

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

CABINET SCRUTINY COMMITTEE

REPORT OF DIRECTOR OF FINANCE AND CORPORATE SERVICES

29th January 2020

SECTION A – MATTER FOR SCRUTINY

WARDS AFFECTED: ALL

CONSULTATION ON CORPORATE SERVICES BUDGET AND DRAFT SAVINGS 2020/21

1. Purpose of Report

To provide Members of the Cabinet Scrutiny Committee with supplementary information regarding the savings proposals for the Corporate Services Budget, set out in the Cabinet Report of 10th January 2020, with a view to aiding the scrutiny of those proposals.

2. Background

As members are aware Neath Port Talbot Council's net revenue budget for 2019/20 is £288.168m and together with grants and income results in a gross investment or budget of some £433m in Council services across the County Borough. The Council also invests circa £45m per annum through its capital programme.

On the 10th January 2020 the Council's Cabinet approved to commence public consultation on draft budget savings, cuts and income generation proposals for 2020/21 to 2022/23. As Members are aware the 2020/21 Provisional Local Government Settlement provides an all Wales increase in Local Government funding of 4.3% with this Council benefiting from a higher than average increase at 4.5%.

This is the first 'above inflation' settlement since 2007/08 and whilst it is welcome news it still doesn't cover the total cost of

assumed pay awards, inflation and pressures resulting from rising demands on Council Services.

After taking account of the above settlement the Council is still required to deliver savings of £2.148m to set a balanced budget for next year rising to £2.684m for the next three years to 2022/23.

This report deals in more detail specifically with those savings strategies which fall under the remit of this Scrutiny Committee.

3. Executive Summary

The Corporate Services budget for 2019/20 total's £18.076m, this report includes details of potential savings/cuts/income generation of £567k for 2020/21 and a total of £381m for the period 2021/22 to 2022/23. Details of these savings by Division are show in the table below:

Division	2019/20 Revised Budget £'000	Savings Proposals		
		2020/21 £'000	2021/22 £'000	2022/23 £'000
Democratic and Corporate Services including ICT	8,147	246	170	190
Legal Service	2,376	55	21	
Human Resources	2,387	76		
Finance	3,696	190		
Directorate Management and Third Sector Grants	1,520			
Use of Reserves	(50)			
Total	18,076	567	191	190

In addition there are £500k of Central Savings included within this report for scrutiny.

Members should note that any of the proposals with references beginning 'CORP7/9' have been consulted on previously but are included again for completeness.

4. Draft savings for consultation

This report sets out for Members further details of those savings proposals required of the Chief Executive and Finance and

Corporate Services functions for 2020/21 as incorporated within the Corporate Services budget (see also Appendix 1).

Please find below specific information from each Head of Service and the Assistant Chief Executive and Chief Digital Officer relating to the draft savings, cuts and income generation proposals for 2020/21 and subsequent years:-

4.1. Office of the Assistant Chief Executive and Chief Digital Officer

Digital Services/ICT Division

As Members are aware, the ICT Service transferred in 2019/20 into the portfolio of the Assistant Chief Executive. Council approved a digital strategy - Smart and Connected – at the end of 2018. The strategy provides a clear, corporate framework for embracing digital technologies across all of the Council's services and functions with the ICT Service playing a key role in its delivery. As the programme is implemented, there will need to be careful consideration of the Council's planned investment in ICT as the organisation becomes increasingly reliant on technology to respond to the opportunities and challenges that lie ahead.

Following the transfer of functions to the Assistant Chief Executive and Chief Digital officer, the Customer Services and CCTV service were brought under the line management of the ICT Strategic Manager. This change reflects the need to integrate customer service provision across a range of different channels as the Council implements the new digital strategy. The transfer also provides for service transformation in the CCTV service which will need to become integrated with other functions to ensure the sustainability of the service. The business case for the future development of CCTV is under development and will be presented for approval by the end of the financial year 2019/20.

Data Protection functions that were part of the ICT service were transferred in 2019/20 to the Monitoring Officer to provide a centre of excellence for data protection and the associated GDPR regulations within one corporate division.

Operationally, the Division is responsible for the provision and support of all ICT functions, including support for the i-procurement system,

across the Council's departments including its schools. It has a strong track record of delivery. The ICT budget is set out in the table below:

Service	Revised Budget 2019/20 £'000	Staffing FTE
ICT	4,039	109.43
One Stop Shops / Customer Services	662	23.24
CCTV	235	5.05
Total	4,936	137.72

Key Service Information:

Business Support – Comprising of administration support, programme and project management, budgeting control and deriving efficiency savings.

Infrastructure Services – Support and maintenance of the ICT Infrastructure Services, Servers, Storage, Local and Wide Area Networks and Databases which underpin the day to day operation of the Council.

Service Desk – The Service Desk receives an average of 163 calls per day 77% of which are resolved on the day they were logged. The team is the first line support for all aspects of service delivery across and within approximately 250 sites.

Desktop Build and Support Services – Installation and maintenance of the desktop estate, PC, Laptop and Tablet for all service directorates.

I-Procurement – Supporting over 300 users across the Authority to order electronically, creating approximately 90,000 transactions per year through the system. The team continues to support the increase in the number of service users using i-Procurement tools.

Application Development and Support – This service develops and supports IT applications for both Council and other public sector customers. The service also supports multiple 3rd party procured systems, hosted locally and within the “Cloud”. In total,

the service supports over 200 IT systems, desktop and web delivered applications.

Unified Communications Services – Provision and support of voice, video conference and presence across desktop and mobile devices. Service will underpin the flexible working profiles of the authority's new telephony system.

Schools and Learning Services – Provision of a comprehensive design, installation and support service for the ICT infrastructure and Application base which supports Teaching and Learning across all schools, Primary, Secondary and Special, within the County Borough. The Service is one of the key enablers to the implementation of the new Teaching and Learning Model introduced as part of the SSIP.

Information and Security Services – Supports the Senior Information Risk Owner (SIRO) to ensure effective management of the Council's information assets. Responsible for the Information Management Strategy, Security and Exploitation. Also ICT Security Planning and security related investigations.

Accommodation Moves and Changes – A dedicated service to facilitate the relocation of services and staff across the Council's estate. This to include new service provision, planning, contractor management, physical (re)location and asset disposal.

Data Sciences Team – a new function created following a review of middle management in 2018/19 that will underpin one of the priority areas set out in the draft Digital Strategy.

4.2. Policy and Democratic Services Division

This section of the division ensures that a range of statutory duties and other corporate governance functions are properly discharged. The section also ensures the smooth running of the Council's main business processes, including management of the various committees of the Council and support to councillors.

