-Consultation. Please provide details of consultation undertaken to support the proposal. Please consider the Gunning Principles: -

Principle 1: Consultation must take place when the proposals are still at a formative stage. You must not have already made up your mind.

Principle 2: Sufficient reasons must be put forward to allow for intelligent consideration and response. Have people been given the information and opportunity to influence?

Principle 3: Adequate time must be given for consideration and response. Is the consultation long enough bearing in mind the circumstances?

Principle 4: The product of consultation must be conscientiously taken into account when finalising the decision

Briefly describe any planned consultations or consultations that have been carried out to date. Please consider the above principles.

Please consider the following questions:

1. Who did you consult?

Proposal currently subject to public consultation. Staff have been consulted on this proposals when developing them and are aware of the options for consideration.

2. When did the consultation take place and was adequate time given for a response?

Currently ongoing

3. Was there enough information provided to respond effectively?

N/K at this stage of consultation

4. What were the findings?

TBC



5. Have the findings been considered in regards to the decision?

TBC

Section 11-Monitoring and Review	
How will the implementation of the proposal be monitored, including the impacts or changes made?	Via the AS management team
What monitoring tools will be used?	Regular service updates from CO managers Attendance figures from CO services
How will the results be used for future development?	May provide options for consideration in relation to future service developments
How and when will it be reviewed?	Monthly via supervision with CO team manager
Who is responsible for ensuring this happens?	Head of AS / Service Manager for CO

Section 12 - Decision	
<i>Using the information you have gathered from sections 1-9 please state in the table below whether you are able to proceed with the proposal.</i>	
Continue with the proposal in its current form	No

Continue with proposal but take into account reasonable steps to mitigate any negative impacts of the proposal

Name of person completing the IIA	
Name:	Mary Welch
Job Title:	CO team manager
Date:	28/01/24

Head of Service Approval			
Name:	Alyson Hoskins		
Job Title:	Head of Adult Services		
Signature:	Alyson Hoskins	Date:	28/01/24

Please contact Policy & Partnerships should you require any further advice or guidance on completing your assessment via lissa.friel@blaenau-gwent.gov.uk or emma.scherptong@blaenau-gwent.gov.uk.

Blaenau Gwent County Borough Council - Integrated Impact Assessment Option 3

All decisions, policy reviews or policy implementation will now require a completed Integrated Impact Assessment.

- Section 1-Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Section 2-Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Section 3-Corporate Plan
- Section 4-Wellbeing of Future Generations (Wales) Act 2015
- Section 5-Welsh Language (Wales) Measure 2011
- Section 6-Children’s Right “The Right Way”
- Section 7-Community Safety
- Section 8 Armed Forces
- Section 9-Data
- Section 10-Consultations Statutory Consultation Doctrine of Legitimate Expectation and Gunning Principles
- Section 11-Monitoring
- Section 12-Decision of proposal

Lead Officer	Head of Service	Service Area & Department	Date
Mary Welch	Alyson Hoskins	Adult Services Community Options	29/1/2024

Briefly outline the proposal indicating what change or decision is to be made, also provide any documentation that may be used to support this.

What is the proposal that needs to be assessed?

Option 3 reduce the fleet by 1 vehicle ,1x Driver 20hrs and 1 x escort 15hrs with a saving of £45,760 and implement the options 1 or 2 above for those people who are continuing to access the transport. This figure will be subject to potential redundancy costs.

Option 3 – having only one bus will mean that routes will need to be reviewed alongside the days of attendance for those accessing services. In addition, numbers accessing the transport (up to 12 seated people maximum) will be dependent on how many wheelchair users are accessing the vehicle (maximum 4 wheelchairs) This option will be scoped alongside decisions as to the number of days that our building-based facilities will open. This option may impact on the named days that current attendees may be attending our building-based facilities depending on the days that the transport will be provided in their home geographical area. For example person A attends currently on a Monday and Wednesday via transport from home area (X) and has done so since the service re-opened following the Covid pandemic , she has attended with the same 4 people who live in areas X/Y and Z. The impact of the reduction in transport may mean that the transport ‘run’ from home area (X) could be on a different day to that of people attending from areas Y and Z.

Section 1

Outline how the proposal will impact on any people or groups of people with protected characteristics, please refer to the Equalities Act 2010 (Wales) for further information [Equality Act 2010: guidance - GOV.UK \(www.gov.uk\)](http://www.gov.uk) and the EHRC guidance [The Essential Guide to the Public Sector Equality Duty: EHRC](#)

Briefly outline below if there will be any positive or negative impacts as a result of the proposal being considered.

Protected characteristics	Will the proposal have any positive impacts on those with a protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Age (people of all ages)	Assisted Transport would continue be a reliable and available form of transport for the citizen, who would continue to have the appropriate level of support to travel safely.	Pick up and drop off times and days may change – leading to potential for reduced service/shorter days. With only one vehicle there is the potential - in the event of transport breakdown – that there could be limited reliance on family/carers and this could negatively affect care and support arrangements.	To minimise a negative impact, Family would be required to support where unforeseen circumstances arise, assisted transport will continue to be an option for those deemed eligible free of charge and those who are deemed as exceptional circumstances at an agreed fee which are illustrated in options 1 and may result in some people choosing not to access day provision and this could have a detrimental impact on their wellbeing and also that of any unpaid family carers. The reduced cohort of staff to support transport as back up in the event of staff absence, can be mitigated via the development of relief staff to be called on from other areas of the Council.

		A further negative impact would be having to cover driver/escort duties where sickness/annual leave/training occurs – utilising staff who are ordinarily on a higher rate of pay or arranging for relief staff to be brought in from other areas of the council.	
Disability (<i>people with disabilities/ long term conditions</i>)		As above	As above plus potential positive impact – as the proposal recommends people with a disability continue to access this service using an adapted vehicle with the correct level of support.
Gender Reassignment (<i>anybody who's gender identity or gender expression is different to the sex they were assigned at birth</i>)	N/A		
Marriage or Civil Partnership (<i>people who are married or in a civil partnership</i>)	N/A		

Pregnancy and Maternity (<i>women who are pregnant and/or on maternity leave</i>)	N/A		
Race (<i>people from black, Asian and minority ethnic communities and different racial backgrounds</i>)	N/A		
Religion or Belief (<i>people with different religions and beliefs including people with no beliefs</i>)	N/A		
Sex (<i>women and men, girls and boys and those who self-identify their gender</i>)	N/A		
Sexual Orientation (<i>lesbian, gay, bisexual, heterosexual, other</i>)	N/A		

NOTE: Section 2 only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.

Section 2 Socio-economic Duty (Strategic Decisions Only) <i>The Welsh Governments Socio-economic Duty provides a framework in order to ensure tackling inequality is at the forefront of decision making.</i>			
.Please consider the below vulnerable groups and consider how the proposal could affect them:			
<ul style="list-style-type: none"> ➢ Single parents and vulnerable families ➢ People with low literacy/numeracy ➢ Pensioners ➢ Looked after children ➢ Homeless people ➢ Carers ➢ Armed Forces Community ➢ Students ➢ Single adult households ➢ People misusing substances ➢ People who have experienced the asylum system ➢ People of all ages leaving a care setting ➢ People living in the most deprived areas in Wales (WIMD) ➢ People involved in the criminal justice system 			
Socio Economic disadvantage definitions.	Will the proposal have a positive, negative or neutral impacts on the below?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered.
Low Income / Income Poverty <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i>	N/A		
Low and/or No Wealth <i>(enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future)</i>	N/A		

<p>Material Deprivation (<i>unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.</i>)</p>	<p>N/A</p>		
<p>Area Deprivation (<i>where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?</i>)</p>	<p>N/A</p>		
<p>Socio-economic Background (<i>social class i.e. parents education, employment and income</i>)</p>	<p>N/A</p>		
<p>Socio-economic Disadvantage (<i>What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged</i>)</p>	<p>N/A</p>		

Section 3-Corporate Plan




Please outline any Corporate Plan linkages of the proposal - [BG Corporate Plan 22-27](#)



<p>Priority 1 - Maximise learning and skills for all to create a prosperous, thriving, resilient Blaenau Gwent</p>	
<p>Priority 2 - Respond to the nature and climate crisis and enable connected communities</p>	
<p>Priority 3 - An ambitious and innovative council delivering quality services at the right time and in the right place</p>	
<p>Priority 4 - Empowering and supporting communities to be safe, independent and resilient</p>	<p>Adult Social Services provide care and support assessments for our most vulnerable adults living within the communities of BG. Our Community Options service provide valuable support to vulnerable adults and their unpaid carers</p>

Section 4-Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)

Sustainable development principles. The WCFG Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)

<p>Five Ways of Working</p>	<p>How have you used the Sustainable Development Principles in forming the proposal?</p>
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<p>Long Term</p> 	<p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p> <p>This proposal will enable there to be sustainability of the provision of assisted transport to support vulnerable adults to access day activities and day support.</p> <p>With appropriate care management/Financial assessment processes – there will be a minimum impact on the wellbeing of people who access the Community Options provision by means of assisted transport.</p>
<p>Prevention</p> 	<p>Consider how the proposal is preventing problems from occurring or getting worse</p> <p>Continued day support and day activities are critical in supporting and maintaining the wellbeing of vulnerable adults and their family / unpaid carers.</p>
<p>Integration</p> 	<p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p>

<p>Collaboration</p> 	<p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p> <p>There is an ongoing review of community transport across the wider services and it has been identified that our community options transport has the potential to be included in this work stream.</p>
<p>Involvement</p> 	<p>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</p> <p>The Council are actively engaging with the general public on the proposals.</p> <p>Community Options management team will be actively involved in the implementation of any charge , ensuring those citizens who are impacted are fully consulted with prior to any implementation. In addition, the Council are actively engaging with the general public on the proposals.</p>

How does your proposal link to the Welsh Governments Priorities for Wales? Please indicate below.

1. **A PROSPEROUS WALES** ... an innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

2. **A RESILIENT WALES** ... a nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change). Think about how your activity will have regard to protecting and enhancing biodiversity.


3. **A HEALTHIER WALES** ... a society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

4. **A MORE EQUAL WALES ...** A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

5. **A WALES OF COHESIVE COMMUNITIES ...** attractive, viable, safe and well-connected communities.

6. **A WALES OF VIBRANT CULTURE AND THRIVING ...** a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

7. **A GLOBALLY RESPONSIBLE WALES ...** a nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

Section 5-Welsh Language (Wales) Measure 2011 and Welsh Language Standards <i>(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact that any proposal may have on opportunities to use the Welsh language. Welsh Language Standards)</i>			
Requirement	Does the proposal have any positive, negative or neutral impacts in regards to the below?	What can be done to mitigate any negative impacts?	Please demonstrate any evidence used to form this opinion.
Compliance with the Welsh Language Standards. <i>Specifically Standards 88 - 93</i>			
What opportunities are there to promote the Welsh Language? <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i>			
What opportunities are there for a person or person to use the Welsh Language? <i>e.g. staff, residents and visitors</i>			

<p>Has the Welsh Language been considered in order to treat the Welsh language no less favourably than the English language?</p>			
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Section 6 – Children’s Rights Approach - [The Right Way](#)

The Children’s Rights Approach – The Right Way is a framework for working with children, grounded in the UN Convention on the Rights of the Child (UNCRC). It places the UNCRC at the core of planning and service delivery and integrates children’s rights into every aspect of decision-making, policy and practice. The Right Way focuses on three main them Participation, Provision and Protection.

<p>Protected characteristics</p>	<p>Will the proposal have any positive impacts on the Children’s Rights Approach?</p>	<p>Will the proposal have any negative impacts on the Children’s Rights Approach?</p>	<p>Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.</p>
<p>Participation (child or young person as someone who actively contributes to society as a citizen)</p>			
<p>Provision</p>			

(the basic rights of children and young people to survive and develop)			
Protection (children and young people are protected against exploitation, abuse or discrimination)			

Section 7– Community Safety

Duty to Consider Crime and Disorder Implications

Section 17 of the Crime and Disorder Act 1998 places a duty on the local authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder, anti-social and other behaviour adversely affecting the local environment, the misuse of drugs, alcohol and other substances, re-offending and serious violence.

Impacts	Will the proposal have any positive impacts on crime and disorder?	Will the proposal have any negative impacts on crime and disorder?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Crime (consider impact on each: victims, offenders and neighbourhoods)	N/A		

<p>Anti-Social Behaviour and behaviour adversely affecting the local environment (consider impact on each: victims, offenders, neighbourhoods and green spaces)</p>	<p>N/A</p>		
<p>Misuse of drugs, alcohol and other substances (Think vulnerable children, adults, families and communities)</p>	<p>N/A</p>		
<p>Re-offending (Think young people and adults, victims, families, communities)</p>	<p>N/A</p>		
<p>Serious Violence (Think vulnerable young people, vulnerable adults, victims, families, communities)</p>	<p>N/A</p>		
<p>Counter Terrorism</p>	<p>N/A</p>		

(People and places that are vulnerable to terrorism or violent extremism)			
Community Cohesion (Asylum seekers, Migrants, Victims or Hate Crime, Community tensions)	N/A		

Section 8- Armed Forces Covenant Duty [AFC Draft Statutory Guidance - Final.pdf](#)

Impacts	Will the proposal have any positive impacts on the armed forces community?	Will the proposal have any negative impacts on the armed forces community?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Health <ul style="list-style-type: none"> • Provision of services • Planning and funding • Co-operation between bodies and professionals 	N/A		

<p>These healthcare functions are within scope of the Duty in the following settings:</p> <ul style="list-style-type: none"> • NHS Primary Care services, including general practice, community pharmacies, NHS dental, NHS optometry services and public health screening services. • NHS Secondary Care services, including urgent and emergency care, hospital and community services, specialist care, mental health services, and additional needs services (as applicable). • Local authority-delivered healthcare services, including sexual health services and drug and alcohol misuse services 			
<p>Education</p> <ul style="list-style-type: none"> • Admissions • Educational attainment and curriculum 	<p>N/A</p>		

<ul style="list-style-type: none"> • Child wellbeing • Transport • Attendance • Additional needs support • Use of Service Pupil Premium funding (England only) <p>These education functions are within scope of the Duty in compulsory education settings, that is, primary, secondary, and, for England only, compulsory further education. The Duty does not cover nursery (early years education), higher education, or other voluntary adult education settings</p>			
<p>Housing</p> <ul style="list-style-type: none"> • Allocations policy for social housing • Tenancy strategies (England only) • Homelessness • Disabled Facilities Grants 	<p>N/A</p>		

Section 9-Data-Please outline any data or evidence that has been used to develop the proposal, this can be previous consultations, local/national data, pilot projects, reports, feedback from clients etc.		
Data/evidence –What data/evidence was used? - provide any links.	What were the key findings?	How has the data/evidence informed this proposal?
<p>Consultation was held in 2019 where eligibility and charging were widely discussed with citizens, families and advocacy groups..</p>	<p>Many individuals found alternative transport arrangements, those who didn't were generally accepting on the implementation of a charging policy and were happy that they could still access assisted transport.</p>	<p>Previously the assisted transport policy was approved by full council which included the option of implementing a charging policy.</p>
Are there any data or information gaps and if so what are they and how do you intend to address them?		

Section 10-Consultation. Please provide details of consultation undertaken to support the proposal. Please consider the Gunning Principles: -

Principle 1: Consultation must take place when the proposals are still at a formative stage. You must not have already made up your mind.

Principle 2: Sufficient reasons must be put forward to allow for intelligent consideration and response. Have people been given the information and opportunity to influence?

Principle 3: Adequate time must be given for consideration and response. Is the consultation long enough bearing in mind the circumstances?

Principle 4: The product of consultation must be conscientiously taken into account when finalising the decision

Briefly describe any planned consultations or consultations that have been carried out to date. Please consider the above principles.

Please consider the following questions:

1. Who did you consult?

Proposal currently subject to public consultation. Staff have been consulted on this proposals when developing them and are aware of the options for consideration.

2. When did the consultation take place and was adequate time given for a response?

Currently ongoing

3. Was there enough information provided to respond effectively?

N/K at this stage of consultation

4. What were the findings?

TBC

5. Have the findings been considered in regards to the decision?

TBC

Section 11-Monitoring and Review

How will the implementation of the proposal be monitored, including the impacts or changes made?

Via the AS management team

What monitoring tools will be used?