The Corporate Strategy and Democratic Services Section has a budget of £2.967m. The section comprises a number of services which are set out below:

Service	Revised Budget 2019/20 £'000	Staffing FTE
Communications and Digital Services	313	7.81
Electoral	162	4.00
Electoral Registration	80	0.00
Mayoral	88	2.00
Civic and Ceremonial	31	0.00
Democratic Services - Committee Services	201	5.00
Democratic Services - Scrutiny Services	116	3.28
Executive Support	245	5.61
Democratic Services – councillor remuneration	1,508	0.00
Corporate Policy & Performance Management	223	7.81
Total	2,967	35.51

Key Service Information:

Communications and Digital Services – The Communications and Digital Services Team is responsible for implementing the new strategy approved by Council for communications and community relations. As well as providing effective public information about the Council’s business, the team supports the many different engagement and consultation exercises undertaken on policy and service changes.

Elections – The Elections Team ensures the safe and proper conduct of elections. As well as maintaining the Electoral Register for the county borough, the team supports the various boundary reviews undertaken by the Boundary Commission in Wales and is the principal source of support for the Chief Executive in his role as Returning Officer.

Mayoral, Civic and Ceremonial – supports the Mayor and Deputy Mayor in presiding over Council meetings, as well as participating in over 300 civic engagements as first citizen of the County Borough. Raises significant funds for nominated charities each year. In 2019/20 modernisation of the mayoral programmes continued. A number of new events were introduced into the programme, supported by new sources of funding, including the Festival of Remembrance which brought some 500 customers to the Princess Royal Theatre alongside a well-supported opening of the garden of remembrance in the Port Talbot Shopping Centre – these events alongside the well-supported traditional ceremonies on Remembrance Sunday. The Mayor also hosted a First Citizens' Award ceremony at Margam Orangery to recognise and celebrate the achievement of ordinary citizens for their contributions to community life. This event attracted commercial sponsorship thus requiring no new funding from the council taxpayer. The intent moving forward is to continue to modernise the mayoral programme and to attract new sources of funding to support that programme.

Democratic Services and Executive Support – The Democratic Services Team is responsible for the efficient and effective administration of the Council's business, supporting the Council's various committees and a number of partnership arrangements. The Team supports the Assistant Chief Executive and Chief Digital Officer in her role as the statutory Head of Democratic Services for the Council, ensuring that there is good support and advice to the Council's scrutiny committees and Democratic Services Committee. It is this team that provides the wider support to councillors set out in the Local Government (Wales) Measure 2011. Support includes training and development, remuneration arrangements, welfare arrangements and administrative support. The Executive Support Team ensures that the offices of the Leadership and Cabinet the Chief Executive run smoothly.

Corporate Policy & Performance Management - The Corporate Policy & Performance Management Team is responsible for ensuring the Council discharges a range of statutory duties placed upon it, such as the Strategic Equality Plan, Corporate Plan, Welsh Language policy and practice and supports a range of functions essential to the effective corporate governance of the Council – e.g. performance management and the preparation of the Annual

Governance Statement. Alongside the statutory duties, the Corporate Policy & Performance Management Team supports a range of policy areas, for example digital inclusion, poverty, an ageing society, relationships with the military community, relationships with the Third Sector and the Wales Audit Office.

4.3 Partnerships and Community Cohesion

This section of the division supports the Assistant Chief Executive and Chief Digital Officer and elected members in supporting and contributing to a wide range of partnerships. Key statutory partnerships include: the Public Services Board; the Community Safety Partnership; the CONTEST Board; the Area Planning Board; the Violence Against Women, Domestic Abuse and Sexual Violence Leadership Group. Discretionary activities include: the Families First Partnership; the Sustainable Funding Group (VAWDASV) and Digital Inclusion Steering Group.

The Partnerships and Community Cohesion Section has a budget of £0.240m. The section comprises a number of services which are set out below:

Service	Revised Budget 2019/20 £'000	Staffing FTE
Regional Commissioning Team – Area Planning Board	63	5.46
Community Safety Team	170	10.82
Public Services Board Support	7	0.65
Total	240	16.93

Key Service Information:

The Regional Commissioning Team supports the Area Planning Board, a regional board charged with commissioning a range of services and support across the region to help those with drug or alcohol issues. In 2019/20 the area covered by the Board was adjusted to reflect the change in health board boundaries. The revised Board covers the Swansea and Neath Port Talbot areas.

The team made good progress in taking forward actions agreed by a Critical Incident Group established to address heightened concerns about levels of drug related deaths, severe infections amongst injecting drug users and also the prevalence of county lines in the area. Towards the end of the financial year the team had completed work to develop a new service model which will form the basis of re-commissioning services into 2020/21 and beyond.

The Community Safety Team continued to carry out a range of activities to prevent and respond to crime and disorder in the area. The team held another successful Crucial Crew event at Margam Park, worked with partners to strengthen agency responses to anti-social behaviour and supported the development of a cyber-crime prevention campaign. The IDVA (Independent Domestic Abuse Advisor) service considerably strengthened its performance but continued to see a steady increase in demand for support. The team were nominated for the Police and Crime Commissioner's Community Safety awards in recognition of the excellent work done to address anti-social behaviour in the Neath Town Centre. A considerable amount of the time was focused on the local response to county lines, working within the action plan agreed by the Critical Incident Group established by the Public Services Board to give greater multi-agency commitment to this threat. Excellent progress continued to be made in delivering the actions set out in the Violence Against Women, Domestic Abuse and Sexual Violence Strategy. A revised Strategy will be completed at the end of 2019/20 and will be subject of a separate report to Members.

Savings Proposals

The savings target for ICT Services for 2020/21 is £160k and detailed below are the proposals to achieve those targets. The savings are targeted at workforce costs. In the very short term, the age profile of the service provides for the costs of the workforce to be reduced as people exit from the organisation under planned retirement or through other turnover. Given the importance of the digital agenda to the Council, work will be undertaken to maintain capacity but to develop the skills profile. This will enable the Council to have effective succession planning arrangements in place, in particular to further grow opportunities for apprentices and

trainees. Longer term, it will be crucial to ensure that the Council right-sizes its ICT Services to ensure that the technologies that underpin business operations are safe, effective, economic and reliable. This will include continuously reviewing changes taking place across the ICT sector which will inevitably impact on the skills the Council will need to continue to secure in its direct workforce, and those skills that will need to be provided by others.

Approximately, one third of the total departmental budget is not available for savings/income generation, consequently, savings/cuts and income are concentrated upon the remaining two thirds. Most of these functions discharge statutory duties placed upon the Council or deliver important front line services.

CORP702 – ICT Staff Reductions – £160k 2020/21

This saving in 2020/21 will be delivered by reducing the cost of the ICT workforce. No immediate impacts are envisaged as plans have already been put into place to secure effective succession planning. Longer term, further cuts in the budget could impact on development capacity which will require a prioritisation of those activities that the Division will deliver against. This may mean that other developments will fall and service requests will take longer to effect. Income generation and/or collaborative opportunities may offset some job losses/service issues

CORP902 – Reduce Management Cost - £30k 2020/21 and £30k 2021/22

The Chief Executive carried out a senior management review in 2018/19 which resulted in a further reduction in the number of Chief Officers' posts in the Council. One of the changes introduced by that review was to bring the ICT division under the management and control of the Assistant Chief Executive and Chief Digital Officer. Subsequent to the Chief Officer review and taking planned and unplanned turnover at management level into account, there has been a rationalisation of middle management across the new department. A gradual reduction in management costs over three years to March 2022 features in the Plan. It should be noted that management portfolios are now significantly wider than has been the case in the past with post-holders expected to deliver more with less. Provision is being made to support those in posts with suitable training.

CORP903 – Digital Strategy – further transformation of customer services - £36k 2020/21 and £30k 2021/22

The Smart and Connected Digital Strategy 2018-2022 extends the use of digital technologies across all services and functions. As a result of changes introduced under the previous strategy – Digital by Choice – and taking into account the direction of travel mapped out in the new strategy, the number of face to face and telephone callers is reducing as the number of people accessing on-line services increases. Consequently, it is proposed that the Council will gradually concentrate its face to face service delivery at Neath Civic Centre and significantly automate a high volume of incoming calls. There has been some delay in implementing this strategy due to the problems experienced with the implementation of an on-line bus pass applications by Welsh Government. A revised plan will be reported back to the Cabinet in early 2020 to confirm the direction of travel. The impact of the proposals are to further reduce the staffing complement in Customer Services Department and the financial cost of the service.

CORP904 and 906 – Income Generation – £20k in 2020/21, £70k 2021/22 and £110k 2022/23

Since approving a new Communications and Community Relations Strategy, the Council has given approval to appoint a Commercial Co-ordinator. The short term plan constructed for the new post holder will target activities expected to generate this target within the portfolio of the communications and community relations service.

CORP 905 – CCTV Income of £40k 2021/22 and £80k 2022/23

The Council has no statutory duty to provide a public space CCTV service and a service review conducted in the previous administration did not identify any opportunity to share the costs of this service with partner agencies. Members did conclude that CCTV was an important service to sustain and authorised officers to explore the potential to merge the monitoring function with either Bridgend or Swansea Councils. Unfortunately, neither of those authorities were able to support this proposal - for different reasons. At the present time, a new service review is being undertaken with the objective of securing other income that could help to sustain this service over time. This will involve testing the business case for integrating CCTV monitoring with other monitoring activities such as fire/intruder and community alarm

monitoring. The business case will be forwarded to Cabinet later in the year.

All of the above savings proposals were approved as part of the 2019/20 budget setting process.

4.3. Legal Services Division

The Legal Services Division has a budget of £2.376m. The Division comprises a number of services which are set out below with current budgets and staff numbers:

Service	Revised Budget 2019/20 £'000	Staffing FTE
Legal Services (Comprising the Monitoring Officer, Litigation, Property and Corporate Legal Advice and Business Administration)	907	24.37
Land Charges	(49)	3.00
Information Governance	44	3.00
Legal Safeguarding	880	19.01
Corporate Procurement	228	8.81
Licensing	17	5.73
Registrars Service	(10)	5.16
Coroners Service*	277	N/A
Mailroom	82	3.81
Total	2,376	72.89

* The Coroners Service is operated by City and County of Swansea. The budget figure represents NPT's contribution towards the cost of the service

Key Service Information

Monitoring Officer - To ensure that the Council, its officers and its elected Councillors maintain the highest standards of conduct in all they do, as prescribed in the Local Government and Housing Act 1989.

Litigation - To provide advice to the directorates of the Council in respect of all contentious issues and providing advice in respect of Licensing, Employment Law, Environmental Law, Environmental Health and Public Protection, Rights of Way, Freedom of Information and Data Protection, Adult Social Services, Enforcement and Prosecutions, Education and any other contentious areas.

Property and Corporate - To undertake all non-contentious legal work in respect of the Council's Estate Management functions and to undertake the preparation of all statutory agreements including Highway, Planning Agreements, Commons Registration Work and other property related matters.

Business Administration – To provide support to the Legal Services section in all areas of business administration and to assist the Finance and Corporate Services and Chief Executive Directorates with information governance responsibilities and complaints.

Land Charges – To maintain the Local Land Charges Register and to provide Solicitors, Conveyancers and prospective purchasers or sellers of a named property or piece of land within Neath Port Talbot, with information by means of a local authority property search document

Information Governance – To provide advice and support to the Council in respect of information security and data protection issues.

Legal Safeguarding - To advise the Social Services Directorate on all aspects relating to its social services functions including safeguarding, adult social services and child protection issues.

Corporate Procurement – To set out best practice for procurement across the Council, ensuring that all procurement activities operate within the context of value for money, efficiency and continuous improvement. The team supports the Council's aims and objectives and undertakes the legal work in relation to all of the Council's commercial arrangements and supporting the Council in corporate tenders and use and availability of the procurement frameworks issued by the National Procurement Service, Crown Commercial Services, etc.

Licensing – To oversee the licensing and enforcement functions of the Council in accordance with the applicable licensing laws, with the accountable manager acting as the Commons Registration Officer

Registrars Service - undertake all registration services for births, marriages (including civil partnerships) and deaths in accordance with registration laws.

Mailroom – To oversee the mail related functions of the Council and the provision of a courier service to Council buildings and other venues as and when requested.

Demand for Services

This is one of the smallest divisions within the Council and opportunities for savings are now very limited. Whilst non-staffing budgets will continue to be scrutinised and reduced wherever possible to do so, the only source of any significant saving will be through reducing the number of people employed within the Division. Any further significant reductions in staff numbers will result in services, either ceasing altogether, or being significantly reduced. Over the years capacity has been taken out of the core legal teams of Property, Litigation and Safeguarding and more recently the administrative side of the legal section.

The very services which are called for in current circumstances are those which very often contribute towards the Council's efforts to transform services and cut expenditure. These services include procurement, contracts with third parties and collaborations such as West Glamorgan Regional Partnership (the former Western Bay) and the Swansea Bay City Deal, the letting of assets such as community buildings and sports/leisure facilities to community groups, advice on personnel issues, equalities and decision-making in a time of reducing budgets. Where there are challenges to decision-making these require significant amount of legal work and both internal and external advice and this becomes more difficult with reduced capacity.

The resilience of the legal teams to deal with events such as complex litigation, judicial reviews and other complex work is considerably diminished. Also, if in-house staffing continues to

reduce and the work is still there, the only other alternative is to put more work out at greater cost.

The Council has for numerous years had a strong and resilient team in respect of Safeguarding Legal Services (ranging from solicitors to paralegals and administrative staff). The complexity of work is high and where numbers reach the court stage, the legal work involved is complex and contentious requiring significant time and resources to be spent on each case. In recent years, the Council has seen an increase in adult safeguarding cases, as a result of changes in legislation (i.e. deprivation of liberty cases); to the extent there are now considerable numbers of cases requiring legal involvement. A management of change exercise has recently been carried out to increase capacity in this area.

Since July 2018, the Legal Section has also gained the Corporate Procurement Unit with the various functions that this section entails. As the Council embarks on work to achieve efficiencies and savings, the work of the Corporate Procurement team will increase and as we develop more strategies to not only ensure legal compliance but to also ensure that the Council continues to receive best value from its contracted services there will likely be increased demand in this area.