Regular service updates from CO managers

	Attendance figures from CO services
How will the results be used for future development?	May provide options for consideration in relation to future service developments
How and when will it be reviewed?	Monthly via supervision with CO team manager
Who is responsible for ensuring this happens?	Head of AS / Service Manager for CO

Section 12 - Decision

Using the information you have gathered from sections 1-9 please state in the table below whether you are able to proceed with the proposal.

Continue with the proposal in its current form	Yes
Continue with proposal but take into account reasonable steps to mitigate any negative impacts of the proposal	Yes

Name of person completing the IIA

Name:	Mary Welch
Job Title:	Team Manager Community Options
Date:	27/01/24

Head of Service Approval			
Name:	Alyson Hoskins		
Job Title:	Head of Adult Services		
Signature:	Alyson Hoskins	Date:	28/01/24

Please contact Policy & Partnerships should you require any further advice or guidance on completing your assessment via lissa.friel@blaenau-gwent.gov.uk or emma.scherptong@blaenau-gwent.gov.uk.

Blaenau Gwent County Borough Council - Integrated Impact Assessment Option 4

All decisions, policy reviews or policy implementation will now require a completed Integrated Impact Assessment.

- Section 1-Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Section 2-Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Section 3-Corporate Plan
- Section 4-Wellbeing of Future Generations (Wales) Act 2015
- Section 5-Welsh Language (Wales) Measure 2011
- Section 6-Children’s Right “The Right Way”
- Section 7-Community Safety
- Section 8 Armed Forces
- Section 9-Data
- Section 10-Consultations Statutory Consultation Doctrine of Legitimate Expectation and Gunning Principles
- Section 11-Monitoring
- Section 12-Decision of proposal

Lead Officer	Head of Service	Service Area & Department	Date
Mary Welch	Alyson Hoskins	Adult Services Community Options	29/1/2024

Briefly outline the proposal indicating what change or decision is to be made, also provide any documentation that may be used to support this.

What is the proposal that needs to be assessed?

Option 4 reduce the fleet by 2 vehicles and 4 staff and no longer provide transport. Alternative transport will be sourced for the remaining 6 who are eligible only under exceptional circumstances and this will be commissioned by external providers / taxi etc. Estimated saving will be £106, 773.

Option 4 – the impact of withdrawing of all assisted transport will result in approximately 6 people being unable to access our community options activities without either being transported by family, accessing public transport or commissioning taxi provision etc. The costs of this will need to be scoped and factored into the cost savings proposal.

Section 1

Outline how the proposal will impact on any people or groups of people with protected characteristics, please refer to the Equalities Act 2010 (Wales) for further information [Equality Act 2010: guidance - GOV.UK \(www.gov.uk\)](http://www.gov.uk) and the EHRC guidance [The Essential Guide to the Public Sector Equality Duty: EHRC](#)

Briefly outline below if there will be any positive or negative impacts as a result of the proposal being considered.

Protected characteristics	Will the proposal have any positive impacts on those with a protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Age (people of all ages)	None.	<p>This proposal will significantly reduce the opportunity for community access for some, due to mobility, behavioural issues etc.</p> <p>Family/carers may decide on the persons behalf not to source other forms of transport, therefore there is a potential of isolation /potential family stressors/risk.</p>	Community Options along with Care Management will support in exploring alternative transport for the person ie taxi's, and may result in some people chosing not to access day provision and this could have a detrimental impact on their wellbeing and also that of any unpaid family carers.
Disability (people with disabilities/ long term conditions)		As above	

<p>Gender Reassignment <i>(anybody who's gender identity or gender expression is different to the sex they were assigned at birth)</i></p>	<p>N/A</p>		
<p>Marriage or Civil Partnership <i>(people who are married or in a civil partnership)</i></p>	<p>N/A</p>		
<p>Pregnancy and Maternity <i>(women who are pregnant and/or on maternity leave)</i></p>	<p>N/A</p>		
<p>Race <i>(people from black, Asian and minority ethnic communities and different racial backgrounds)</i></p>	<p>N/A</p>		
<p>Religion or Belief <i>(people with different religions and beliefs including people with no beliefs)</i></p>	<p>N/A</p>		

Sex (women and men, girls and boys and those who self-identify their gender)	N/A		
Sexual Orientation (lesbian, gay, bisexual, heterosexual, other)	N/A		

NOTE: Section 2 only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the [Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance](#).

<p>Section 2 Socio-economic Duty (Strategic Decisions Only) <i>The Welsh Governments Socio-economic Duty provides a framework in order to ensure tackling inequality is at the forefront of decision making.</i></p>			
<p>.Please consider the below vulnerable groups and consider how the proposal could affect them:</p> <ul style="list-style-type: none"> ➢ Single parents and vulnerable families ➢ People with low literacy/numeracy ➢ Pensioners ➢ Looked after children ➢ Homeless people ➢ Carers ➢ Armed Forces Community ➢ Students ➢ Single adult households ➢ People misusing substances ➢ People who have experienced the asylum system ➢ People of all ages leaving a care setting ➢ People living in the most deprived areas in Wales (WIMD) ➢ People involved in the criminal justice system 			
Socio Economic disadvantage definitions.	Will the proposal have a positive, negative or neutral impacts on the below?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered.

<p>Low Income / Income Poverty <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i></p>	<p>N/A</p>		
<p>Low and/or No Wealth <i>(enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future)</i></p>	<p>N/A</p>		
<p>Material Deprivation <i>(unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.)</i></p>	<p>N/A</p>		
<p>Area Deprivation <i>(where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?</i></p>	<p>Lack of availability of wheelchair accessible taxis. Unreliable bus service, locality of bus stops.</p>	<p>Work with procurement to identify external transport provision – if available</p>	<p>We have existing knowledge of availability of private taxi / transport options</p>
<p>Socio-economic Background</p>	<p>Cost implications where personal benefits do not cover the cost of</p>		



<i>(social class i.e. parents education, employment and income)</i>	taxis. Possible impact on wider family circumstances.		
Socio-economic Disadvantage <i>(What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged)</i>	N/A		




Section 3-Corporate Plan

Please outline any Corporate Plan linkages of the proposal -[BG Corporate Plan 22-27](#)

Priority 1 - Maximise learning and skills for all to create a prosperous, thriving, resilient Blaenau Gwent	
Priority 2 - Respond to the nature and climate crisis and enable connected communities	
Priority 3 - An ambitious and innovative council delivering quality services at the right time and in the right place	
Priority 4 - Empowering and supporting communities to be safe, independent and resilient	Adult Social Services provide care and support assessments for our most vulnerable adults living within the communities of BG. Our Community

<p>Priority 1 - Maximise learning and skills for all to create a prosperous, thriving, resilient Blaenau Gwent</p>	
	<p>Options service provide valuable support to vulnerable adults and their unpaid carers</p>

<p>Section 4-Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP) <i>Sustainable development principles. The WBFG Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)</i></p>	
<p>Five Ways of Working</p>	<p>How have you used the Sustainable Development Principles in forming the proposal?</p>
<p>Long Tern</p> 	<p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p>
<p>Prevention</p> 	<p>Consider how the proposal is preventing problems from occurring or getting worse</p> <p>Continued day support and day activities are critical in supporting and maintaining the wellbeing of vulnerable adults and their family / unpaid carers.</p>

<p>Integration</p> 	<p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p>
<p>Collaboration</p> 	<p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p> <p>There is an ongoing review of community transport across the wider services and it has been identified that our community options transport has the potential to be included in this work stream.</p> <p>Community Options will continue to work collaboratively with Care management teams and this will not be impacted by this budget proposal.</p>
<p>Involvement</p> 	<p>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</p>

	<p>Community Options management team will be actively involved in the implementation of any charge , ensuring those citizens who are impacted are fully consulted with prior to any implementation. In addition, the Council are actively engaging with the general public on the proposals.</p>
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How does your proposal link to the Welsh Governments Priorities for Wales? Please indicate below.

1. **A PROSPEROUS WALES** ... an innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

2. **A RESILIENT WALES** ... a nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change). Think about how your activity will have regard to protecting and enhancing biodiversity.


3. **A HEALTHIER WALES ...** a society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

4. **A MORE EQUAL WALES ...** A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

5. **A WALES OF COHESIVE COMMUNITIES ...** attractive, viable, safe and well-connected communities.

6. **A WALES OF VIBRANT CULTURE AND THRIVING ...** a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

7. **A GLOBALLY RESPONSIBLE WALES** ... a nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

Section 5-Welsh Language (Wales) Measure 2011 and Welsh Language Standards			
(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact that any proposal may have on opportunities to use the Welsh language. Welsh Language Standards)			
Requirement	Does the proposal have any positive, negative or neutral impacts in regards to the below?	What can be done to mitigate any negative impacts?	Please demonstrate any evidence used to form this opinion.
Compliance with the Welsh Language Standards. <i>Specifically Standards 88 - 93</i>			
What opportunities are there to promote the Welsh Language? <i>e.g. status, use of</i>			

<i>Welsh language services, use of Welsh in everyday life in work / community</i>			
What opportunities are there for a person or person to use the Welsh Language? e.g. staff, residents and visitors			
Has the Welsh Language been considered in order to treat the Welsh language no less favourably than the English language?			

Section 6 – Children’s Rights Approach - [The Right Way](#)

The Children’s Rights Approach – The Right Way is a framework for working with children, grounded in the UN Convention on the Rights of the Child (UNCRC). It places the UNCRC at the core of planning and service delivery and integrates children’s rights into every aspect of decision-making, policy and practice. The Right Way focuses on three main them Participation, Provision and Protection.

Protected characteristics	Will the proposal have any positive impacts on the Children’s Rights Approach?	Will the proposal have any negative impacts on the Children’s Rights Approach?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
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<p>Participation (child or young person as someone who actively contributes to society as a citizen)</p>			
<p>Provision (the basic rights of children and young people to survive and develop)</p>			
<p>Protection (children and young people are protected against exploitation, abuse or discrimination)</p>			

Section 7– Community Safety

Duty to Consider Crime and Disorder Implications

Section 17 of the Crime and Disorder Act 1998 places a duty on the local authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder, anti-social and other behaviour adversely affecting the local environment, the misuse of drugs, alcohol and other substances, re-offending and serious violence.

Impacts	Will the proposal have any positive impacts on crime and disorder?	Will the proposal have any negative impacts on crime and disorder?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Crime (consider impact on each: victims, offenders and neighbourhoods)			
Anti-Social Behaviour and behaviour adversely affecting the local environment (consider impact on each: victims, offenders, neighbourhoods and green spaces)			
Misuse of drugs, alcohol and other substances (Think vulnerable children, adults, families and communities)			
Re-offending (Think young people and adults, victims, families, communities)			

Serious Violence (Think vulnerable young people, vulnerable adults, victims, families, communities)			
Counter Terrorism (People and places that are vulnerable to terrorism or violent extremism)			
Community Cohesion (Asylum seekers, Migrants, Victims or Hate Crime, Community tensions)			

Section 8- Armed Forces Covenant Duty [AFC Draft Statutory Guidance - Final.pdf](#)

Impacts	Will the proposal have any positive impacts on the armed forces community?	Will the proposal have any negative impacts on the armed forces community?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
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<p>Health</p> <ul style="list-style-type: none"> • Provision of services • Planning and funding • Co-operation between bodies and professionals <p>These healthcare functions are within scope of the Duty in the following settings:</p> <ul style="list-style-type: none"> • NHS Primary Care services, including general practice, community pharmacies, NHS dental, NHS optometry services and public health screening services. • NHS Secondary Care services, including urgent and emergency care, hospital and community services, specialist care, mental health services, and additional needs services (as applicable). 			

<ul style="list-style-type: none"> • Local authority-delivered healthcare services, including sexual health services and drug and alcohol misuse services 			
<p>Education</p> <ul style="list-style-type: none"> • Admissions • Educational attainment and curriculum • Child wellbeing • Transport • Attendance • Additional needs support • Use of Service Pupil Premium funding (England only) <p>These education functions are within scope of the Duty in compulsory education settings, that is, primary, secondary, and, for England only, compulsory further education. The Duty does not cover nursery (early years education), higher education, or other</p>			

voluntary adult education settings			
Housing <ul style="list-style-type: none"> • Allocations policy for social housing • Tenancy strategies (England only) • Homelessness • Disabled Facilities Grants 			

Section 9-Data-Please outline any data or evidence that has been used to develop the proposal, this can be previous consultations, local/national data, pilot projects, reports, feedback from clients etc.		
Data/evidence –What data/evidence was used? - provide any links.	What were the key findings?	How has the data/evidence informed this proposal?
Consultation was held in 2019 where eligibility and charging were widely discussed with citizens, families and advocacy groups..	Many individuals found alternative transport arrangements, those who didn't were generally accepting on the implementation of a charging policy and were happy that they could still access assisted transport.	Previously the assisted transport policy was approved by full council which included the option of implementing a charging policy.

Are there any data or information gaps and if so what are they and how do you intend to address them?		

Section 10-Consultation. Please provide details of consultation undertaken to support the proposal. Please consider the Gunning Principles: -

Principle 1: Consultation must take place when the proposals are still at a formative stage. You must not have already made up your mind.

Principle 2: Sufficient reasons must be put forward to allow for intelligent consideration and response. Have people been given the information and opportunity to influence?

Principle 3: Adequate time must be given for consideration and response. Is the consultation long enough bearing in mind the circumstances?

Principle 4: The product of consultation must be conscientiously taken into account when finalising the decision

Briefly describe any planned consultations or consultations that have been carried out to date. Please consider the above principles.

Please consider the following questions:

1. Who did you consult?

Proposal currently subject to public consultation. Staff have been consulted on these proposals when developing them and are aware of the options for consideration.

2. When did the consultation take place and was adequate time given for a response?

Currently ongoing

3. Was there enough information provided to respond effectively?

N/K at this stage of consultation

4. What were the findings?

TBC

5. Have the findings been considered in regards to the decision?

TBC

Section 11-Monitoring and Review	
How will the implementation of the proposal be monitored, including the impacts or changes made?	Via the AS management team
What monitoring tools will be used?	Regular service updates from CO managers Attendance figures from CO services
How will the results be used for future development?	May provide options for consideration in relation to future service developments
How and when will it be reviewed?	Monthly via supervision with CO team manager
Who is responsible for ensuring this happens?	Head of Adult Services

Section 12 - Decision	
<i>Using the information you have gathered from sections 1-9 please state in the table below whether you are able to proceed with the proposal.</i>	
Continue with the proposal in its current form	No

Continue with proposal but take into account reasonable steps to mitigate any negative impacts of the proposal	Yes
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Name of person completing the IIA	
Name:	Mary Welch
Job Title:	Team Manager
Date:	27/01/24

Head of Service Approval			
Name:	Alyson Hoskins		
Job Title:	Head of Adult Services		
Signature:	Alyson Hoskins	Date:	28/01/24

Please contact Policy & Partnerships should you require any further advice or guidance on completing your assessment via lissa.friel@blaenau-gwent.gov.uk or emma.scherptong@blaenau-gwent.gov.uk.

Business Case Templates

To support better spending and investment decisions and better procurement

Rationalisation / Reduction of staffing Levels - Provider Services

SRO:	Tanya Evans
Project Manager:	Alyson Hoskins
Organisation:	SSD

	Name	Signature	Date
Prepared by:	Alyson Hoskins		31/08/2023
Reviewed by:			
Approved by:			

1.	<p>INTRODUCTION</p>
	<p>These proposals are being considered as an outcome of the council budget deficit and the requirement for each directorate to make significant budget savings for 2024/25 and future years.</p> <p>The proposals below are identified within the Social Services bridging the gap theme – WORKFORCE RATIONALISATION and service reduction/ capping of services.</p>
2.	<p>THE CASE FOR CHANGE</p>
	<p>The proposal is to reduce the existing staff team across our current services. Our Provider teams consist of the 4 services below:</p> <ul style="list-style-type: none"> • Cwrt Mytton • LD accommodation (Augusta and Supported Living) • Community Options • Home Care <p>The way in which the savings will be achieved will in the main focus on deleting existing vacant posts within the structure and:</p> <ol style="list-style-type: none"> 1. Capping the level of provision to the remaining budget envelope 2. Creating waiting lists for new service provision using a risk management process where new service applications can wait and also looking for alternative funded commissioned services (with capacity) to meet the demand. <p>The outcome of this will be:</p> <ol style="list-style-type: none"> 1. Cwrt Mytton – we will continue cap the level of service to current 25 beds (capacity of for 36) and continue the current review of Cwrt Mytton accommodation offer and alternative use of the facility as part of our income generation plans. 2. LD accommodation (Augusta and Supported Living) – continue the current review of the staff rotas / staff contracts to ensure we can continue to meet the current demand /outcomes for tenants and increase opportunities for staff to work across both Augusta and Supported Living as part of the newly developed LD accommodation service. We will also continue to the review of the BG offer for supported accommodation in with a targeted focus on how we can use the menu of support we offer including the BG PODS, Augusta and supported living bungalows to provide a promoting independence model of support as opposed to a home for life. This will include use of multi professionals and a multi-disciplinary approach across Social Care, Health and our third sector partners. 3. Community Options – continue the review of our current hours of support offered including our Outreach service and building based facilities to ensure that outcomes can be met but within the revised budget envelope. This may include reducing some hours of opening and also having waiting lists for new people who are looking for day activity support. It will also include

	<p>increased income generation options for increased use of our building outside of core hours etc.</p> <p>4. Home Care - review our current hours of support offered by our frontline workers and the office-based structure that support the service. The review will include potential revised operations for our emergency home care DASH service based on an analysis of current demand and types of requests for support that are required, review of the out of hours service (currently a pilot phase) and potential capping of the DASH provision to the current level of external funding with reduced reliance on the core home care budget.</p>
3.	OPTIONS ANALYSIS
3.1	<p><u>Methodology for savings:</u></p> <p>The Provider Services – service managers and team managers are currently reviewing their team budgets and staff configuration and have identified that there are a number of vacant posts that we may not be required to advertise IF we re-configure the services as outlined in the bullet points 1 to 4 above. This work is being undertaken alongside a number of other business case proposals and opportunities for increasing income generation by marketing our services to wider LA's and health board partners and also a number of collaboration opportunities.</p> <p><u>Proposal:</u></p> <p><u>Savings to the budget:</u></p> <p>It is estimated that the potential total savings to budget across the Provider Services by deleting vacant hours / posts and reconfiguring the service provision is approximately £100,000 to £110,000 – there are potential additional post savings that could be achieved by the potential reduction in current workforce contracts or hours but this will not be known until the full analytical review of the demand, supply, current profile of people accessing the services and potential service reconfiguration is completed by the end of December 23. This will exclude Cwrt Mytton where the review of the current accommodation and potential new build to meet needs for future years require potential application for Welsh Government capital funding and will take approximately 3 years to complete.</p> <p><u>Benefits to proposal:</u></p> <p>Adult Provider Services have identified a number of areas that can create savings across the 4 main services. These will have some impact on service delivery at a time when we are seeing increasing complexity of demand. The proposals will result in the deletion of any existing vacant posts – where we can safely do so within our required CIW registration and also a reconfiguration of the services base on the revised budget envelope. This will result in minimal – if any -redundancy situations and the services being able to retain our current highly valued staff teams.</p> <p><u>Risks identified to proposal:</u></p> <p>Cwrt Mytton – there are no risks associated with this proposal as all current vacant posts at Cwrt Mytton are being advertised and are not included within this proposal. The home is still reliant on use of some agency staff to cover vacant posts</p>

during recruitment period, ad hoc sickness and holidays. The service is registered with CIW and we have required levels of staffing based on residents complex needs and how we meet their outcomes. The home has already been reduced to 25 residents (from 36) due to ongoing pressures of recruitment and significant cost pressures due to high levels of sickness post COVID which are continuing to improve due to interventions by the care home leadership team.

LD accommodation (Augusta and Supported Living) – there are limited vacancies within this service and those that are vacant are currently required to meet current level of care and support for people who access the services. However, there is currently a review of the staff rota ongoing (due to be complete by the end of September) and it is likely that vacant hours may be identified which can be added to the estimated overall budget savings total. Both these services are registered with CIW and require a minimum safe staff complement to meet the needs of people who access them.

Community Options – the community options service has changed post COVID and previous budget savings have been made as part of the bridging the gap proposals for 23/24 (£143,000). Further reductions in staffing will reduce the availability of sessions for vulnerable adults and may result in new applications having to wait for available sessions. This will be risk assessed by the social work teams. The staff team are currently analysing the impact of availability of sessions at both the building-based services (Bert Denning / Lake View) and our Outreach Service so that we can measure the true impact of these proposals and quantify how many available sessions we will have each day / week with the reduced workforce.

Home Care – our home care team provide care and support at 2 external extra care schemes and also provide emergency domiciliary care (DASH) as a bridging service to support people in the community during a crisis until long term care can be provided by our externally commissioned services. We have a number of vacant posts/ hours within the service which we can delete, and this will reduce the current numbers of hours that the service provides. This may result in us having to ask families/ carers to provide additional support until a package of care becomes available as we may need to develop a waiting list for new packages. This will be risk assessed by the social work teams.

Mitigating factors:

- **Cwrt Mytton** – N/A
- **LD accommodation (Augusta and Supported Living)** – work has already commenced on a revised staff rota for this service area and staff and trade unions are part of the discussions. We have also asked our colleagues in ABUHB to undertake a review of the health and social care needs of tenants in the service so that we can ensure that correct levels of care are delivered at the services.
- **Community Options** – the leadership team at CO are developing robust systems to evaluate the levels of staff required to deliver safe care and support each day at our facilities. This work will be used to inform the future model of delivery that we can provide within the service and the maximum numbers of people we can support safely.

	<ul style="list-style-type: none"> • Home Care - the leadership team in Home Care are developing robust systems to evaluate the levels of staff required to deliver safe care and support each day across the teams. This work will be used to inform the future model of delivery that we can provide within the service and the maximum numbers of people we can support safely. In addition, we will carefully consider the current staff structure, hours of operation and model that the service will provide from April 24 based on the new budget envelope for Home Care and current grant income that is due to cease in March 25. This work will be completed by end of October 23 and will include savings options for both 24/25 and 25/26 when further posts may be required to be deleted at the end of the WG grant period (Reginal Integration Fund). During the period until April 24, we will work with our colleagues in Aneurin Bevan University Health Board (ABUHB) for them to be aware of the revised model of home care we can provide and look to other options to meet the demand in particular around speedy hospital discharges. This may include referring patients to the Aneurin Bevan University Health Board (ABUHB) Step Closer to Home (SCTH) temporary care home project as an alternative to remaining in hospital. 														
3.2	Recommended option														
	To be determined as part of consideration and engagement process.														
3.3	Sources and assumptions														
	The above proposals outline the savings and the potential risks to Provider Service however the assumption is that they can be achieved, should the council feel it necessary in order to make the budgetary savings required.														
4.	PROCUREMENT ROUTE														
	Not relevant at this point.														
5.	FUNDING AND AFFORDABILITY														
5.1	<p>If approved the financial impact of the above options for 2024/25 will be a financial efficiency of £110,000.</p> <table border="1" data-bbox="488 1570 944 1877"> <thead> <tr> <th>Year</th> <th>Potential Saving</th> </tr> </thead> <tbody> <tr> <td>2024/2025</td> <td>£110,000</td> </tr> <tr> <td>2025/2026</td> <td>£0</td> </tr> <tr> <td>2026/2027</td> <td>£0</td> </tr> <tr> <td>2027/2028</td> <td>£0</td> </tr> <tr> <td>2028/2029</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>£110,000</td> </tr> </tbody> </table>	Year	Potential Saving	2024/2025	£110,000	2025/2026	£0	2026/2027	£0	2027/2028	£0	2028/2029	£0	Total	£110,000
Year	Potential Saving														
2024/2025	£110,000														
2025/2026	£0														
2026/2027	£0														
2027/2028	£0														
2028/2029	£0														
Total	£110,000														

6.	DELIVERY ARRANGEMENTS
	<p>If the above proposal is approved, arrangements would need to be made to:</p> <ul style="list-style-type: none">- Engage with staff as a matter of urgency.- Engage with the trade unions.- Engage with Organisational Development <p>The impact of these savings will be monitored via the Adult Services Departmental Management Team.</p>

Blaenau Gwent County Borough Council - Integrated Impact Assessment

All decisions, policy reviews or policy implementation will now require a completed Integrated Impact Assessment.

- Section 1-Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Section 2-Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Section 3-Corporate Plan
- Section 4-Wellbeing of Future Generations (Wales) Act 2015
- Section 5-Welsh Language (Wales) Measure 2011
- Section 6-Children’s Right “The Right Way”
- Section 7-Community Safety
- Section 8 Armed Forces
- Section 9-Data
- Section 10-Consultations Statutory Consultation Doctrine of Legitimate Expectation and Gunning Principles
- Section 11-Monitoring
- Section 12-Decision of proposal

Lead Officer	Head of Service	Service Area & Department	Date
Alyson Hoskins	Alyson Hoskins	Adult Services	15/01/24

Briefly outline the proposal indicating what change or decision is to be made, also provide any documentation that may be used to support this.

What is the proposal that needs to be assessed?

The proposal is a planned reduction in staff hours across our Provider Services teams within Adult Service. Approx saving £100k. The proposal does not include the deletion of any current provider services (occupied) posts through compulsory redundancy. This is with the exception of the bridging the gap proposals that relate to the transport proposals specifically for community options (see separate GTP proposal)

This proposal will therefore include:

- 1. Potential deletion of non-statutory posts within the service area and / or consideration of voluntary redundancy requests and cross match opportunities across other services – as appropriate**
- 2. Deletion of any surplus / ad hoc uncommitted (vacant) contracted hours we have within the provider services areas of Home Care and Community Options budgets and staffing structures.**

Section 1

Outline how the proposal will impact on any people or groups of people with protected characteristics, please refer to the Equalities Act 2010 (Wales) for further information [Equality Act 2010: guidance - GOV.UK \(www.gov.uk\)](http://www.gov.uk) and the EHRC guidance [The Essential Guide to the Public Sector Equality Duty: EHRC](#)

Briefly outline below if there will be any positive or negative impacts as a result of the proposal being considered.

Protected characteristics	Will the proposal have any positive impacts on those with a protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Age (people of all ages)	No	Yes	There is the potential that with the reduced staffing within Adult Services Provider Services that older people and vulnerable adults , could be waiting for support from our Adult Services teams longer than previously. However the hours that are to be deleted to implement these changes have been vacant on the rotas for several months, as we have left them vacant in preparation for planning the budget savings required and therefore they will not result in any reduction of current service levels but will reduce the ability of the service to increase capacity should demand increase.
Disability (people with disabilities/ long term conditions)	No	Yes	As above
Gender Reassignment (anybody who's gender identity or	No	No	

<i>gender expression is different to the sex they were assigned at birth)</i>			
Marriage or Civil Partnership (<i>people who are married or in a civil partnership</i>)	No	No	
Pregnancy and Maternity (<i>women who are pregnant and/or on maternity leave</i>)	No	No	
Race (<i>people from black, Asian and minority ethnic communities and different racial backgrounds</i>)	No	No	
Religion or Belief (<i>people with different religions and beliefs including people with no beliefs</i>)	No	No	
Sex (<i>women and men, girls and boys and</i>	No	No	

<i>those who self-identify their gender)</i>			
Sexual Orientation <i>(lesbian, gay, bisexual, heterosexual, other)</i>	No	No	

NOTE: Section 2 only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.

<p>Section 2 Socio-economic Duty (Strategic Decisions Only) <i>The Welsh Governments Socio-economic Duty provides a framework in order to ensure tackling inequality is at the forefront of decision making.</i></p>			
<p>.Please consider the below vulnerable groups and consider how the proposal could affect them:</p> <ul style="list-style-type: none"> ➢ Single parents and vulnerable families ➢ People with low literacy/numeracy ➢ Pensioners ➢ Looked after children ➢ Homeless people ➢ Carers ➢ Armed Forces Community ➢ Students ➢ Single adult households ➢ People misusing substances ➢ People who have experienced the asylum system ➢ People of all ages leaving a care setting ➢ People living in the most deprived areas in Wales (WIMD) ➢ People involved in the criminal justice system 			
Socio Economic disadvantage definitions.	Will the proposal have a positive, negative or neutral impacts on the below?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered.
Low Income / Income Poverty <i>(cannot afford to maintain regular</i>	Potential negative impact		

<p><i>payments such as bills, food, clothing, transport etc.)</i></p>		<p>Through the use of a robust initial assessment and screening process which prioritises those referrals / care and support requests that require an urgent or immediate response and ensures that those who are having to wait for the allocation of provider services:</p> <ol style="list-style-type: none"> 1. Are notified of the period of wait 2. Are given contact details should their situation change whilst waiting so that the referrals / support request can be prioritised. 3. Identify other methods of meeting care and support needs including externally commissioned capacity of dom care / direct payments / third sector day provision etc. <p>Maximisation of grant income to support the core budget – where appropriate</p>	<p>Knowledge and information from:</p> <ol style="list-style-type: none"> 1. Current demand and performance data 2. Team manager allocations of vacant hours / available places in both our home care and community options services 3. Information provided from OD and finance in relation to long standing (over 6 months) vacant hours and posts in both home care and community options 4. Use of additional income sources (grant income) to maximise the staffing arrangements in Provider services.
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Low and/or No Wealth (<i>enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future</i>)	Potential negative impact	As above	As above
Material Deprivation (<i>unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.</i>)	Potential negative impact	As above	As above
Area Deprivation (<i>where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?</i>)	No impact		
Socio-economic Background (<i>social class i.e. parents education, employment and income</i>)	Potential negative impact	As above	As above
Socio-economic Disadvantage			

<p><i>(What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged)</i></p>	<p>Potential negative impact</p>	<p>As above</p>	<p>As above</p>
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Section 3-Corporate Plan



Please outline any Corporate Plan linkages of the proposal -[BG Corporate Plan 22-27](#)

<p>Priority 1 - Maximise learning and skills for all to create a prosperous, thriving, resilient Blaenau Gwent</p>	
<p>Priority 2 - Respond to the nature and climate crisis and enable connected communities</p>	
<p>Priority 3 - An ambitious and innovative council delivering quality services at the right time and in the right place</p>	
<p>Priority 4 - Empowering and supporting communities to be safe, independent and resilient</p>	<p>Adult Social Services provide care and support assessments and service provision - for our most vulnerable adults living within the communities of BG.</p>

Section 4-Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)

Sustainable development principles. The WBFG Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)

Five Ways of Working	How have you used the Sustainable Development Principles in forming the proposal?
<p>Long Tern</p> 	<p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p> <p>With appropriate and safe mitigations via our existing service provision and allocations/ referral processes – as listed above - there will be a minimum impact on the wellbeing of people who access Adult Social Care. The reduction in staffing hours to support our most vulnerable adults will be carefully managed via robust referral and screening processes and the services are anticipated to be in a position to maintain their current level of service provision. The deletion of current vacant hours within our staffing structures will have no impact on current practice as they are already surplus to our staffing compliment.</p>
<p>Prevention</p> 	<p>Consider how the proposal is preventing problems from occurring or getting worse</p> <p>As above</p>
<p>Integration</p> 	<p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p> <p>There may be an impact in relation to referrals and new contacts from our colleagues in ABUHB but as stated above with appropriate management of referrals / new applications for services – as listed above - there will be a minimum impact on the wellbeing of people who access both our home care and community options services. ABUHB colleagues will be communicated with and explanations given as to why / how referrals are progressed.</p>

<p>Collaboration</p> 	<p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p> <p>Adult Service and Provider teams will continue to work collaboratively with our key partners and this will not be impacted by this budget proposal.</p>
<p>Involvement</p> 	<p>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</p> <p>Provider Team Managers and Service Managers will be actively involved in the implementation of any reductions in staffing across our Provider Teams and the mitigations that will be put in place to reduce the minimal impact on our ability to provider inhouse services.</p>

How does your proposal link to the Welsh Governments Priorities for Wales? Please indicate below.

1. **A PROSPEROUS WALES** ... an innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

/A


2. **A RESILIENT WALES** ... a nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change). Think about how your activity will have regard to protecting and enhancing biodiversity.