The Council's Head of Legal Services is also the Council's statutory Data Protection Officer whose role it is to ensure compliance with the legislative requirements of the Data Protection Act 2018. The Council's Information Governance/Record Officers have now transferred to the Legal Section as of September 2019 and following a management of change exercise two posts have now been made permanent in the structure to advise and assist Council sections, schools and members in respect of data protection, information security and compliance matters.

Any absence of staff or sudden increase in workloads now has a marked effect on the efficiency of the Section and service delivery suffers. Loss of experienced staff will mean that the service will need to be rebuilt in the short to medium term. Attempts are also being made to build more resilience into Legal Services.

Savings Proposals

The budget for Legal Services consists almost entirely of expenditure on staffing. Licensing is almost entirely self-funding and it is not legally possible to make a profit from this service. The fees for the Register Office are almost entirely set by the UK Government though non-statutory fees have been reviewed and approved by Cabinet.

In 2019/20 we reduced the number of staff providing administrative support to Legal Services, the Directorate and the Council corporately and within the Land Charges team and will have to continue making savings in this area for 2020/2021 onwards.

CORP1001/1002/1003 – Staff Reductions £41k 2020/21, £6k in 2021/22

Following the retirement of one of our couriers, the post was reduced from 37 hours to 30. With the volume of mail decreasing this was felt feasible with courier runs adjusted to reflect workload demands. A flexible working request of an officer has also seen a post reduced from 37 hours to 30 in our Support Services team, the workload surrounding this having been absorbed by other others. A Paralegal post will also be deleted from our Safeguarding Team in summer 2020 when an incumbent leaves the Council to commence an alternative role. There will be reduced support to Solicitors as a result of this deletion and this workload will have to be absorbed by colleagues. An Administrative Assistant post has also been deleted within our Licensing Section and the workload absorbed by other colleagues.

CORP1004 – Reduction in resources £10k 2021/22

Some of our online resources used by Solicitors for research purposes and to keep abreast of changes in law will be cancelled. Training will be provided to legal staff to show how information can be sourced from other packages that the Council subscribes to. Savings to Legal Case Management Systems will attempt to be realised in 2020 as part of the negotiation of new arrangements.

CORP1005 – Increased Income £14k 2020/21, £5k 2021/22

Work has commenced to achieve increased income throughout legal services. A report was brought to Cabinet in October 2019 for authorisation to introduce charging for the production of traffic orders for utility companies. The Head of Legal Services is

presently undertaking work for Town and Community Councils (of which such costs are recharged) and further work will be ongoing to develop this income stream. Work is also underway in the Registration Office to maximise income through providing additional services to service users and to further develop businesses registering as approved premises (thereby increasing choice for service users and providing opportunities for local business to offer registration services). A report will also be brought to Members in Spring 2020 for authority to introduce a charging regime for Environmental Information requests.

4.4. Human Resources Division

The HR Division's budget for 2019/20 totals £2.387m. The budget is comprised of the following areas:

Service	Revised Budget 2019/20 £'000	Staffing FTE
Human Resources	1,206	28.14
Seconded Trade Unions	142	4.61
Training & Development*	309	15.62
Occupational Health & Safety	590	14.48
Emergency Planning	140	2
Total	2,387	64.85

** an additional 10.11 FTE posts are funded by specific grants covering Social Services training requirements (please note that the budgets that fund these posts sit within SSHH)*

Key service information

Human Resources

The **3 Professional Teams** (16.91 FTE), are comprised of CIPD qualified HR Officers and managed by the 3 FTE HR Managers of the Division providing professional, specialist support for the most

complex and difficult aspects of managing people and in maintaining employee relations, consultation and negotiating arrangements with trade unions. This includes putting in place the necessary employment framework, e.g. policies and procedures, etc to ensure the Council is legally compliant as an employer. The team have a key role to play in support the management of change across the Council, including change linked to the Council's financial situation.

Included within these teams are 3 posts dedicated to supporting sickness; one of these is temporary and funded by schools.

Also included are 4 FTE funded by Social Services Health and Housing to provide additional support, initially as part of the SSHH improvement journey and now as an established and integral part of the service.

The **HR Employment Support Team** (6.66 FTE) provide the administrative services to the Council that are associated with employment, including recruitment administration, pre-employment and safe recruitment checks, employment contract administration, etc and as well as providing basic HR information and advice. This team also has the important role of supporting redeployment activity, and providing advice and guidance to those at risk of redundancy. This team has reduced from 16 FTE in 2009 so has faced significant budget cuts over the decade – as well as reducing services; the team has now embraced the use of robotics technology to support service delivery.

The small **HR Workforce Information Team** (3.57 FTE) support workforce data management, establishment control and provision of workforce data internally and externally and support workforce planning activity across the Council.

Seconded Trade Union Officers (UNISON / GMB)

The budget for seconded Trade Union Officers sits within the Service's overall budget. The number of trade union representatives who are seconded is a matter that is discussed and agreed annually with the respective trade unions and within the available budget.

Occupational Health & Safety

The **Health and Safety** team (8.8 FTE) deliver services in line with Health and Safety legislation and operate safety management systems. This helps minimise risks to health and safety by ensuring that they are effectively controlled, managed and minimised. The team ensure that the necessary framework is in place through the provision of policy, procedure, advice, guidance and support where necessary, as well as supporting accident investigations. This team also provides support to the Council's Safety Advisory Group, which ensures safe event planning for special events held within the County Borough.

The role of **Occupational Health** (5.68 FTE) is to provide management and employees with the medical advice required to support the management of attendance, reduce the impact of ill health and sickness absence within the workplace and to promote a safe and healthy working environment.

Emergency Planning

This small team (2 FTE) ensures that the Council can comply with obligations under the Civil Contingencies Act 2004 (policies, plans and exercises). The team assess local risks in order to identify what we need to plan for, write and review emergency plans, work with other key organisations to enhance the management of an emergency, ensure that the Council has plans in place to deliver important services to the public during an emergency (Business Continuity Plans), share important information with local organisations to enhance emergency preparedness and provide a 24 hours, 365 days a year on call service to help in the management of a major emergency. The Health & Safety team also provide support to this on call service.

Learning, Training and Development

The team provide learning, training and development services to the Council as well as private and voluntary social care providers in the County Borough. The majority of employees in the team are funded through, and employed in line with, the Welsh Government's grant for the Social Care Workforce Development Programme, as well as match funding – services are largely

focused therefore on training and developing the social care workforce.

A small corporate team of 4 training officers provide focused training support to the rest of the Council in identified priority areas, for example, Health & Safety related training with Environment and the digital skills development of the workforce.

Savings proposals

This is one of the smallest but important services within the Council and opportunities for savings are now very limited. Whilst non-staffing budgets will continue to be scrutinised and reduced wherever possible to do so, over 90% of the budget is allocated to staffing costs, the only source for any significant savings will be through reducing the number of people employed across the Service and through selecting for compulsory redundancy.

Any further significant reductions in staff numbers will result in services, either ceasing altogether, or being significantly reduced, but it will not remove the obligations that the Council has as an employer and local authority (i.e. HR services may cease, but the work, the obligation and the risks will remain).