N/A

3. **A HEALTHIER WALES** ... a society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

<p>Adult Social Services provide care and support assessments and provision for our most vulnerable adults living within the communities of BG</p>
<p>4. A MORE EQUAL WALES ... A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>
<p>N/A</p>
<p>5. A WALES OF COHESIVE COMMUNITIES ... attractive, viable, safe and well-connected communities.</p>
<p>N/A</p>
<p>6. A WALES OF VIBRANT CULTURE AND THRIVING ... a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>
<p>N/A</p>
<p>7. A GLOBALLY RESPONSIBLE WALES ... a nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>

N/A

Section 5-Welsh Language (Wales) Measure 2011 and Welsh Language Standards			
<i>(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact that any proposal may have on opportunities to use the Welsh language. Welsh Language Standards)</i>			
Requirement	Does the proposal have any positive, negative or neutral impacts in regards to the below?	What can be done to mitigate any negative impacts?	Please demonstrate any evidence used to form this opinion.
Compliance with the Welsh Language Standards. <i>Specifically Standards 88 - 93</i>	No		
What opportunities are there to promote the Welsh Language? <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i>	No		
What opportunities are there for a person or person to use the Welsh Language? <i>e.g. staff, residents and visitors</i>	No		

<p>Has the Welsh Language been considered in order to treat the Welsh language no less favourably than the English language?</p>	<p>No</p>		
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Section 6 – Children’s Rights Approach - [The Right Way](#)

The Children’s Rights Approach – The Right Way is a framework for working with children, grounded in the UN Convention on the Rights of the Child (UNCRC). It places the UNCRC at the core of planning and service delivery and integrates children’s rights into every aspect of decision-making, policy and practice. The Right Way focuses on three main them Participation, Provision and Protection.

<p>Protected characteristics</p>	<p>Will the proposal have any positive impacts on the Children’s Rights Approach?</p>	<p>Will the proposal have any negative impacts on the Children’s Rights Approach?</p>	<p>Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.</p>
<p>Participation (child or young person as someone who actively contributes to society as a citizen)</p>	<p>No</p>	<p>No</p>	
<p>Provision</p>	<p>No</p>	<p>No</p>	

(the basic rights of children and young people to survive and develop)			
Protection (children and young people are protected against exploitation, abuse or discrimination)	No	No	

Section 7– Community Safety

Duty to Consider Crime and Disorder Implications

Section 17 of the Crime and Disorder Act 1998 places a duty on the local authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder, anti-social and other behaviour adversely affecting the local environment, the misuse of drugs, alcohol and other substances, re-offending and serious violence.

Impacts	Will the proposal have any positive impacts on crime and disorder?	Will the proposal have any negative impacts on crime and disorder?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Crime (consider impact on each: victims, offenders and neighbourhoods)	No	No	

<p>Anti-Social Behaviour and behaviour adversely affecting the local environment (consider impact on each: victims, offenders, neighbourhoods and green spaces)</p>	<p>No</p>	<p>No</p>	
<p>Misuse of drugs, alcohol and other substances (Think vulnerable children, adults, families and communities)</p>	<p>No</p>	<p>No</p>	
<p>Re-offending (Think young people and adults, victims, families, communities)</p>	<p>No</p>	<p>No</p>	
<p>Serious Violence (Think vulnerable young people, vulnerable adults, victims, families, communities)</p>	<p>No</p>	<p>No</p>	
<p>Counter Terrorism</p>	<p>No</p>	<p>No</p>	

(People and places that are vulnerable to terrorism or violent extremism)			
Community Cohesion (Asylum seekers, Migrants, Victims or Hate Crime, Community tensions)	No	No	

Section 8- Armed Forces Covenant Duty AFC Draft Statutory Guidance - Final.pdf			
Impacts	Will the proposal have any positive impacts on the armed forces community?	Will the proposal have any negative impacts on the armed forces community?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Health <ul style="list-style-type: none"> • Provision of services • Planning and funding 	No	No	

<ul style="list-style-type: none"> • Co-operation between bodies and professionals <p>These healthcare functions are within scope of the Duty in the following settings:</p> <ul style="list-style-type: none"> • NHS Primary Care services, including general practice, community pharmacies, NHS dental, NHS optometry services and public health screening services. • NHS Secondary Care services, including urgent and emergency care, hospital and community services, specialist care, mental health services, and additional needs services (as applicable). • Local authority-delivered healthcare services, including sexual health services and drug and alcohol misuse services 			
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<p>Education</p> <ul style="list-style-type: none"> • Admissions • Educational attainment and curriculum • Child wellbeing • Transport • Attendance • Additional needs support • Use of Service Pupil Premium funding (England only) <p>These education functions are within scope of the Duty in compulsory education settings, that is, primary, secondary, and, for England only, compulsory further education. The Duty does not cover nursery (early years education), higher education, or other voluntary adult education settings</p>	<p>No</p>	<p>No</p>	
<p>Housing</p> <ul style="list-style-type: none"> • Allocations policy for social housing 	<p>No</p>	<p>No</p>	

<ul style="list-style-type: none"> • Tenancy strategies (England only) • Homelessness • Disabled Facilities Grants 			
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<p>Section 9-Data-Please outline any data or evidence that has been used to develop the proposal, this can be previous consultations, local/national data, pilot projects, reports, feedback from clients etc.</p>		
<p>Data/evidence –What data/evidence was used? - provide any links.</p>	<p>What were the key findings?</p>	<p>How has the data/evidence informed this proposal?</p>
<p>Staffing profiles and reports from OD</p> <p>Activity information from the LA performance team.</p> <p>Finance profile and team budgets for Provider Services</p> <p>Grant funding approvals for services that are supporting in house provider staffing budgets</p>		<p>Both have enabled us to review the staffing compliment and activity for in house Provider teams</p>
<p>Are there any data or information gaps and if so what are they and how do you intend to address them?</p>		

No

Section 10-Consultation. Please provide details of consultation undertaken to support the proposal. Please consider the Gunning Principles: -

Principle 1: Consultation must take place when the proposals are still at a formative stage. You must not have already made up your mind.

Principle 2: Sufficient reasons must be put forward to allow for intelligent consideration and response. Have people been given the information and opportunity to influence?

Principle 3: Adequate time must be given for consideration and response. Is the consultation long enough bearing in mind the circumstances?

Principle 4: The product of consultation must be conscientiously taken into account when finalising the decision

Briefly describe any planned consultations or consultations that have been carried out to date. Please consider the above principles.

Please consider the following questions; -

1. Who did you consult?

Staff Provider managers and Service Managers plus OD and finance teams

2. When did the consultation take place and was adequate time given for a response?

As part of preparing the budget proposal in August / September 2023.

3. Was there enough information provided to respond effectively?

Yes as was based on provider structure information and staffing details

4.What were the findings?

The outcome was the detail provided in the budget proposal and resulted in the proposals to reduce staffing only where we have unused hours / vacant hours. It was clear that we could not lose current staff who are currently working in the service as this will destabilise the work force and the Provider teams will then be unable to meet current demand.

5. Have the findings been considered in regards to the decision?

Yes

Section 11-Monitoring and Review	
How will the implementation of the proposal be monitored, including the impacts or changes made?	Adult Service management team (fortnightly) Front line staff /Team Manager / Service Manager Supervisions Finance and OD meetings
What monitoring tools will be used?	Structured meetings with data discussions and feedback Face to Face supervision sessions Quality assurance framework Workforce Strategy / Business plans
How will the results be used for future development?	Via performance reports
How and when will it be reviewed?	As above
Who is responsible for ensuring this happens?	Head of Adult Service and Service Managers

Section 12 - Decision

Using the information you have gathered from sections 1-9 please state in the table below whether you are able to proceed with the proposal.

Continue with the proposal in its current form	Yes
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Continue with proposal but take into account reasonable steps to mitigate any negative impacts of the proposal

Name of person completing the IIA	
Name:	Alyson Hoskins
Job Title:	Head of Adult Services
Date:	28/01/24

Head of Service Approval			
Name:	Tanya Evans		
Job Title:	Interim Director SSD		
Signature:		Date:	

Please contact Policy & Partnerships should you require any further advice or guidance on completing your assessment via lissa.friel@blaenau-gwent.gov.uk or emma.scherptong@blaenau-gwent.gov.uk.



Business Case Templates

To support better spending and investment decisions and better procurement

Rationalization / Reduction of Staffing Levels in the Placement Team

SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK (£0 TO £250K VALUE OF PROCUREMENT)

SRO:	Alison Ramshaw
Project Manager:	Loredana Moruz
Organisation:	Children Social Services

	Name	Signature	Date
Prepared by:	Loredana Moruz		13.10.2023
Reviewed by:	Alison Ramshaw		13.10.2023
Approved by:			

1.	INTRODUCTION
	These proposals are being considered in light of the council budget deficit and the requirement for each directorate to make significant budget savings.
2.	THE CASE FOR CHANGE
	The proposal for children's services is to reduce children's services workforce through the radical reforming of service delivery across the sector.
3.	OPTIONS ANALYSIS
3.1	<p><u>Savings for 12 months from vacancy of a full time social worker post in The Placement Team</u></p> <p>The Placement Team in Blaenau Gwent is responsible for delivering all the recruitment, assessment, training and support activities for local authority foster carers. The team is also responsible for commissioning placements for children looked after with Independent Fostering Agencies and residential provision within and outside Blaenau Gwent boundaries. Currently the team comprises of:</p> <ul style="list-style-type: none"> - Fostering service component: 1 senior practitioner, 6 qualified social workers, 1 support worker, 1 placement officer. - SGO (Special guardianship Order) support service: ½ senior practitioner, 2 qualified social workers, 2 support workers. - Family Time Team (delivering contact sessions for children looked after and their birth families): ½ senior practitioner, 1 family time coordinator, 5 family time workers. <p>Over the past 2 years the team has faced significant challenges in terms of recruitment and retention of qualified social workers. Since April 2023 adverts have gone out twice for a fixed term full time social worker post with no success. The post holder is currently seconded into another post grant funded for the next 18 months. To mitigate against the poor recruitment issues an agency social worker has been contracted for 6 months and we have used external grant funding to commission independent social workers to complete assessments required by court.</p> <p><u>Proposal:</u> Offer the savings from 12 months vacancy for a full-time social worker post within the structure of the Placement Team.</p> <p><u>Savings to the budget:</u> £56,000 This proposal doesn't carry any redundancy costs.</p> <p><u>Benefits to proposal:</u> Creating savings for the Local Authority core budget</p>

	<p><u>Potential risks identified to proposal:</u></p> <ul style="list-style-type: none"> - Reduced capacity in the core service to support approved foster carers in compliance with Fostering Regulations - Increased workload for the remaining 5 social workers which may lead to retention difficulties. - Reduced capacity in the core service to complete Connected Persons Assessments as required by court and Form F assessments for new foster carer approvals - Compromised quality of support offered to approved foster carers, leading to placement breakdowns, instability and escalation of need for children currently looked after - Placement breakdown within house foster carers, leading to a likelihood of increased use of IFA (Independent Fostering Agencies) placements or residential placements. - Impact on LA's reputation due to compromised quality of support for LA foster carers - Foster carers leaving the Local Authority - LA being unable to attract new generic foster carers due to reduction of support available. - LA being unable to offer appropriate support to potential IFA foster carers who may want to transfer to Blaenau Gwent in the context of Eliminate Profit agenda drive forward by Welsh Government <p><u>Mitigating factors:</u></p> <ul style="list-style-type: none"> - The Placement team have functioned successfully without this post for the past six months due to use of time limited grants available for commissioning of fostering services. - The potential risks identified above have not been experienced during the last six months. - Ability to use any underspend from the Placement Team budget. (Recruitment/Panel/ISW budget line) to commission assessments from Independent Social Workers (ISW) - Fixed term use of Foster Wales funding to secure ISW Workers to complete assessments to relieve pressure on current core staff (funding confirmed until March 2025)
3.2	Recommended option
	It is recommended that there is a freeze on advertising this post pending the outcome of the cost saving proposal.
3.3	Sources and assumptions
	The above proposals outline the savings and the potential risks to children's services however the assumption is that they can be achieved, should the council feel it necessary in order to make the budgetary savings required.

4.	PROCUREMENT ROUTE														
	Not relevant at this point.														
5.	FUNDING AND AFFORDABILITY														
5.1	<p>If approved the financial impact of the above options for 2024/25 will be a financial efficiency of £56,000.</p> <table border="1" data-bbox="488 600 944 904"> <thead> <tr> <th data-bbox="488 600 699 672">Year</th> <th data-bbox="699 600 944 672">Potential Saving</th> </tr> </thead> <tbody> <tr> <td data-bbox="488 672 699 712">2024/2025</td> <td data-bbox="699 672 944 712">£56,000</td> </tr> <tr> <td data-bbox="488 712 699 752">2025/2026</td> <td data-bbox="699 712 944 752">£0</td> </tr> <tr> <td data-bbox="488 752 699 792">2026/2027</td> <td data-bbox="699 752 944 792">£0</td> </tr> <tr> <td data-bbox="488 792 699 833">2027/2028</td> <td data-bbox="699 792 944 833">£0</td> </tr> <tr> <td data-bbox="488 833 699 873">2028/2029</td> <td data-bbox="699 833 944 873">£0</td> </tr> <tr> <td data-bbox="488 873 699 904">Total</td> <td data-bbox="699 873 944 904">£56,000</td> </tr> </tbody> </table>	Year	Potential Saving	2024/2025	£56,000	2025/2026	£0	2026/2027	£0	2027/2028	£0	2028/2029	£0	Total	£56,000
Year	Potential Saving														
2024/2025	£56,000														
2025/2026	£0														
2026/2027	£0														
2027/2028	£0														
2028/2029	£0														
Total	£56,000														
6.	<i>DELIVERY ARRANGEMENTS</i>														
	<p>If the above proposal is approved, arrangements would need to be made to:</p> <ul style="list-style-type: none"> - Engage with staff as a matter of urgency. - Engage with the trade unions. - Engage with Organisational Development - 														


Business Case Templates

To support better spending and investment decisions and better procurement

Rationalization / Reduction of Staffing Levels in Early Years

SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK (£0 TO £250K VALUE OF PROCUREMENT)

SRO:	Tanya Evans
Project Manager:	Alison Ramshaw
Organisation:	SSD

	Name	Signature	Date
Prepared by:	Alison Ramshaw		31/08/2023
Reviewed by:			
Approved by:			

1.	INTRODUCTION
	These proposals are being considered in light of the council budget deficit and the requirement for each directorate to make significant budget savings.
2.	THE CASE FOR CHANGE
	The proposal for children's services is to reduce children's services workforce through the radical reforming of service delivery across the sector. The proposals outlined below will allow us to deliver the service with reduced officers as many childcare settings have now become Flying Start settings and the Childcare Team Leader in Flying Start also has a role in quality.
3.	OPTIONS ANALYSIS
3.1	<p>Main options</p> <p><u>Reduction of 3 X scale 6 posts within Early Years Childcare & Play (EYCP) to 2 and removal of specialised role of Integrated Childcare Centre (ICC) receptionist</u></p> <p>The 3 x scale 6 post and the 1 x Receptionist are currently funded through the Childcare Act RSG budget. We do realise the receptionist should be funded from Business Support portfolio.</p> <p>The roles to be discussed are; -</p> <ul style="list-style-type: none"> - 1 x Family Information Service - 1 x Childcare Quality Assurance - 1 x Childcare Business Development - 1 x receptionist for ICC <p>Under the Childcare Act 2006 (Local Authority Assessment) (Wales) Regulations 2016 which came into force on 1 April 2016. And their arrangements with childcare providers and charges for the provision of childcare under sections 23, 24 and 25 of the Childcare Act 2006, there is a requirement on Local Authorities to complete Childcare Sufficiency Assessments, secure sufficient high quality, sustainable childcare provision, for their area, and provide information about the provision of childcare in their area under Section 27. There is also a requirement for local authorities to put in place a programme to support high quality, affordable, sustainable new childcare places, start-up grants, a programme of sustainability grants, a family information service (FIS), and a programme of childcare training support.</p> <p><u>Proposal:</u></p> <p>It is proposed that by restructuring the 3 scale 6 roles can be reduced to 2 and the receptionist post be deleted.</p> <p>The proposal is; -</p> <ol style="list-style-type: none"> 1) Family Information Service (FIS), Receptionist and workforce development roles be combined into one post and will be based on ICC reception – this has been done in other authorities.

	<p>2) Combine Quality Assurance and Childcare Business Development into one post – Childcare Development Officer – this role was previously in place in BGCBC between years 2000-2010.</p> <p><u>Savings to the budget:</u></p> <p>£65,000 – £73,000</p> <p><u>Benefits to proposal:</u> Creating savings for the Local Authority core budget</p> <p><u>Risks identified to proposal:</u> No immediate risks identified as Flying Start and Childcare offer childcare is expanding, and we have grants for these elements and therefore we can move more of the quality responsibilities into the Flying Start team to free up RSG funding and we will be maintaining our statutory duties.</p> <p><u>Mitigating factors</u> N/A</p>														
3.2	Recommended option														
	To be determined as part of consideration and engagement process.														
3.3	Sources and assumptions														
	The above proposals outline the savings the assumption is that they can be achieved, should the council feel it necessary in order to make the budgetary savings required.														
4.	PROCUREMENT ROUTE														
	Not relevant at this point.														
5.	FUNDING AND AFFORDABILITY														
5.1	<p>If approved the financial impact of the above options for 2024/25 will be a financial efficiency of £73,000.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Potential Saving</th> </tr> </thead> <tbody> <tr> <td>2024/2025</td> <td>£73,000</td> </tr> <tr> <td>2025/2026</td> <td>£0</td> </tr> <tr> <td>2026/2027</td> <td>£0</td> </tr> <tr> <td>2027/2028</td> <td>£0</td> </tr> <tr> <td>2028/2029</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>£73,000</td> </tr> </tbody> </table>	Year	Potential Saving	2024/2025	£73,000	2025/2026	£0	2026/2027	£0	2027/2028	£0	2028/2029	£0	Total	£73,000
Year	Potential Saving														
2024/2025	£73,000														
2025/2026	£0														
2026/2027	£0														
2027/2028	£0														
2028/2029	£0														
Total	£73,000														

Blaenau Gwent County Borough Council - Integrated Impact Assessment

All decisions, policy reviews or policy implementation will now require a completed Integrated Impact Assessment.

- Section 1-Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Section 2-Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Section 3-Corporate Plan
- Section 4-Wellbeing of Future Generations (Wales) Act 2015
- Section 5-Welsh Language (Wales) Measure 2011
- Section 6-Children’s Right “The Right Way”
- Section 7-Community Safety
- Section 8 Armed Forces
- Section 9-Data
- Section 10-Consultations Statutory Consultation Doctrine of Legitimate Expectation and Gunning Principles
- Section 11-Monitoring
- Section 12-Decision of proposal

Lead Officer	Head of Service	Service Area & Department	Date
Ceri Bird	Alison Ramshaw	Children's Services, Social Services	01/02/24

Briefly outline the proposal indicating what change or decision is to be made, also provide any documentation that may be used to support this.

What is the proposal that needs to be assessed?

The proposal is to not fill the vacancy of Childcare Quality Assurance Officer, made vacant by the staff member leaving her role for another in the service area, and make the scale 6 grade a saving to our RSG budget. Whilst the duties in Sections 22 and 26 of the 2006 Childcare Act require local authorities to shape and support the development of childcare provision in the local area to make it flexible, sustainable and responsive to the needs of the community, there is not a breakdown of the requirement to assess high quality childcare.

However, that said, the provision of high quality, part-time childcare is integral to the Flying Start programme and this can be seen in the Welsh Governments vision to roll out high quality part time childcare to all 2 year olds. Guidance states all staff working in childcare have a higher qualification than that required by NMS, also that LA's should have a Flying Start Early Years Advisory Teacher as a statutory requirement of the Flying Start programme. The requirement and measures for quality Flying Start childcare is directly in line with WFGA goals relating to "A Healthier Wales" and "A more equal Wales" and so there is a requirement for LA's to ensure this high quality childcare by assessing the level through the advisory teachers and childcare officer. As FS childcare grows and rolls out across BG then so will the FS Childcare Advisory Team, taking the pressure off RSG funding.

Blaenau Gwent has invested heavily in the sector and workforce and created its own Quality Assurance Programme "Quality Matters" that assures us of a settings quality above the National Minimum Standards (NMS), following research (EPPSE 2003) that poor quality childcare can be detrimental to the child, and often considered Best Practice by other Authorities.

Our FS Early Years Advisory Teacher was on secondment to Welsh Government for 2 years helping them write the new early year's curriculum.



flying-start-childcare-
guidance.pdf

Section 1

Outline how the proposal will impact on any people or groups of people with protected characteristics, please refer to the Equalities Act 2010 (Wales) for further information [Equality Act 2010: guidance - GOV.UK \(www.gov.uk\)](http://www.gov.uk) and the EHRC guidance [The Essential Guide to the Public Sector Equality Duty: EHRC](#)

Briefly outline below if there will be any positive or negative impacts as a result of the proposal being considered.

Protected characteristics	Will the proposal have any positive impacts on those with a protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Age (<i>people of all ages</i>)	No	No	
Disability (<i>people with disabilities/ long term conditions</i>)	No	NO	
Gender Reassignment (<i>anybody who's gender identity or gender expression is different to the sex they were assigned at birth</i>)	No	NO	
Marriage or Civil Partnership (<i>people who are married or in a civil partnership</i>)	No	NO	

Pregnancy and Maternity (<i>women who are pregnant and/or on maternity leave</i>)	NO	NO	
Race (<i>people from black, Asian and minority ethnic communities and different racial backgrounds</i>)	NO	NO	
Religion or Belief (<i>people with different religions and beliefs including people with no beliefs</i>)	NO	NO	
Sex (<i>women and men, girls and boys and those who self-identify their gender</i>)	NO	NO	
Sexual Orientation (<i>lesbian, gay, bisexual, heterosexual, other</i>)	NO	NO	

NOTE: Section 2 only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.

Section 2
Socio-economic Duty (Strategic Decisions Only)
The Welsh Governments [Socio-economic Duty](#) provides a framework in order to ensure tackling inequality is at the forefront of decision making.



- .Please consider the below vulnerable groups and consider how the proposal could affect them:**
- Single parents and vulnerable families
 - People with low literacy/numeracy
 - Pensioners
 - Looked after children
 - Homeless people
 - Carers
 - Armed Forces Community
 - Students
 - Single adult households
 - People misusing substances
 - People who have experienced the asylum system
 - People of all ages leaving a care setting
 - People living in the most deprived areas in Wales (WIMD)
 - People involved in the criminal justice system




Socio Economic disadvantage definitions.	Will the proposal have a positive, negative or neutral impacts on the below?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered.
Low Income / Income Poverty <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i>	NO	NO	
Low and/or No Wealth <i>(enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future)</i>	NO	NO	

<p>Material Deprivation (<i>unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.</i>)</p>	<p>NO</p>	<p>NO</p>	
<p>Area Deprivation (<i>where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?</i>)</p>	<p>NO</p>	<p>NO</p>	
<p>Socio-economic Background (<i>social class i.e. parents education, employment and income</i>)</p>	<p>NO</p>	<p>NO</p>	
<p>Socio-economic Disadvantage (<i>What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged</i>)</p>	<p>NO</p>	<p>NO</p>	

Section 3-Corporate Plan	
<i>Please outline any Corporate Plan linkages of the proposal -BG Corporate Plan 22-27</i>	
Priority 1 - Maximise learning and skills for all to create a prosperous, thriving, resilient Blaenau Gwent	Striving to give all children the Best Start in Life
Priority 2 - Respond to the nature and climate crisis and enable connected communities	
Priority 3 - An ambitious and innovative council delivering quality services at the right time and in the right place	High Quality Childcare Provision
Priority 4 - Empowering and supporting communities to be safe, independent and resilient	

Section 4-Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)
Sustainable development principles. The WBFG Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)

Five Ways of Working	How have you used the Sustainable Development Principles in forming the proposal?
<p>Long Tern</p> 	<p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p>
<p>Prevention</p> 	<p>Consider how the proposal is preventing problems from occurring or getting worse</p> <p>Investing in high quality childcare and early years’ services can improve babies and young children’s later educational outcomes thus preventing problems later in life. By continuing the service through different funding stream means a saving to RSG whilst also ensuring services will continue to be delivered through an appropriate alternative funding stream.</p>

<p>Integration</p> 	<p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p>
<p>Collaboration</p> 	<p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p>
<p>Involvement</p> 	<p>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</p>

How does your proposal link to the Welsh Governments Priorities for Wales? Please indicate below.

1. **A PROSPEROUS WALES** ... an innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

Giving children the best start in life leads to better life chances as adults. Hopefully our priority for high quality childcare leads to better outcomes for the child leading to a higher skilled and well educated population which in turn helps our Welsh economy to prosper.

2. **A RESILIENT WALES** ... a nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change). Think about how your activity will have regard to protecting and enhancing biodiversity.


3. **A HEALTHIER WALES ...** a society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

4. **A MORE EQUAL WALES ...** A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

5. **A WALES OF COHESIVE COMMUNITIES ...** attractive, viable, safe and well-connected communities.

6. **A WALES OF VIBRANT CULTURE AND THRIVING ...** a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

7. **A GLOBALLY RESPONSIBLE WALES** ... a nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

Section 5-Welsh Language (Wales) Measure 2011 and Welsh Language Standards			
<i>(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact that any proposal may have on opportunities to use the Welsh language. Welsh Language Standards)</i>			
Requirement	Does the proposal have any positive, negative or neutral impacts in regards to the below?	What can be done to mitigate any negative impacts?	Please demonstrate any evidence used to form this opinion.
Compliance with the Welsh Language Standards. <i>Specifically Standards 88 - 93</i>	Yes – Welsh Language is a compulsory element of all early years programmes.		

<p>What opportunities are there to promote the Welsh Language? <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i></p>	<p>We use Welsh Language in all Early Years settings in BG</p>		
<p>What opportunities are there for a person or person to use the Welsh Language? <i>e.g. staff, residents and visitors</i></p>	<p>Both of our FS EY childcare coordinators are fluent Welsh speakers</p>		
<p>Has the Welsh Language been considered in order to treat the Welsh language no less favourably than the English language?</p>	<p>Ofcourse</p>		

Section 6 – Children’s Rights Approach - [The Right Way](#)

The Children’s Rights Approach – The Right Way is a framework for working with children, grounded in the UN Convention on the Rights of the Child (UNCRC). It places the UNCRC at the core of planning and service delivery and integrates children’s rights into every aspect of decision-making, policy and practice. The Right Way focuses on three main them Participation, Provision and Protection.

<p>Protected characteristics</p>	<p>Will the proposal have any positive impacts on the Children’s Rights Approach?</p>	<p>Will the proposal have any negative impacts on the Children’s Rights Approach?</p>	<p>Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.</p>
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Participation (child or young person as someone who actively contributes to society as a citizen)	No	NO	
Provision (the basic rights of children and young people to survive and develop)	NO	NO	
Protection (children and young people are protected against exploitation, abuse or discrimination)	NO	NO	

Section 7– Community Safety

Duty to Consider Crime and Disorder Implications

Section 17 of the Crime and Disorder Act 1998 places a duty on the local authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder, anti-social and other behaviour adversely affecting the local environment, the misuse of drugs, alcohol and other substances, re-offending and serious violence.

Impacts	Will the proposal have any positive impacts on crime and disorder?	Will the proposal have any negative impacts on crime and disorder?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Crime (consider impact on each: victims, offenders and neighbourhoods)	NO	NO	
Anti-Social Behaviour and behaviour adversely affecting the local environment (consider impact on each: victims, offenders, neighbourhoods and green spaces)	NO	NO	
Misuse of drugs, alcohol and other substances (Think vulnerable children, adults, families and communities)	NO	NO	
Re-offending (Think young people and adults, victims, families, communities)	NO	NO	

Serious Violence (Think vulnerable young people, vulnerable adults, victims, families, communities)	NO	NO	
Counter Terrorism (People and places that are vulnerable to terrorism or violent extremism)	NO	NO	
Community Cohesion (Asylum seekers, Migrants, Victims or Hate Crime, Community tensions)	NO	NO	

Section 8- Armed Forces Covenant Duty AFC Draft Statutory Guidance - Final.pdf			
Impacts	Will the proposal have any positive impacts on the armed forces community?	Will the proposal have any negative impacts on the armed forces community?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.

<p>Health</p> <ul style="list-style-type: none"> • Provision of services • Planning and funding • Co-operation between bodies and professionals <p>These healthcare functions are within scope of the Duty in the following settings:</p> <ul style="list-style-type: none"> • NHS Primary Care services, including general practice, community pharmacies, NHS dental, NHS optometry services and public health screening services. • NHS Secondary Care services, including urgent and emergency care, hospital and community services, specialist care, mental health services, and additional needs services (as applicable). 	NO	NO	

<ul style="list-style-type: none"> Local authority-delivered healthcare services, including sexual health services and drug and alcohol misuse services 			
<p>Education</p> <ul style="list-style-type: none"> Admissions Educational attainment and curriculum Child wellbeing Transport Attendance Additional needs support Use of Service Pupil Premium funding (England only) <p>These education functions are within scope of the Duty in compulsory education settings, that is, primary, secondary, and, for England only, compulsory further education. The Duty does not cover nursery (early years education), higher education, or other</p>	<p>NO</p>	<p>NO</p>	

voluntary adult education settings			
Housing <ul style="list-style-type: none"> • Allocations policy for social housing • Tenancy strategies (England only) • Homelessness • Disabled Facilities Grants 	NO	NO	

Section 9-Data-Please outline any data or evidence that has been used to develop the proposal, this can be previous consultations, local/national data, pilot projects, reports, feedback from clients etc.

Data/evidence –What data/evidence was used? - provide any links.	What were the key findings?	How has the data/evidence informed this proposal?

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Are there any data or information gaps and if so what are they and how do you intend to address them?

I intend to use FS childcare funding to address any gaps in support to our childcare sector.

Section 10-Consultation. Please provide details of consultation undertaken to support the proposal. Please consider the Gunning Principles: -
Principle 1: Consultation must take place when the proposals are still at a formative stage. You must not have already made up your mind.
Principle 2: Sufficient reasons must be put forward to allow for intelligent consideration and response. Have people been given the information and opportunity to influence?

Principle 3: Adequate time must be given for consideration and response. Is the consultation long enough bearing in mind the circumstances?

Principle 4: The product of consultation must be conscientiously taken into account when finalising the decision

Briefly describe any planned consultations or consultations that have been carried out to date. Please consider the above principles.

Please consider the following questions; -

1. Who did you consult?

Staff at risk

2. When did the consultation take place and was adequate time given for a response?

December 2023

3. Was there enough information provided to respond effectively?

Yes

4. What were the findings?

One of the staff members left their role

5. Have the findings been considered in regards to the decision?

Section 11-Monitoring and Review

How will the implementation of the proposal be monitored, including the impacts or changes made?	
What monitoring tools will be used?	
How will the results be used for future development?	
How and when will it be reviewed?	
Who is responsible for ensuring this happens?	

Section 12 - Decision

Using the information you have gathered from sections 1-9 please state in the table below whether you are able to proceed with the proposal.

Continue with the proposal in its current form	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Continue with proposal but take into account reasonable steps to mitigate any negative impacts of the proposal	Yes <input type="checkbox"/>	No <input type="checkbox"/>

Name of person completing the IIA	
Name:	Ceri Bird
Job Title:	Service Manager, Children's Services
Date:	31 st Jan 2024

Head of Service Approval			
Name:			
Job Title:			
Signature:		Date:	

Please contact Policy & Partnerships should you require any further advice or guidance on completing your assessment via lissa.friel@blaenau-gwent.gov.uk or emma.scherptong@blaenau-gwent.gov.uk.