Scrutiny of any posts that become vacant, and expressions of interest in Voluntary Redundancy, may increase the modest savings set out below.

CORP1007 – HR Staff Reductions - £42k 2020/21

Restructuring took place following voluntary redundancies in March 2019, with a reduction in 1.6 FTE Grade 8 HR Officers. Work has been redistributed amongst the remaining workforce.

CORP1008 – Learning, Training and Development Staff Reductions £24k 2020/21

1 FTE Grade 3 Administrative Assistant post has been deleted following a bumped, voluntary redundancy in September 2019. Work has been redistributed amongst the remaining workforce.

CORP1009 – Health and Safety Accreditation £10k 2020/21

Until October 2019, the Council sought conformity to the British Standard Occupational Health & Safety Assessment Series 18001,

the internationally applied British Standard for occupational health and safety management systems. However, changes to the standard which are due to come into effect in 2020 have resulted in it no longer having the same relevance to local government health and safety practices. The accreditation, which costs £10k annually, will be replaced with a system of internal cross auditing within the Health and Safety Team. The priority schedule for cross auditing for 2020 will be developed with the Corporate Directors Group with regular reporting to Heads of Service.

4.5. Finance Division

The Finance Division has a budget of £3.696m. The division comprises a number of services which are set out below:

Service	Revised Budget 2019/20 £'000	Staffing FTE
Accountancy Services	1,547	47.02
Internal Audit	224	8.50
Exchequer Services	319	25.45
Debt Collection and Cashiering	246	7.45
Business Rates Administration	(166)	2.47
Council Tax Administration	562	21.22
Housing Benefit Administration	518	32.15
Social Care Assessments	446	12.62
Total	3,696	156.88

Over the last three financial years the Finance Division has achieved over £900k in budget savings. The vast majority of this has been achieved by reducing the Division's headcount either through voluntary redundancy or non-replacement of posts which have become vacant through natural turnover.

The work of the Division has not decreased; the need for effective financial management is greater than ever as budgets reduce across the Council; the Statement of Accounts needs to be produced earlier each year; Council Tax collection rates need to be retained in an environment when the sanctions available are

reducing; and the work of Internal Audit in ensuring that good governance arrangements exist across the Council needs to be built on. These are only a handful of the functions provided by the Division however they do highlight the fact that continued reductions in staffing will have a detrimental impact on the financial wellbeing of the Council.

Key Service Information:

Accountancy Services – Includes maintenance of the financial ledger, budget preparation and monitoring, Statement of Accounts, Treasury Management (where we manage £300m of borrowing and £60m of investments), Insurance, Court Deputy Service.

Internal Audit – Produce, on average, over 65 formal audit reports per year and ensure good governance arrangements across Council Services.

Exchequer – We make 80,000 salary payments and more than 74,000 creditor payments a year.

Debt Collection and Cashiering – The Miscellaneous Income section administers c£35m of debts, whilst the Cashiering section deals with 1,900 transactions per week.

Business Rates – The service deals with the billing and collection of c£42m from more than 4,200 commercial properties. It also manages the collection of funds for the Neath Business Improvement District (BID); and with effect from 2020/21 the newly established Port Talbot BID.

Council Tax – The service deals with the billing and collection of £74m from more than 65,000 properties.

Benefits – This section handles the assessment and payment of £45m to 10,000 tenants and approximately £18m in Council Tax Support to some 17,000 council tax payers.

Social Care Assessments – This service provides assessment for all Social Care clients and payment of £34m to people for social care services.

Savings Proposals:

CORP1006 – Staffing Reductions £190k 2020/21

This proposal is made up of two elements. £110k of the saving relates to the removal of vacant posts arising from staff that have already left the Council's employment through Voluntary Redundancy. Work has already been re-organised to mitigate against the effect of the reduction in staff.

The remaining £80k saving represents a reduction in staff in the Housing Benefit Administration team. The work of the team has diminished as a result of claimants transferring from Housing Benefit to Universal Credit; this enables two members of staff to leave during 2020/21 via Voluntary Redundancy.

4.6. Other Directorate Management and Third Sector Grants

The Directorate Management budget for 2019/20 amounts to £989k which funds corporate costs and 5 FTE positions.

In addition, the Directorate manages the Third Sector Grants Budget totalling £515k. As Members are aware details of the organisations benefitting from these grants was approved at the Cabinet meeting of 9th December 2019.

4.7. Central Savings

In addition to the savings being delivered from the Corporate Services budget Cabinet Scrutiny Committee are also responsible for scrutinising the Central Savings as outlined in the Budget Consultation report approved by Cabinet on 10th January 2020. Details of these Central Savings are outlined below:

OTH1001 – Capital Financing £500k

A reduction in external borrowing costs has allowed for a reduction of £500k in the Capital Financing Budget.

5. Crime and Disorder Impact

The Council has a legal duty under Section 17 of the Crime and Disorder Act 1998 to carry out all its various functions with “due regard to the need to prevent Crime and Disorder in its area”.

Individual proposals are being assessed as to their impact on crime and disorder and should any specific impact be identified these will be identified against individual proposals and summarised in final proposals.

6. Integrated Impact Assessment

Integrated Impact Assessments for the 2020/21 Budget are being developed in two stages: stage one involves making an initial assessment of the impact of the budget proposals on a range of statutory duties that the Council is required to meet. Those duties include: the Equality Act 2010; the Welsh Language Standards; the Well-being of Future Generations (Wales) Act 2015; duties in respect of Bio-diversity and a range of other factors.

The Equality Act 2010 requires public bodies to “pay due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- foster good relations between persons who share a relevant protected characteristics and persons who do not share it

The Well-being of Future Generations Act 2015 (“the 2015 Act”) requires the Council to think about the long-term impact of their decisions, to work better with people, communities and each other and to prevent persistent problems such as poverty, health inequalities and climate change. The 2015 Act imposes a duty on all public bodies in Wales to carry out “sustainable development”, defined as being, “The process of improving the economic, social, environmental and cultural wellbeing of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the wellbeing goals.” The action that a public body takes in carrying out sustainable development includes setting and

publishing wellbeing objectives, and taking all reasonable steps in exercising its functions to meet those objectives.

The 10th January report identified the need for the Council to make budget savings of £2.148m for 2020/21 and as such many of these will have a negative impact on services provided across the whole of the county borough.

There is no integrated impact assessment appended to this report for the savings of the Office of the Assistant Chief Executive and Chief Digital Officer. This is due to the fact that all of these proposals were included in the 2019/20 budget report and have already been scrutinised and agreed.

7. Workforce Impacts

The workforce will be impacted by the reduction in budget funding available to run services. The Council wishes to minimise compulsory redundancies and has launched its early retirement/voluntary redundancy scheme. Staff leaving under this scheme will assist in delivering some of the financial savings set out in this report.

The workforce proposals set out in this report result in job losses either via natural staff turnover, retirement or voluntary redundancy.

8. Consultation

Public Consultation on all of the draft savings proposals set out in the Cabinet report of 10th January 2020 has commenced and will run until 4th February 2020.

9. Risk Management

It is now becoming more difficult to continue to deliver year on year savings in some service areas. Some efficiencies via new working arrangements have and continue to be achievable. New income generation opportunities and fees are also under consideration to reduce the financial funding gap. However, given that the demand for some services continue at a pace that exceed capacity further work is being carried out to ensure that the best possible services can be provided within the reduced budgets and reduced capacity.

10. Recommendation

It is recommended that Members review and scrutinise the savings proposals included in this report.

11. Appendices

Appendix 1- Draft savings for consultation

Appendix 2 – First Stage Integrated Impact Assessments

12. Background Papers

Budget working files

13. Officer Contact

For further information on this report item, please contact:

Mr Hywel Jenkins – Director of Finance & Corporate Services

Tel: 01639 763251 E-mail: h.jenkins@npt.gov.uk

Karen Jones – Assistant Chief Executive and Chief Digital Officer

Tel: 01639 763284 E-mail: k.jones3@npt.gov.uk

Craig Griffiths – Head of Legal Services

Tel: 01639 763767 E-mail: c.griffiths2@npt.gov.uk

Sheenagh Rees – Head of Human Resources

Tel: 01639 763315 E-mail: s.rees5@npt.gov.uk

Huw Jones – Head of Finance

Tel: 01639 763575 E-mail: h.jones@npt.gov.uk

Draft Budget Saving Strategies

Appendix 1

Ref No.	Board	Description	Lead	Main Impacts	Net Budget 2019/20	% saving	2020/21 £000	2021/22 £000	2022/23 £000
CORP702	CAB	ICT Staff reductions	Karen Jones	Development capacity will fall and service requests will take longer to effect. Income generation and/or collaborative opportunities may offset some job losses/service issues.	4,022	4%	160	0	0
CORP902	CAB	Reduce management cost - chief exec and digital services division	Karen Jones	Management review following staff turnover	8,158	1%	30	30	0
CORP903	CAB	Digital strategy - further transformation of customer services	Karen Jones	Following success of the Digital strategy this has enabled further remodelling of customers to reflect a shift in customer volumes between face to face, online and telephone channels. This will mean a gradual reduction in face to face services. Automation of telephone calls at contact Centre Service leading to a	662	10%	36	30	0

Draft Budget Saving Strategies

Appendix 1

Ref No.	Board	Description	Lead	Main Impacts	Net Budget 2019/20	% saving	2020/21 £000	2021/22 £000	2022/23 £000
				reduction in the number of jobs					
CORP904	CAB	Income generation - info asset sponsorship - implementing the corporate communications and community relations strategy	Karen Jones	Income Generation and Digital Strategy - Introduce targeted sponsorship and advertising policy for the Council's information assets, based on ethically and commercially sound policy. The business case is being developed and is likely to require pump prime funding i.e. invest to save	313	26%	0	30	50

Draft Budget Saving Strategies

Appendix 1

Ref No.	Board	Description	Lead	Main Impacts	Net Budget 2019/20	% saving	2020/21 £000	2021/22 £000	2022/23 £000
CORP905	CAB	Income generation - working towards a self-financing CCTV service	Karen Jones	Revisit the 2015 options appraisal to identify a strategy that can reduce/eliminate the Council subsidy for this non statutory service. Capital investment will be required to ensure the service can satisfy insurance, business continuity and service requirements	235	51%	0	40	80
CORP906	CAB	Income generation - refocus the communications, community relations, customer services to promote Council services & functions	Karen Jones	Market the Council's services and functions to staff and the external customer base to increase participation in paid for services.	313	38%	20	40	60
CORP1001	CAB	Staff reductions - Business Support	Craig Griffiths	Following retirement, operating hours of new role reduced from 37 to 30. Service efficiency affected, but limited effect on staff and service delivery.	2,242	0%	5	0	0

Draft Budget Saving Strategies

Appendix 1

Ref No.	Board	Description	Lead	Main Impacts	Net Budget 2019/20	% saving	2020/21 £000	2021/22 £000	2022/23 £000
CORP1002	CAB	Staff reductions	Craig Griffiths	Post deleted when paralegal leaves the team in June 202 to commence a training contract. Reduced support to solicitors, workload to be absorbed by solicitors.	2,242	1%	21	6	0
CORP1003	CAB	Staff reductions	Craig Griffiths	Delete Licensing Section vacant post	2,242	1%	15	0	0
CORP1004	CAB	Reduction in Legal Services Resources	Craig Griffiths	Rely on other methods of research and in house IT system development. Potential reduction in resources available to fee earners. Training to be provided to access alternative resources.	38	26%	0	10	0
CORP1005	CAB	Legal Services increased income	Craig Griffiths	Registrars - increased income from approved premises and online services. Legal services - increased income from Traffic Order charges to utility companies, third parties, Town Councils, land charges via new Environmental Information Regulations (EIR) charging structure	178	11%	14	5	0

Draft Budget Saving Strategies

Appendix 1

Ref No.	Board	Description	Lead	Main Impacts	Net Budget 2019/20	% saving	2020/21 £000	2021/22 £000	2022/23 £000
				and Procurement team support to organisations					
CORP1006	CAB	Deletion of vacant posts in Financial Services	Huw Jones	Work has already been re-organised to mitigate against most of the reduction in staffing with further changes in 20/21 following Voluntary Retirement.	5,186	4%	190	0	0
CORP1007	CAB	HR staff reductions	Sheenagh Rees	Restructuring took place following VR in March 2019, and work has been redistributed.	2,186	2%	42	0	0
CORP1008	CAB	Learning, training & Development staff reduction	Sheenagh Rees	Restructuring took place following VR in September 2019, and work has been redistributed.	810	3%	24	0	0
CORP1009	CAB	Health & safety - removal of British Standard Occupational Health and Safety 18001 accreditation	Sheenagh Rees	Internal cross cutting audit will replace the OHSAS 18001 accreditation	10	100%	10	0	0
				Total			567	191	190

Draft Budget Saving Strategies

Appendix 1

Ref No.	Board	Description	Lead	Main Impacts	Net Budget 2019/20	% saving	2020/21 £000	2021/22 £000	2022/23 £000
OTH1001	CAB	Savings in Capital financing budget	Huw Jones	Control expenditure and new borrowings within budget	19,273	3%	500	0	0

Impact Assessments - First Stage

1. Details of the initiative

<p>Initiative description and summary: <u>Forwarding Financial Plan 2020/2021</u> Proposals:</p> <ul style="list-style-type: none"> • CORP1011 – Legal Services(Business Administration) – Saving from reduction in working hours • CORP1002 – Legal Services (Safeguarding) – Reduced level of paralegal support once officer leaves in 2020 • CORP1003 – Legal Services (Licensing) – Deletion of Vacant Post • CORP1004 - Reduction in Legal Services Resources - Reduction in use of external counsel & research documentation. Alternative time recording system under consideration with assistance from ICT. • CORP1005 – Legal Services - Increased income for Registrars from approved premises and online services. Legal services income from Traffic Order charges to Utility companies, third parties, Town Councils, land charges via new EIR charging structure and Procurement team support to organisations.
<p>Service Area: Legal Services</p>
<p>Directorate: Finance and Corporate Services</p>