Business Case Templates

To support better spending and investment decisions and better procurement

Revised Proposal in relation to the Supporting Change Team- Childrens Social Services

**SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK (£0 TO £250K VALUE
OF PROCUREMENT)**

SRO:	
Project Manager:	Rachel Price
Organisation:	Children Social Services

	Name	Signature	Date
Prepared by:	Loredana Moruz		23.01.2024
Reviewed by:			
Approved by:			

1.	<p>INTRODUCTION</p> <p>This proposal is being considered in light of the council budget deficit and the requirement for each directorate to make significant budget savings.</p>
2.	<p>THE CASE FOR CHANGE</p> <p>The proposal for children’s services is to reduce children’s services workforce through the radical reforming of service delivery across the sector.</p> <p>Initially two proposals were put forward by the department regarding “Disbanding the Support Change Team” and “ Restructure of 3 locality teams into 2 locality teams” to achieve savings by eliminating two team manager posts. Following consultation with staff and considering those expressions of interest in voluntary redundancy, an alternative proposal was proposed by the team and service managers, and this is subject of this business case.</p>
3.	<p>OPTIONS ANALYSIS</p>
3.1	<p><u>Restructure of the Supporting Change Team (SCT)</u></p> <p>The Supporting Change Team in Children’s services in Blaenau Gwent is responsible for delivering support for children and their families at “the edge of care” who are open to the care planning teams in Children’s Services. In 2017, in response to rising numbers of looked after children, work was undertaken developing a 3 year strategy to safely reduce the numbers of looked after children and the Supporting Change Team became operational in the same year.</p> <p>The Supporting Change Team currently consists of:</p> <ul style="list-style-type: none"> - 1 Team Manager – permanent, funded through core budget; - 1 senior practitioner – permanent, funded through core budget; - 6 support workers – permanent, funded through core budget; - 1 Education Support Worker - fixed term, funded through RIF Grant; - 2 Family Group Conference workers - fixed term, funded through RIF Grant; - 1 Support Worker - fixed term, funded through RIF Grant;

	<p>- 2 Support Workers - fixed term, funded through Radical Reform Grant;</p> <p>The SCT currently works with:-</p> <ul style="list-style-type: none"> • Children whose Integrated Assessments conclude that there is potential for them to become Looked After • Children whose names are on the Child Protection Register where, at point of the first review conference, there are concerns about lack of meaningful progress in respect of the child protection plan. • Children whose names are being included on the child protection register for a second time (or more) • Children who are subject to multi-agency discussion which concludes with a recommendation to seek legal advice in respect of threshold. • Children who are at risk of entering residential care.
3.2	<p><u>Proposal for savings:</u></p> <p>Delete the full time Education Support Worker post within the structure of the SCT.</p> <p>Delete the full time Senior Practitioner post within the structure of the SCT.</p> <p>Relocate two Family Group Conference Workers (funded via RIF grant funding) to the Safeguarding Team..</p>
3.3	<p><u>Savings to the budget:</u></p> <p>Deletion of scale 6 (top) Support Worker saves <u>£48.650/year. (This saving does not include any redundancy costs)</u> The Education Support Worker post which is proposed to be deleted from the structure is a grant funded post via the Regional Integrated Fund (RIF). The postholder requested voluntary redundancy.</p> <p>The savings for the LA will be achieved by reducing the SCT core budget with the budget associated to one full time support worker and offsetting the core budget with the money we currently have via RIF.</p> <p>Deletion of scale 8 (top) Senior Practitioner saves £64,900/year. (This saving does not include any redundancy costs). The Senior Practitioner postholder re-requested voluntary redundancy.</p>
3.4	<p><u>Benefits to proposal:</u></p>

Compared with the previous savings proposals for Supporting Change and locality teams:

- This proposal keeps the current structure of locality teams in the current form with no risk of disruption in moving staff from 3 into 2 teams and no risk of team manager's workload increasing.
- The Supporting Change Team will not be divided across two or three teams under the management of different managers and there will be consistency within the service provision.
- The Supporting Change Team will continue to function as a standalone service which is cited as being of value to the Children and Families.
- The support the staff receive in SCT will continue at close to the same level as is being received now and the team will continue to operate as a designated 'edge of care' service
- The team will continue delivering therapeutically based interventions without the risk of the Support Worker roles becoming diluted within a Locality Team
- There will be no requirement to upskill two or three Team Mangers in the work of the team, which would be very difficult to achieve in line of their other areas of responsibility
- Staff retention in the Supporting Change Team is very high, with staff only tending to leave the team to pursue a secondment onto the Social Work degree. Relocating and dividing the team increases the risk of poor retention of staff, several of who are interested in pursuing a career in social work in the future;
- Staff retention in locality teams has historically been difficult due to the nature of the work; maintaining the current structure will reduce staff anxiety and disruption of services, maintaining consistency of allocation, threshold for intervention and supervisory responsibilities.

3.5

Risks identified to proposal:

- Any additional interventions which have been created as SCT has developed over the years may need to be reduced and the remit of the work undertaken by the SCT may need revert back to working with those only on the 'Edge of Care'.

<p>3.6</p>	<ul style="list-style-type: none"> • Reduction in capacity for the SCT team manager to attend vital meetings such as threshold or legal meetings and Child Protection Conferences • Increase of workload for the team manager and management oversight for the team in the absence of the team manager (due to removal of the senior practitioner post) • Loss of specific resource aiming to support children at the edge of care to remain and/or return into education <p><u>Mitigating factors:</u></p> <ul style="list-style-type: none"> • The Service Manager overseeing the SCT will deputise for the Team Manager when on planned leave. If the SCT manager is on unplanned leave for any length of time, other Team Manager across the service will provide support in relation to day to say decision making and staffing issues. This has been done on a number of occasions within he service to manage staff sickness and vacancies. • The education work would need to be absorbed by the other members of staff in the team. However, as this has been the case since the end of May 2023, as the current post holder has had periods of long-term sickness. • Increase in management workload would be more manageable for the Team Manager in SCT than it would be in increasing the workload pressure on the two Locality Team Managers. • In mitigating against the loss of the senior practitioner post, it is of note, the staff in The Supporting Change Team are only Secondary allocated and every child open to The Supporting Change Team are also open to the operational social work teams who maintain overall case responsibility. In the short-term absence of the Team Manager, it is expected the staff in the Supporting Change Team will report back any concerns or issues to the allocated Social Worker/Support Worker and their Team Managers and a Duty to Report will be submitted.
<p>3.7</p>	<p>Recommended option</p> <p>It is recommended this proposal is agreed The benefits of this new proposal far outweigh the benefits of the first two related to Supporting Change Team and locality teams and the risks identified area are easier to mitigate against within this new structure.</p>
<p>3.8</p>	<p>Sources and assumptions</p>

	The above proposals outline the savings and the potential risks to children’s services however the assumption is that they can be achieved, should the council feel it necessary in order to make the budgetary savings required.														
4.	PROCUREMENT ROUTE N/A														
5.	FUNDING AND AFFORDABILITY														
5.1	<p>If the above proposals are approved the approximate saving from children’s services core budget would total £114,000. This is £30,000 less than the initial 2 proposals. HOWEVER if this proposal is accepted it will not have the destabilising effect on this vulnerable service area, PLUS it would take time to implement the restructure of moving from 3 to 2 locality teams which would delay savings being realised. If the 2 posts in this proposal are deleted this could be realised quicker due to the expressions of voluntary redundancy.</p> <table border="1" data-bbox="486 875 943 1178"> <thead> <tr> <th>Year</th> <th>Potential Saving</th> </tr> </thead> <tbody> <tr> <td>2024/2025</td> <td>£114,000</td> </tr> <tr> <td>2025/2026</td> <td>£0</td> </tr> <tr> <td>2026/2027</td> <td>£0</td> </tr> <tr> <td>2027/2028</td> <td>£0</td> </tr> <tr> <td>2028/2029</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>£114,000</td> </tr> </tbody> </table>	Year	Potential Saving	2024/2025	£114,000	2025/2026	£0	2026/2027	£0	2027/2028	£0	2028/2029	£0	Total	£114,000
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2028/2029	£0														
Total	£114,000														
6.	<p>DELIVERY ARRANGEMENTS</p> <p>If the above proposal is approved, arrangements would need to be made to:</p> <ul style="list-style-type: none"> - Engage with staff as a matter of urgency - Engage with the trade unions - Engage with Organisational Development 														

Blaenau Gwent County Borough Council - Integrated Impact Assessment

All decisions, policy reviews or policy implementation will now require a completed Integrated Impact Assessment.

- Section 1-Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Section 2-Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Section 3-Corporate Plan
- Section 4-Wellbeing of Future Generations (Wales) Act 2015
- Section 5-Welsh Language (Wales) Measure 2011
- Section 6-Children’s Right “The Right Way”
- Section 7-Community Safety
- Section 8 Armed Forces
- Section 9-Data
- Section 10-Consultations Statutory Consultation Doctrine of Legitimate Expectation and Gunning Principles
- Section 11-Monitoring
- Section 12-Decision of proposal

Lead Officer	Head of Service	Service Area & Department	Date
Rachel Price	Alison Ramshaw	Supporting Change Team, Children's Services	30.01.24

Briefly outline the proposal indicating what change or decision is to be made, also provide any documentation that may be used to support this.

What is the proposal that needs to be assessed?

This proposal is being considered in light of the council budget deficit and the requirement for each directorate to make significant budget savings. The proposal for children's services is to reduce children's services workforce through the radical reforming of service delivery across the sector.

A first proposal was initially put forward by the department regarding "Disbanding the Support Change Team" to achieve savings by eliminating the team manager post. Following consultation with staff, an alternative proposal was proposed by the team, and this is subject of a business case submitted and this Impact Assessment.

The Supporting Change Team in Children's services in Blaenau Gwent is responsible for delivering support for children and their families at "the edge of care" who are open to the care planning teams in Children's Services. In 2017, in response to rising numbers of looked after children, work was undertaken developing a 3 year strategy to safely reduce the numbers of looked after children and the Supporting Change Team became operational in the same year.

The Supporting Change Team currently consists of:

- 1 Team Manager – permanent, funded though core budget;**
- 1 senior practitioner – permanent, funded though core budget;**
- 6 support workers – permanent, funded though core budget;**
- 1 Education Support Worker - fixed term, funded through RIF Grant;**
- 2 Family Group Conference workers - fixed term, funded through RIF Grant;**
- 1 Support Worker - fixed term, funded through RIF Grant;**
- 2 Support Workers - fixed term, funded through Radical Reform Grant;**

The SCT currently works with:-

- **Children whose Integrated Assessments conclude that there is potential for them to become Looked After**
- **Children whose names are on the Child Protection Register where, at point of the first review conference, there are concerns about lack of meaningful progress in respect of the child protection plan.**
- **Children whose names are being included on the child protection register for a second time (or more)**
- **Children who are subject to multi-agency discussion which concludes with a recommendation to seek legal advice in respect of threshold.**
- **Children who are at risk of entering residential care.**

Proposal for savings:

Delete the full time Education Support Worker post within the structure of the SCT.

Delete the Senior Practitioner post in the SCT.

Relocate two Family Group Conference Workers (funded via RIF) to the Safeguarding Team.

Section 1 Outline how the proposal will impact on any people or groups of people with protected characteristics, please refer to the Equalities Act 2010 (Wales) for further information Equality Act 2010: guidance - GOV.UK (www.gov.uk) and the EHRC guidance The Essential Guide to the Public Sector Equality Duty: EHRC Briefly outline below if there will be any positive or negative impacts as a result of the proposal being considered.			
Protected characteristics	Will the proposal have any positive impacts on those with a protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Age (<i>people of all ages</i>)	Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on people with protected characteristics	Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on people with protected characteristics.	
Disability (<i>people with disabilities/ long term conditions</i>)	Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on people with protected characteristics	Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on people with protected characteristics	

<p>Gender Reassignment <i>(anybody who's gender identity or gender expression is different to the sex they were assigned at birth)</i></p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on people with protected characteristics</p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on people with protected characteristics</p>	
<p>Marriage or Civil Partnership <i>(people who are married or in a civil partnership)</i></p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on people with protected characteristics</p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on people with protected characteristics</p>	
<p>Pregnancy and Maternity <i>(women who are pregnant and/or on maternity leave)</i></p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on people with protected characteristics</p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on people with protected characteristics</p>	
<p>Race <i>(people from black, Asian and minority ethnic communities and different racial backgrounds)</i></p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated</p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated</p>	


	impact on people with protected characteristics	impact on people with protected characteristics	
<p>Religion or Belief <i>(people with different religions and beliefs including people with no beliefs)</i></p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on people with protected characteristics</p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on people with protected characteristics</p>	
<p>Sex <i>(women and men, girls and boys and those who self-identify their gender)</i></p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on people with protected characteristics</p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on people with protected characteristics</p>	
<p>Sexual Orientation <i>(lesbian, gay, bisexual, heterosexual, other)</i></p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on people with protected characteristics</p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on people with protected characteristics</p>	




NOTE: Section 2 only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.

Section 2 Socio-economic Duty (Strategic Decisions Only) <i>The Welsh Governments Socio-economic Duty provides a framework in order to ensure tackling inequality is at the forefront of decision making.</i>			
.Please consider the below vulnerable groups and consider how the proposal could affect them:			
<ul style="list-style-type: none"> ➢ Single parents and vulnerable families ➢ People with low literacy/numeracy ➢ Pensioners ➢ Looked after children ➢ Homeless people ➢ Carers ➢ Armed Forces Community ➢ Students ➢ Single adult households ➢ People misusing substances ➢ People who have experienced the asylum system ➢ People of all ages leaving a care setting ➢ People living in the most deprived areas in Wales (WIMD) ➢ People involved in the criminal justice system 			
Socio Economic disadvantage definitions.	Will the proposal have a positive, negative or neutral impacts on the below?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered.
Low Income / Income Poverty <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i>	Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on the public.	Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on the public.	

<p>Low and/or No Wealth (<i>enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future</i>)</p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on the public.</p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on the public.</p>	
<p>Material Deprivation (<i>unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.</i>)</p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on the public.</p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on the public.</p>	
<p>Area Deprivation (<i>where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?</i>)</p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on the public.</p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on the public.</p>	

<p>Socio-economic Background <i>(social class i.e. parents education, employment and income)</i></p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on the public.</p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on the public.</p>	
<p>Socio-economic Disadvantage <i>(What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged)</i></p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on the public.</p>	<p>Service delivery will remain the same for all who receive a service from SCT and therefore there is no anticipated impact on the public.</p>	

<p>Section 3-Corporate Plan Please outline any Corporate Plan linkages of the proposal -BG Corporate Plan 22-27</p>	
<p>Priority 1 - Maximise learning and skills for all to create a prosperous, thriving, resilient Blaenau Gwent</p>	
<p>Priority 2 - Respond to the nature and climate crisis and enable connected communities</p>	
<p>Priority 3 - An ambitious and innovative council delivering quality services at the right time and in the right place</p>	<p>This proposal is a creative alternative identified within the Children Social Services Department to contribute to the savings needed by the council for FY 2024/2025</p>
<p>Priority 4 - Empowering and supporting communities to be safe, independent and resilient</p>	
<p>Section 4-Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP) <i>Sustainable development principles. The WBFG Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)</i></p>	
<p>Five Ways of Working</p>	<p>How have you used the Sustainable Development Principles in forming the proposal?</p>
<p>Long Tern</p> 	<p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p> <p>The work of the Supporting Change Team will continue and the deletion of the 2 posts identified for cost savings will not impact on service delivery as the senior practitioner does not work directly with the community. The work of the Education Support worker has been on hold due to sickness and therefore absorbed by the team. This will continue to be absorbed by the team going forward. Services to the public will not be affected and therefore the wellbeing of those we work with will continue to be promoted.</p>

<p>Prevention</p> 	<p>Consider how the proposal is preventing problems from occurring or getting worse</p> <p>The ethos of the team is to work with those children on the edge Of care. The plan is for this to continue and therefore work intensively with those families in need of support to prevent escalation which could result in those children becoming looked after. This service will continue.</p>
<p>Integration</p> 	<p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p> <p>The SCT is already integral to the work of children’s services and they work with operational teams this will continue and therefore there will be no impact.</p>
<p>Collaboration</p> 	<p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p> <p>Any work delivered by the SCT alongside other organisations as part of a child’s plan will continue therefore there will be no impact.</p>

Involvement



Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.

The team and other teams within children's services who work alongside the SCT are aware of the proposal and this is the preferred option.

How does your proposal link to the Welsh Governments Priorities for Wales? Please indicate below.

1. **A PROSPEROUS WALES** ... an innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

Not applicable.

2. **A RESILIENT WALES ...** a nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change). Think about how your activity will have regard to protecting and enhancing biodiversity.

Not applicable.

3. **A HEALTHIER WALES ...** a society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

The work of the Supporting Change team will continue to support children and their families to promote their physical and emotional wellbeing. The team has continued access to a clinical psychologist through Gwent Community Psychology.

4. **A MORE EQUAL WALES ...** A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

5. **A WALES OF COHESIVE COMMUNITIES ...** attractive, viable, safe and well-connected communities.

Not applicable.

6. **A WALES OF VIBRANT CULTURE AND THRIVING ...** a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

The work of the SCT will support children and their families to enjoy family time together and promote physical well-being.

7. **A GLOBALLY RESPONSIBLE WALES ...** a nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

Not applicable.



Section 5-Welsh Language (Wales) Measure 2011 and Welsh Language Standards

(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact that any proposal may have on opportunities to use the Welsh language. [Welsh Language Standards](#))

Requirement	Does the proposal have any positive, negative or neutral impacts in regards to the below?	What can be done to mitigate any negative impacts?	Please demonstrate any evidence used to form this opinion.
<p>Compliance with the Welsh Language Standards. <i>Specifically Standards 88 - 93</i></p>	<p>The proposal has no impact in regard to the Welsh Language Standards.</p>		
<p>What opportunities are there to promote the Welsh Language? <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i></p>	<p>The proposal has no impact in regard to the Welsh Language Standards.</p>		
<p>What opportunities are there for a person or person to use the Welsh Language? <i>e.g. staff, residents and visitors</i></p>	<p>The proposal has no impact in regard to the Welsh Language Standards.</p>		
<p>Has the Welsh Language been considered in order to treat the Welsh language no less favourably than the English language?</p>	<p>The proposal has no impact in regard to the Welsh Language Standards.</p>		

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Section 6 – Children’s Rights Approach - [The Right Way](#)

The Children’s Rights Approach – The Right Way is a framework for working with children, grounded in the UN Convention on the Rights of the Child (UNCRC). It places the UNCRC at the core of planning and service delivery and integrates children’s rights into every aspect of decision-making, policy and practice. The Right Way focuses on three main them Participation, Provision and Protection.