2. Does the initiative affect:

	Yes	No
Service users	X	
Staff	X	
Wider community	X	
Internal administrative process only	X	

3. Does the initiative impact on people because of their:

	Yes	No	None/ Negligible	Don't Know	Impact H/M/L	Reasons for your decision (including evidence)/How might it impact?
Age		X				There will be no effect on any protected characteristics as a result of this proposal. In respect of the matters that concern staff levels, no members of staff are being made compulsory redundant and workload will be redistributed amongst existing staff members. Where proposals relate to income generation, all individuals are treated equally and in compliance with Equality Act 2010 provisions.
Disability		X				There will be no effect on any protected characteristics as a result of this proposal. In respect of the matters that concern staff levels, no members of staff are being made compulsory redundant and workload will be redistributed amongst existing staff members. Where proposals relate to income generation, all individuals are treated equally and in compliance with Equality Act 2010 provisions.
Gender Reassignment		X				There will be no effect on any protected characteristics as a result of this proposal. In respect of the matters that concern staff levels, no members of staff are being made compulsory redundant and workload will be redistributed amongst existing staff members. Where proposals relate to income generation, all individuals are treated equally and in compliance with Equality Act 2010 provisions.
Marriage/Civil Partnership		X				There will be no effect on any protected characteristics as a result of this proposal. In respect of the matters that concern staff levels, no members of staff are being made compulsory redundant and workload will be redistributed amongst existing staff members. Where proposals relate to income generation, all individuals are treated equally and in compliance with Equality Act 2010 provisions.

Appendix 2

Pregnancy/Maternity		X				There will be no effect on any protected characteristics as a result of this proposal. In respect of the matters that concern staff levels, no members of staff are being made compulsory redundant and workload will be redistributed amongst existing staff members. Where proposals relate to income generation, all individuals are treated equally and in compliance with Equality Act 2010 provisions.
Race		X				There will be no effect on any protected characteristics as a result of this proposal. In respect of the matters that concern staff levels, no members of staff are being made compulsory redundant and workload will be redistributed amongst existing staff members. Where proposals relate to income generation, all individuals are treated equally and in compliance with Equality Act 2010 provisions.
Religion/Belief		X				There will be no effect on any protected characteristics as a result of this proposal. In respect of the matters that concern staff levels, no members of staff are being made compulsory redundant and workload will be redistributed amongst existing staff members. Where proposals relate to income generation, all individuals are treated equally and in compliance with Equality Act 2010 provisions.
Sex		X				There will be no effect on any protected characteristics as a result of this proposal. In respect of the matters that concern staff levels, no members of staff are being made compulsory redundant and workload will be redistributed amongst existing staff members. Where proposals relate to income generation, all individuals are treated equally and in compliance with Equality Act 2010 provisions.
Sexual orientation						There will be no effect on any protected characteristics as a result of this proposal. In respect of the matters that concern staff levels, no members of staff are being made compulsory redundant and workload will be redistributed

						amongst existing staff members. Where proposals relate to income generation, all individuals are treated equally and in compliance with Equality Act 2010 provisions.
--	--	--	--	--	--	---

4. Does the initiative impact on:

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence used) / How might it impact?
People's opportunities to use the Welsh language		X				There will be no effect on the Welsh language as a result of these proposals. In respect of the matters that concern staff levels, no members of staff are being made compulsory redundant and workload will be redistributed amongst existing staff members. Where proposals relate to income generation, all individuals are treated with Welsh language obligations in mind.
Treating the Welsh language no less favourably than English		X				There will be no effect on the Welsh language as a result of these proposals. In respect of the matters that concern staff levels, no members of staff are being made compulsory redundant and workload will be redistributed amongst existing staff members. Where proposals relate to income generation, all individuals are treated with Welsh language obligations in mind.

5. Does the initiative impact on biodiversity:

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence) / How might it impact?
To maintain and enhance biodiversity		X				There will be no effect on the maintenance and enhancement of biodiversity as a result of these proposals. In respect of the matters that concern staff levels, no members of staff are being made compulsory redundant and workload will be

						redistributed amongst existing staff members. Where proposals relate to income generation, all elements associated with biodiversity in respect of charging are considered accordingly.
To promote the resilience of ecosystems, i.e. supporting protection of the wider environment, such as air quality, flood alleviation, etc.		X				There will be no effect on the promotion and resilience of ecosystems as a result of these proposals. In respect of the matters that concern staff levels, no members of staff are being made compulsory redundant and workload will be redistributed amongst existing staff members. Where proposals relate to income generation, all elements associated with biodiversity in respect of charging are considered accordingly.

6. Does the initiative embrace the sustainable development principle (5 ways of working):

	Yes	No	Details
Long term - how the initiative supports the long term well-being of people	X		<p>In respect of the matters that concern staff levels, no members of staff are being made compulsory redundant and workload will be redistributed amongst existing staff members with additional steps being undertaken to ensure capacity of colleagues is considered at all times and support provided to cover these additional streams of work.</p> <p>In respect of income generation opportunities to development of an income stream in these areas will aid in further allow the focussing of existing human and financial resources upon the 3 wellbeing objectives by ensuring cost recovery for the work undertaken.</p>
Integration - how the initiative impacts upon our wellbeing objectives	X		This initiative will further allow the focussing of existing human and financial resources upon the 3 wellbeing objectives by ensuring cost recovery for the work undertaken.

Appendix 2

<p>Involvement - how people have been involved in developing the initiative</p>	<p>X</p>	<p>Consultation has been had with accountable managers in all areas of legal services and subject to reassurance that individual workloads will not become excessive, they have indicated their support given that that no post or individual will be at risk if the proposal. Client department's views have also been sought and reassurance provided that capacity will not be a concern.</p> <p>As part of consideration of income generation, consultation has been had with client departments and overseeing bodies (such as the Information Commissioner's Office in respect of charging and the Home Office in respect of registration fees).</p>
<p>Collaboration - how we have worked with other services/organisations to find shared sustainable solutions</p>	<p>X</p>	<p>Trade Unions have been consulted about the proposal concerning reduction in staff numbers. Subject to reassurance that individual workloads will not become excessive, they have indicated their support given that that no post or individual will be at risk if the proposal. Client department's views have also been sought and reassurance provided that capacity will not be a concern.</p> <p>As part of consideration of income generation, consultation has been had with client departments and overseeing bodies (such as the Information Commissioner's Office in respect of charging and the Home Office in respect of registration fees).</p>
<p>Prevention - how the initiative will prevent problems occurring or getting worse</p>	<p>X</p>	<p>This initiative will further allow the focussing of existing human and financial resources upon the 3 wellbeing objectives by ensuring cost recovery for the work undertaken.</p>

7. Declaration - based on above assessment (tick as appropriate):

<p>A full impact assessment (second stage) is not required</p>	<p>X</p>
<p>Reasons for this conclusion</p>	
<p>Based upon the above assessment a second stage impact assessment is not required as the initiative does</p>	