Protected characteristics	Will the proposal have any positive impacts on the Children’s Rights Approach?	Will the proposal have any negative impacts on the Children’s Rights Approach?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
<p>Participation (child or young person as someone who actively contributes to society as a citizen)</p>	<p>No</p>	<p>The only impact may be capacity and timescales for work to start. The team is already operating a short waiting list and if the team is reduced by 1 support work this may cause a waiting list increase.</p>	<p>All families waiting for intervention will be prioritised according to need. Any families waiting will continue to have the full support of the social worker from the case holding team so will not go without a service.</p>

<p>Provision (the basic rights of children and young people to survive and develop)</p>	<p>No</p>	<p>The only impact may be capacity and timescales for work to start. The team is already operating a short waiting list and if the team is reduced by 1 support work this may cause a waiting list increase.</p>	
<p>Protection (children and young people are protected against exploitation, abuse or discrimination)</p>	<p>No</p>	<p>The only impact may be capacity and timescales for work to start. The team is already operating a short waiting list and if the team is reduced by 1 support work this may cause a waiting list increase.</p>	

Section 7– Community Safety

Duty to Consider Crime and Disorder Implications

Section 17 of the Crime and Disorder Act 1998 places a duty on the local authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder, anti-social and other behaviour adversely affecting the local environment, the misuse of drugs, alcohol and other substances, re-offending and serious violence.

Impacts	Will the proposal have any positive impacts on crime and disorder?	Will the proposal have any negative impacts on crime and disorder?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Crime (consider impact on each: victims, offenders and neighbourhoods)	There will be no impact in this area.	There will be no impact in this area.	
Anti-Social Behaviour and behaviour adversely affecting the local environment (consider impact on each: victims, offenders, neighbourhoods and green spaces)	There will be no impact in this area.	There will be no impact in this area.	

<p>Misuse of drugs, alcohol and other substances (Think vulnerable children, adults, families and communities)</p>	<p>There will be no impact in this area.</p>	<p>There will be no impact in this area.</p>	
<p>Re-offending (Think young people and adults, victims, families, communities)</p>	<p>There will be no impact in this area.</p>	<p>There will be no impact in this area.</p>	
<p>Serious Violence (Think vulnerable young people, vulnerable adults, victims, families, communities)</p>	<p>There will be no impact in this area.</p>	<p>There will be no impact in this area.</p>	
<p>Counter Terrorism (People and places that are vulnerable to terrorism or violent extremism)</p>	<p>There will be no impact in this area.</p>	<p>There will be no impact in this area.</p>	
<p>Community Cohesion (Asylum seekers, Migrants, Victims or Hate Crime, Community tensions)</p>	<p>There will be no impact in this area.</p>	<p>There will be no impact in this area.</p>	

Section 8- Armed Forces Covenant Duty AFC Draft Statutory Guidance - Final.pdf			
Impacts	Will the proposal have any positive impacts on the armed forces community?	Will the proposal have any negative impacts on the armed forces community?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
<p>Health</p> <ul style="list-style-type: none"> • Provision of services • Planning and funding • Co-operation between bodies and professionals <p>These healthcare functions are within scope of the Duty in the following settings:</p> <ul style="list-style-type: none"> • NHS Primary Care services, including general practice, community pharmacies, NHS dental, NHS optometry services and public health screening services. 	<p>There will be no impact in this area.</p>	<p>There will be no impact in this area.</p>	

<ul style="list-style-type: none"> • NHS Secondary Care services, including urgent and emergency care, hospital and community services, specialist care, mental health services, and additional needs services (as applicable). • Local authority-delivered healthcare services, including sexual health services and drug and alcohol misuse services 			
<p>Education</p> <ul style="list-style-type: none"> • Admissions • Educational attainment and curriculum • Child wellbeing • Transport • Attendance • Additional needs support • Use of Service Pupil Premium funding (England only) <p>These education functions are within scope of the Duty in compulsory education settings, that is,</p>	<p>There will be no impact in this area.</p>	<p>There will be no impact in this area.</p>	

<p>primary, secondary, and, for England only, compulsory further education. The Duty does not cover nursery (early years education), higher education, or other voluntary adult education settings</p>			
<p>Housing</p> <ul style="list-style-type: none"> • Allocations policy for social housing • Tenancy strategies (England only) • Homelessness • Disabled Facilities Grants 	<p>There will be no impact in this area.</p>	<p>There will be no impact in this area.</p>	

Section 9-Data-Please outline any data or evidence that has been used to develop the proposal, this can be previous consultations, local/national data, pilot projects, reports, feedback from clients etc.

<p>Data/evidence –What data/evidence was used? - provide any links.</p>	<p>What were the key findings?</p>	<p>How has the data/evidence informed this proposal?</p>
<p>Local data regarding Blaenau Gwent financial deficit for FY 2024/2025.</p>		

Are there any data or information gaps and if so what are they and how do you intend to address them?

Not applicable.

Section 10-Consultation. Please provide details of consultation undertaken to support the proposal. Please consider the Gunning Principles: -

Principle 1: Consultation must take place when the proposals are still at a formative stage. You must not have already made up your mind.

Principle 2: Sufficient reasons must be put forward to allow for intelligent consideration and response. Have people been given the information and opportunity to influence?

Principle 3: Adequate time must be given for consideration and response. Is the consultation long enough bearing in mind the circumstances?

Principle 4: The product of consultation must be conscientiously taken into account when finalising the decision

Briefly describe any planned consultations or consultations that have been carried out to date. Please consider the above principles.

Please consider the following questions; -

- 1. Who did you consult?**
- 2. When did the consultation take place and was adequate time given for a response?**
- 3. Was there enough information provided to respond effectively?**
- 4. What were the findings?**
- 5. Have the findings been considered in regards to the decision?**

Formal consultation was not undertaken due to the nature of the proposal. The Supporting Change Team staff and manager are aware of the proposal and accepted that savings have to be made by the Department within the context of the council's financial difficulties. They have been instrumental in offering suggestions to support this proposal.

Section 11-Monitoring and Review	
How will the implementation of the proposal be monitored, including the impacts or changes made?	Regular supervision of staff within the team and of the team manager. Consideration of data re waiting list times and outcomes of interventions allocated per worker and analysis of the budget.
What monitoring tools will be used?	As above.
How will the results be used for future development?	Consideration of impact on the team's capacity on a long term basis.
How and when will it be reviewed?	When appropriate and in line with budget reviews.
Who is responsible for ensuring this happens?	Service Manager for the SCT and Head of Service.

Section 12 - Decision		
<i>Using the information you have gathered from sections 1-9 please state in the table below whether you are able to proceed with the proposal.</i>		
Continue with the proposal in its current form	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Continue with proposal but take into account reasonable steps to mitigate any negative impacts of the proposal	Yes <input type="checkbox"/>	No <input type="checkbox"/>

Name of person completing the IIA	
Name:	Rachel Price
Job Title:	Interim Service Manager
Date:	31.01.24

Head of Service Approval			
Name:			
Job Title:			
Signature:		Date:	

Please contact Policy & Partnerships should you require any further advice or guidance on completing your assessment via lissa.friel@blaenau-gwent.gov.uk or emma.scherptong@blaenau-gwent.gov.uk.

Business Case Templates

To support better spending and investment decisions and better procurement

Rationalisation / Reduction in Staffing Levels in Safeguarding Team

SINGLE STAGE BUSINESS CASE - LOW VALUE AND RISK (£0 TO £250K VALUE OF PROCUREMENT)

SRO:	Tanya Evans
Project Manager:	Alison Ramshaw
Organisation:	SSD

	Name	Signature	Date
Prepared by:	Beth Thomas		22/1/2024
Reviewed by:			
Approved by:			

1.	INTRODUCTION
	These proposals are being considered as a result of the council budget deficit and the requirement for each directorate to make significant budget savings.
2.	THE CASE FOR CHANGE
	<p>The proposal for children’s services is to reduce the children’s services workforce through the radical reforming of service delivery across the sector.</p> <p>An initial proposal was put forward to consider a “Restructure of the Safeguarding Team” which sought to achieve savings by outsourcing the IRO service, deleting the Children Looked After Education Mentors and transferring the Safeguarding Education Manager to the Education Directorate.</p> <p>Following consultation with politicians they have decided to take the proposal to delete the 2 education mentors off the table which totalled £68,000.</p> <p>Also following further consultation with the safeguarding team and managers an alternative to outsourcing the IRO function has been put forward which will increase the level of savings to be made.</p>
3.	OPTIONS ANALYSIS
3.1	<p><u>Restructure of the Safeguarding Team</u></p> <p>The Safeguarding Team currently combines safeguarding in education, safeguarding children’s statutory reviewing functions and corporate safeguarding.</p> <p>The Safeguarding Team consists of a part-time safeguarding team manager (30 hours), three full time Independent Reviewing Officer (IRO)’s and one part-time IRO (18.5 hours per week).</p> <p>The Education Safeguarding Team consists of a full-time education safeguarding manager, one full time Child Looked After (CLA) education coordinator and two CLA education mentors, working 37 hours per week, term-time only (39 weeks per year).</p> <p>Proposal for the Safeguarding Education Manager post to be split funded by Social Services and Education Directorates</p> <p>The original Service Level Agreement (SLA) upon the commencement of this post indicated that costs for the post would be met by education with children’s services hosting the post, however since the development of this post, funding has been met solely by the Children’s Social Services core budget.</p> <p>The original proposal sought to achieve an approximate saving of £32, 200 through a joint funding arrangement between Education and Children’s Services. The original proposal also sought to transfer the post to the Education Directorate.</p>

Following further consultation with the Education Directorate it has been considered that the Safeguarding Education Manager post should continue to sit within the Social Services Directorate whilst assuming additional roles and responsibilities from an education perspective, to be reflective of the part funding arrangement. In essence, the role would not fundamentally change rather the role will have more defined roles and responsibilities across both directorates. The Safeguarding Education Manager has interface with both directorates to fulfil the Local Authority's statutory obligations.

Should the updated proposal be accepted it is envisaged that the Social Services contribution to this post would be approximately £41,000 per annum thus identifying an approximate saving of £32,200.

It is acknowledged that the Education directorate financial contribution to this post is being proposed within their own business case linked to the deletion of the Strategic Education Improvement Manager post and being replaced with an Education Improvement Officer post at scale 6; thus, realising a saving of £32,200. This joint proposal will therefore offer an overall cost saving to the Local Authority if accepted.

Proposal to reduce the capacity of the Independent Reviewing Officers (IRO) by 1 Full Time Equivalent and Undertake a Job Evaluation of the Role

The Children Act 2004 outlines that Local Authorities have a duty to appoint an IRO, in the first place to 'monitor the performance of the child's review' and, in the event of a breach of the child or young person's human rights, to refer the child's case to Cafcass Cymru. Since the implementation of the Social Services and Well-being (Wales) Act 2014 in 2016, the duty now extends to monitoring the child's whole case, not just their review.

Blaenau Gwent currently employ 4 IRO's – 3.5 full time equivalent posts with a combined annual budget of £223, 320.

The original proposal sought to consider outsourcing the IRO function to an external provider therefore deleting the 4 permanent IRO posts from the Children's Services structure. The saving likely to be achieved via this initial proposal was approximately £50,000 - with the saving only being fully realised within the next financial year due to the need for redundancy settlements for the staff members due to accrued continuous service.

Revised Proposal for Savings

This proposal seeks to maintain the IRO service within Children's Services whilst reducing the capacity of the IRO service by 1 full time equivalent IRO post which would realise a saving of £67,500 per annum (based on 2023/2024 Budget). (This saving does not include any redundancy costs).

It is also proposed that the IRO role should be subject to a Job Evaluation to consider the associated pay grade. It is anticipated that this would result in a reduction in pay grade from a Scale 10 to a Scale 9. Should the Job Evaluation reflect this anticipated

outcome for the reduced IRO capacity of 2.5 FTE staff then there would be an approximate saving of £14, 200.

Total savings from this proposal therefore equates to £81,700 which is an increase of £31, 700 in comparison to the original IRO service proposal.

Benefits:

- Creating increased savings for the Local Authority core budget.
- Maintain a continuity of IRO for children/young people and families within their CLA reviews and throughout the Child Protection Process.
- Retain an in-house IRO service which will enable the continuation of the positive work being undertaken to ensure compliance with the IRO practice standards and good practice guide.
- Through maintaining a consistent IRO there is an improved quality of recommendations for key decisions about children's lives – such as plans for adoption, sibling separation, rehabilitation plans and care order revocation.
- Maintain compliance with timescales for Subject Access Requests (SAR).
- Maintain the responsibility of chairing stability meetings with the IRO's to reduce the likelihood of placement breakdowns (meaning improved outcomes for children and reducing need for more costly placements).
- The Local Authority will be clear on its Safeguarding Team budget expenditure year on year with this option. Whereas the initial proposal savings was calculated based on figures of CLA reviews and Child Protection Conferences from the previous year. Considering trends, we have seen an increase in the number of Child Protection Conferences being held over the past 2 consecutive years – meaning the total expenditure for outsourcing the IRO provision would not be identified until end of each financial year making budget forecasting more difficult for the LA. This proposal therefore resolves a risk identified in the original proposal whereby should CLA and child protection numbers rise in the future, expenditure via outsourced service could exceed the original costing of the IRO structure.
- This proposal would not be placing significant workload pressures on other areas of Childrens Services to complete tasks currently within the IRO portfolio inclusive of stability meetings and Subject Access Requests (SAR).

Risks:

- Care Leaver post 18 pathway plan reviews would lose an independent officer to monitor the progress of their care plan as in order to reduce IRO staffing capacity there

	<p>needs to be some reduction in workload. This will result in a reduction of 56 cases within the IRO combined caseload (as at 22/1/24).</p> <ul style="list-style-type: none"> - An increase in workload for IRO's due to a reduction in posts. <p>Mitigating Factors:</p> <ul style="list-style-type: none"> - There is not a statutory requirement for an IRO to chair post 18 Pathway Plan meetings however it is considered best practice. There is significant discrepancy in how and who are responsible for reviewing the required post 18 pathway plans across Wales however there are very few LA's who employ an IRO to do this task with the role of reviewing care leaver plans often being the responsibility of the Personal Advisor's (care coordinators), senior practitioners or team managers of leaving care services. This task can be absorbed elsewhere within Children's Services – primarily within the 14+ team who hold case responsibility for post 18 care leavers. <p>Savings to the budget:</p> <p>Should all the proposals in this business case be agreed there would be an approximate £113,900 cost saving for the Local Authority.</p>
3.2	Recommended option
	<p>The benefits of this new proposal, in particular the delivery of the IRO function, far outweigh the benefits of the original proposal for the Restructure of the Safeguarding Team.</p> <p>It is considered that the additional savings identified for the LA within this proposal would support the new business case put forward regarding maintaining the Supporting Change Team. The collective impact of maintaining both the IRO service and the Supporting Change Team, whilst still achieving necessary savings for the LA, is a much more palatable option than the original business cases put forward for these respective teams.</p>
3.3	Sources and assumptions
	<p>The above proposals outline the savings and the potential risks to children's services however the assumption is that they can be achieved, should the council feel it necessary in order to make the budgetary savings required.</p>
4.	PROCUREMENT ROUTE
	N/A

5.	FUNDING AND AFFORDABILITY														
5.1	<p>If approved the financial impact of the above options for 2024/25 will be a financial efficiency of £50,000.</p> <table border="1" data-bbox="464 412 938 680"> <thead> <tr> <th>Year</th> <th>Option 1</th> </tr> </thead> <tbody> <tr> <td>2024/2025</td> <td>£113,900</td> </tr> <tr> <td>2025/2026</td> <td>£0</td> </tr> <tr> <td>2026/2027</td> <td>£0</td> </tr> <tr> <td>2027/2028</td> <td>£0</td> </tr> <tr> <td>2028/2029</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>£113,900</td> </tr> </tbody> </table>	Year	Option 1	2024/2025	£113,900	2025/2026	£0	2026/2027	£0	2027/2028	£0	2028/2029	£0	Total	£113,900
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2028/2029	£0														
Total	£113,900														
6.	DELIVERY ARRANGEMENTS														
	<p>If the above proposal is approved, arrangements would need to be made to:</p> <ul style="list-style-type: none"> • Engage with staff as a matter of urgency. • Engage with the trade unions. • Engage with Organisational Development • Engage with Commissioning and Procurement Teams 														

Blaenau Gwent County Borough Council - Integrated Impact Assessment

All decisions, policy reviews or policy implementation will now require a completed Integrated Impact Assessment.

- Section 1-Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Section 2-Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Section 3-Corporate Plan
- Section 4-Wellbeing of Future Generations (Wales) Act 2015
- Section 5-Welsh Language (Wales) Measure 2011
- Section 6-Children’s Right “The Right Way”
- Section 7-Community Safety
- Section 8 Armed Forces
- Section 9-Data
- Section 10-Consultations Statutory Consultation Doctrine of Legitimate Expectation and Gunning Principles
- Section 11-Monitoring
- Section 12-Decision of proposal

Lead Officer	Head of Service	Service Area & Department	Date
Beth Thomas	Alison Ramshaw	Children Social Service Department	31.01.2024

Briefly outline the proposal indicating what change or decision is to be made, also provide any documentation that may be used to support this.
What is the proposal that needs to be assessed?

Restructure of the Safeguarding Team

The Safeguarding Team currently combines safeguarding in education, safeguarding children’s statutory reviewing functions and corporate safeguarding.

The Safeguarding Team currently consists of a part-time safeguarding team manager (30 hours), three full time Independent Reviewing Officer (IRO)’s and one part-time IRO (18.5 hours per week). The Education Safeguarding Team consists of a full-time education safeguarding manager, one full time Child Looked After (CLA) education coordinator and two CLA education mentors, working 37 hours per week, term-time only (39 weeks per year).

Within the current context of financial difficulties for the council the following proposals have been put forward as savings to be offset against the financial deficit;

- **Entering into a joint funding arrangement with the Education Directorate to fund the Safeguarding Education Manager post** - in essence, the role would not fundamentally change rather the role will have more defined roles and responsibilities across both directorates. The Safeguarding Education Manager has interface with both directorates to fulfil the Local Authority’s statutory obligations.
- **Reducing the capacity of the Independent Reviewing Officers by 1 Full Time Equivalent**

Full details on the proposal to restructure the safeguarding team can be viewed within the associated business case.

Section 1

Outline how the proposal will impact on any people or groups of people with protected characteristics, please refer to the Equalities Act 2010 (Wales) for further information [Equality Act 2010: guidance - GOV.UK \(www.gov.uk\)](http://www.gov.uk) and the EHRC guidance [The Essential Guide to the Public Sector Equality Duty: EHRC](#)

Briefly outline below if there will be any positive or negative impacts as a result of the proposal being considered.

Protected characteristics	Will the proposal have any positive impacts on those with a protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Age (<i>people of all ages</i>)	This proposal will not impact positively nor negatively on any categories of people with protected characteristics as the Safeguarding Team will continue to offer the same services as they do currently.		
Disability (<i>people with disabilities/ long term conditions</i>)			
Gender Reassignment (<i>anybody who's gender identity or gender expression is different to the sex they were assigned at birth</i>)			
Marriage or Civil Partnership (<i>people who are married or in a civil partnership</i>)			

Pregnancy and Maternity <i>(women who are pregnant and/or on maternity leave)</i>		
Race <i>(people from black, Asian and minority ethnic communities and different racial backgrounds)</i>		
Religion or Belief <i>(people with different religions and beliefs including people with no beliefs)</i>		
Sex <i>(women and men, girls and boys and those who self-identify their gender)</i>		
Sexual Orientation <i>(lesbian, gay, bisexual, heterosexual, other)</i>		

NOTE: Section 2 only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.

Section 2

Socio-economic Duty (Strategic Decisions Only)

The Welsh Governments [Socio-economic Duty](#) provides a framework in order to ensure tackling inequality is at the forefront of decision making.

.Please consider the below vulnerable groups and consider how the proposal could affect them:




- Single parents and vulnerable families
- People with low literacy/numeracy
- Pensioners
- Looked after children
- Homeless people
- Carers
- Armed Forces Community
- Students
- Single adult households
- People misusing substances
- People who have experienced the asylum system
- People of all ages leaving a care setting
- People living in the most deprived areas in Wales (WIMD)
- People involved in the criminal justice system



Socio Economic disadvantage definitions.	Will the proposal have a positive, negative or neutral impacts on the below?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered.
<p>Low Income / Income Poverty <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i></p>	<p>N/A for this proposal</p>		
<p>Low and/or No Wealth <i>(enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future)</i></p>	<p>N/A for this proposal</p>		
<p>Material Deprivation <i>(unable to access basic goods and services</i></p>	<p>N/A for this proposal</p>		

<p><i>i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.)</i></p>			
<p>Area Deprivation <i>(where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?</i></p>	<p>N/A for this proposal</p>		
<p>Socio-economic Background <i>(social class i.e. parents education, employment and income)</i></p>	<p>N/A for this proposal</p>		
<p>Socio-economic Disadvantage <i>(What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged)</i></p>	<p>N/A for this proposal</p>		

Section 3-Corporate Plan <i>Please outline any Corporate Plan linkages of the proposal -BG Corporate Plan 22-27</i>	
Priority 1 - Maximise learning and skills for all to create a prosperous, thriving, resilient Blaenau Gwent	
Priority 2 - Respond to the nature and climate crisis and enable connected communities	
Priority 3 - An ambitious and innovative council delivering quality services at the right time and in the right place	This proposal is a creative alternative identified within the Children Social Services Department to contribute to the savings needed by the council for FY 2024/2025
Priority 4 - Empowering and supporting communities to be safe, independent and resilient	

Section 4-Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP) <i>Sustainable development principles. The WBFG Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)</i>	
Five Ways of Working	How have you used the Sustainable Development Principles in forming the proposal?

<p>Long Tern</p> 	<p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p> <p>It is considered that with the mitigating options available to support this proposal being a viable option that the long term impact of the ability of the IRO's to fulfil their statutory obligations will be minimal.</p>
<p>Prevention</p> 	<p>Consider how the proposal is preventing problems from occurring or getting worse</p> <p>N/A</p>
<p>Integration</p> 	<p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p> <p>The proposal will impact on capacity within the Safeguarding Team to provide the Independent Reviewing service as stipulated within legislation and practice guidance. The remaining IRO's will have a higher caseload of children looked and children on the child protection register to oversee, therefore other options are required to support in mitigating against this risk.</p>

<p>Collaboration</p> 	<p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p> <p>The Safeguarding Team remains integral to the structure of Children Social Services Department and will continue working with other teams within the region, other operational teams within the LA, court, health partners and education.</p>
<p>Involvement</p> 	<p>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</p> <p>Social Services staff are aware of the savings that the council needs to make in the future. The council have set out to undertake a range of consultation events around savings proposals by way of face-to-face meetings, virtual meetings and surveys which are available to our communities and staff alike.</p>

How does your proposal link to the Welsh Governments Priorities for Wales? Please indicate below.

- A PROSPEROUS WALES ...** an innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

Not applicable

2. **A RESILIENT WALES ...** a nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change). Think about how your activity will have regard to protecting and enhancing biodiversity.

Not applicable

3. **A HEALTHIER WALES ...** a society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

The IRO’s primary focus will continue to be to quality assure the care planning and review process for each child and to ensure that his/her current wishes and feelings are given full consideration. The IRO’s will also continue to chair case conferences for children who are identified as being at risk of/have suffered significant harm. This will include ensuring that any matter relating to their physical and mental wellbeing is considered within these meetings and that relevant support and opportunities are available to meet these identified needs. There will be no changes to this aspect of service delivery.

4. **A MORE EQUAL WALES ...** A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

The IRO's primary focus will continue to be to quality assure the care planning and review process for each child and to ensure that his/her current wishes and feelings are given full consideration. IRO's will continue to make recommendations to the Local Authority to promote all children looked after being able to meet their potential through being afforded the support and opportunities they require to meet their individual needs/goals/ambitions. There will be no changes to this aspect of service delivery.

5. A WALES OF COHESIVE COMMUNITIES ... attractive, viable, safe and well-connected communities.

IRO's will continue to quality assure the care and support planning of children looked after and those children on the child protection register whereby recommendations can be made (where relevant) to ensure the children are afforded the opportunities to access their communities safely (i.e. extra curricular activities, support with access to transport to maintain important relationships).

6. A WALES OF VIBRANT CULTURE AND THRIVING ... a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

IRO's will continue to quality assure the care and support planning of children looked after and those children on the child protection register whereby recommendations can be made (where relevant) to ensure the children are afforded the opportunities to access their communities safely (i.e. provision of extra curricular activities, support with access to transport to maintain important relationships, engage with identified hobbies, support their cultural or religious beliefs).

7. A GLOBALLY RESPONSIBLE WALES ... a nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

Not applicable



Section 5-Welsh Language (Wales) Measure 2011 and Welsh Language Standards			
<p><i>(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact that any proposal may have on opportunities to use the Welsh language. Welsh Language Standards)</i></p>			
Requirement	Does the proposal have any positive, negative or neutral impacts in regards to the below?	What can be done to mitigate any negative impacts?	Please demonstrate any evidence used to form this opinion.
<p>Compliance with the Welsh Language Standards. <i>Specifically Standards 88 - 93</i></p>	<p>The proposal has no impact in regard to the Welsh Language Standards.</p>		
<p>What opportunities are there to promote the Welsh Language? <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i></p>			
<p>What opportunities are there for a person or person to use the Welsh Language? <i>e.g. staff, residents and visitors</i></p>			
<p>Has the Welsh Language been considered in order to treat the Welsh</p>			

language no less favourably than the English language?			
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Section 6 – Children’s Rights Approach - [The Right Way](#)

The Children’s Rights Approach – The Right Way is a framework for working with children, grounded in the UN Convention on the Rights of the Child (UNCRC). It places the UNCRC at the core of planning and service delivery and integrates children’s rights into every aspect of decision-making, policy and practice. The Right Way focuses on three main them Participation, Provision and Protection.

Protected characteristics	Will the proposal have any positive impacts on the Children’s Rights Approach?	Will the proposal have any negative impacts on the Children’s Rights Approach?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Participation (child or young person as someone who actively contributes to society as a citizen)	No	The proposal may have some limited impact on the Children’s Rights Approach due to limitation of capacity in the team.	We propose that in order to streamline the IRO service we seek to focus more on delivering on statutory obligations and reducing the responsibilities the IRO’s currently have which are not statutory. In the main this will relate to no longer reviewing post 18 care leaver pathway plan reviews with this responsibility being absorbed elsewhere in children’s services.
Provision (the basic rights of children and young people to survive and develop)	No		

Protection (children and young people are protected against exploitation, abuse or discrimination)	No		
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Section 7– Community Safety

Duty to Consider Crime and Disorder Implications

Section 17 of the Crime and Disorder Act 1998 places a duty on the local authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder, anti-social and other behaviour adversely affecting the local environment, the misuse of drugs, alcohol and other substances, re-offending and serious violence.

Impacts	Will the proposal have any positive impacts on crime and disorder?	Will the proposal have any negative impacts on crime and disorder?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Crime (consider impact on each: victims, offenders and neighbourhoods)	This proposal will not have either a positive or negative impact on crime and disorder.		
Anti-Social Behaviour and behaviour adversely			

<p>affecting the local environment (consider impact on each: victims, offenders, neighbourhoods and green spaces)</p>		
<p>Misuse of drugs, alcohol and other substances (Think vulnerable children, adults, families and communities)</p>		
<p>Re-offending (Think young people and adults, victims, families, communities)</p>		
<p>Serious Violence (Think vulnerable young people, vulnerable adults, victims, families, communities)</p>		
<p>Counter Terrorism (People and places that are vulnerable to terrorism or violent extremism)</p>		

Community Cohesion (Asylum seekers, Migrants, Victims or Hate Crime, Community tensions)		
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Section 8- Armed Forces Covenant Duty [AFC Draft Statutory Guidance - Final.pdf](#)

Impacts	Will the proposal have any positive impacts on the armed forces community?	Will the proposal have any negative impacts on the armed forces community?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Health <ul style="list-style-type: none"> • Provision of services • Planning and funding • Co-operation between bodies and professionals <p>These healthcare functions are within scope of the Duty in the following settings:</p>	<p>The proposal will not have either a positive or negative impact on the armed forces community.</p>		

<ul style="list-style-type: none"> • NHS Primary Care services, including general practice, community pharmacies, NHS dental, NHS optometry services and public health screening services. • NHS Secondary Care services, including urgent and emergency care, hospital and community services, specialist care, mental health services, and additional needs services (as applicable). <ul style="list-style-type: none"> • Local authority-delivered healthcare services, including sexual health services and drug and alcohol misuse services 		
<p>Education</p> <ul style="list-style-type: none"> • Admissions • Educational attainment and curriculum • Child wellbeing • Transport • Attendance • Additional needs support 		

<ul style="list-style-type: none"> • Use of Service Pupil Premium funding (England only) <p>These education functions are within scope of the Duty in compulsory education settings, that is, primary, secondary, and, for England only, compulsory further education. The Duty does not cover nursery (early years education), higher education, or other voluntary adult education settings</p>		
<p>Housing</p> <ul style="list-style-type: none"> • Allocations policy for social housing • Tenancy strategies (England only) • Homelessness • Disabled Facilities Grants 		

Section 9-Data-Please outline any data or evidence that has been used to develop the proposal, this can be previous consultations, local/national data, pilot projects, reports, feedback from clients etc.

Data/evidence –What data/evidence was used? - provide any links.	What were the key findings?	How has the data/evidence informed this proposal?
Local data regarding Blaenau Gwent financial deficit for FY 2024/2025.		

Are there any data or information gaps and if so what are they and how do you intend to address them?

N/A

Section 10-Consultation. Please provide details of consultation undertaken to support the proposal. Please consider the Gunning Principles: - Principle 1: Consultation must take place when the proposals are still at a formative stage. You must not have already made up your mind.

Principle 2: Sufficient reasons must be put forward to allow for intelligent consideration and response. Have people been given the information and opportunity to influence?

Principle 3: Adequate time must be given for consideration and response. Is the consultation long enough bearing in mind the circumstances?

Principle 4: The product of consultation must be conscientiously taken into account when finalising the decision

Briefly describe any planned consultations or consultations that have been carried out to date. Please consider the above principles.

Please consider the following questions; -

- 1. Who did you consult?**
- 2. When did the consultation take place and was adequate time given for a response?**
- 3. Was there enough information provided to respond effectively?**
- 4. What were the findings?**
- 5. Have the findings been considered in regards to the decision?**

Formal consultation was not undertaken due to the nature of the proposal. The IRO's and Safeguarding Team manager are aware of the proposal and accepted that savings have to be made by the Department within the context of the council's financial difficulties.

Section 11-Monitoring and Review	
How will the implementation of the proposal be monitored, including the impacts or changes made?	<p>Regular supervision of IRO's and of the team manager.</p> <p>Monitoring the change to post 18 review responsibilities to 14+ team through performance data and supervision of the personal advisors, senior practitioners and team manager.</p>
What monitoring tools will be used?	As above
How will the results be used for future development?	Consideration of impact on the team's capacity on a long term basis – there may be requirements for periodic additional capacity should there be unforeseen rises in CLA and CP numbers within the council which would outstrip the capacity of the IRO's.
How and when will it be reviewed?	This will be monitored through quarterly reports on child protection conferences completed by the Safeguarding Manager, annual IRO report completed by Safeguarding Manager and through regular performance data scrutinised by safeguarding manager, service managers and head of service.
Who is responsible for ensuring this happens?	Safeguarding and 14+ Team Service Manager and Head of Service

Section 12 - Decision

Using the information you have gathered from sections 1-9 please state in the table below whether you are able to proceed with the proposal.

Continue with the proposal in its current form	Yes
Continue with proposal but take into account reasonable steps to mitigate any negative impacts of the proposal	Yes

Name of person completing the IIA	
Name:	Beth Thomas
Job Title:	Service Manager
Date:	31.01.2024

Head of Service Approval			
Name:			
Job Title:			
Signature:		Date:	

Please contact Policy & Partnerships should you require any further advice or guidance on completing your assessment via lissa.friel@blaenau-gwent.gov.uk or emma.scherptong@blaenau-gwent.gov.uk.