Appendix 2

not negatively impact any protected characteristics, or the Welsh language, or biodiversity, and embraces the sustainable development principle

A full impact assessment (second stage) **is** required

Reasons for this conclusion

	Name	Position	Signature	Date
Signed off by	Craig Griffiths	Head of Legal Services	C. Griffiths	4 th November 2019

1. Details of the initiative

Initiative description and summary: Reduction in jobs across the HR Division CORP 1007 and CORP 1008
Service Area: HR and Learning, Training & Development
Directorate: FCS

2. Does the initiative affect:

	Yes	No
Service users	X	
Staff	X	
Wider community		X
Internal administrative process only		X

3. Does the initiative impact on people because of their:

	Yes	No	None/ Negligible	Don't Know	Impact H/M/L	Reasons for your decision (including evidence)/How might it impact?
Age		X				The job reductions have been achieved through voluntary redundancy.
Disability		X				
Gender Reassignment		X				In terms of service delivery, work has been redistributed amongst remaining team members, and flexibility in our job roles mean that we can deploy employees to where service demands are highest, maximising troughs and peaks across services. The use of technology (RPA) to support routine high volume administrative processes is
Marriage/Civil Partnership		X				
Pregnancy/Maternity		X				
Race		X				
Religion/Belief		X				

Sex		X				supporting the teams to meet demands.
Sexual orientation		X				

4. Does the initiative impact on:

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence used) / How might it impact?
People's opportunities to use the Welsh language		X				The employees that have left the team were not Welsh speakers.
Treating the Welsh language no less favourably than English		X				

5. Does the initiative impact on biodiversity:

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence) / How might it impact?
To maintain and enhance biodiversity			X			
To promote the resilience of ecosystems, i.e. supporting protection			X			

of the wider environment, such as air quality, flood alleviation, etc.						
--	--	--	--	--	--	--

6. Does the initiative embrace the sustainable development principle (5 ways of working):

	Yes	No	Details
Long term - how the initiative supports the long term well-being of people		X	The jobs are lost to 'future generations'.
Integration - how the initiative impacts upon our wellbeing objectives	X		All employees were invited to express interest in Voluntary Redundancy.
Involvement - how people have been involved in developing the initiative	X		Informal consultation took place with the relevant teams.
Collaboration - how we have worked with other services/organisations to find shared sustainable solutions	X		We are working with IT to embrace technology to support HR services.
Prevention - how the initiative will prevent problems occurring or getting worse	X		By releasing employees under the VR Scheme this protects the jobs of other employees, avoiding compulsory redundancy.

7. Declaration - based on above assessment (tick as appropriate):

A full impact assessment (second stage) is not required	X
Reasons for this conclusion	
The job losses were achieved via voluntary redundancies.	

A full impact assessment (second stage) is required	
Reasons for this conclusion	

	Name	Position	Signature	Date
Signed off by	Sheenagh Rees	Head of Service	S Rees	04/12/19

1. Details of the initiative

Initiative description and summary: Health and Safety Accreditation to BSH&SAS18001 CORP 1009
Service Area: Occupational Health & Safety
Directorate: FCS

2. Does the initiative affect:

	Yes	No
Service users		X
Staff		X
Wider community		X
Internal administrative process only	X	

3. Does the initiative impact on people because of their:

	Yes	No	None/ Negligible	Don't Know	Impact H/M/L	Reasons for your decision (including evidence)/How might it impact?
Age		X				The standard is no longer fit for local government application, due to changes that have been made to the standard. It will be replaced by an internal system of cross auditing.
Disability		X				
Gender Reassignment		X				
Marriage/Civil Partnership		X				
Pregnancy/Maternity		X				
Race		X				
Religion/Belief		X				
Sex		X				
Sexual orientation		X				

4. Does the initiative impact on:

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence used) / How might it impact?
People's opportunities to use the Welsh language		X				
Treating the Welsh language no less favourably than English		X				

5. Does the initiative impact on biodiversity:

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence) / How might it impact?
To maintain and enhance biodiversity			X			
To promote the resilience of ecosystems, i.e. supporting protection of the wider environment, such as air quality, flood alleviation, etc.			X			

6. Does the initiative embrace the sustainable development principle (5 ways of working):

	Yes	No	Details
Long term - how the initiative supports the long term well-being of people	x		Cross auditing will identify any risks in our health and safety management systems.
Integration - how the initiative impacts upon our wellbeing objectives	X		This provides for a healthy and safe working environment.
Involvement - how people have been involved in developing the initiative	X		The team have been involved in considering the changes to the standard and developing the cross auditing process.
Collaboration - how we have worked with other services/organisations to find shared sustainable solutions		X	
Prevention - how the initiative will prevent problems occurring or getting worse	X		This provides for a healthy and safe working environment.

7. Declaration - based on above assessment (tick as appropriate):

A full impact assessment (second stage) is not required	X
Reasons for this conclusion	
We have replaced the external accreditation with an internal system of cross auditing.	
A full impact assessment (second stage) is required	
Reasons for this conclusion	

Appendix 2

	Name	Position	Signature	Date
Signed off by	Sheenagh Rees	Head of Service	S Rees	04/12/19

1. Details of the initiative

Initiative description and summary: Removal of vacant posts across the Finance Division and a reduction in jobs in Housing Benefits Admin team through voluntary redundancy
Service Area: Finance Division
Directorate: FCS

2. Does the initiative affect:

	Yes	No
Service users		X
Staff	X	
Wider community		X
Internal administrative process only		X

3. Does the initiative impact on people because of their:

	Yes	No	None/ Negligible	Don't Know	Impact H/M/L	Reasons for your decision (including evidence)/How might it impact?
Age		X				The job reductions have been achieved through voluntary redundancy. In terms of service delivery, work has been redistributed amongst remaining team member. In addition the roll out of Universal Credit has led to a reduction in Housing Benefit claimants and a consequential reduction in work for the Housing Benefits Admin team.
Disability		X				
Gender Reassignment		X				
Marriage/Civil Partnership		X				
Pregnancy/Maternity		X				
Race		X				
Religion/Belief		X				

Sex		X				
Sexual orientation		X				

7. Does the initiative impact on:

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence used) / How might it impact?
People's opportunities to use the Welsh language		X				
Treating the Welsh language no less favourably than English		X				

8. Does the initiative impact on biodiversity:

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence) / How might it impact?
To maintain and enhance biodiversity			X			
To promote the resilience of ecosystems, i.e. supporting protection			X			

of the wider environment, such as air quality, flood alleviation, etc.						
--	--	--	--	--	--	--

9. Does the initiative embrace the sustainable development principle (5 ways of working):

	Yes	No	Details
Long term - how the initiative supports the long term well-being of people		X	The jobs are lost to 'future generations'.
Integration - how the initiative impacts upon our wellbeing objectives	X		All employees were invited to express interest in Voluntary Redundancy.
Involvement - how people have been involved in developing the initiative	X		
Collaboration - how we have worked with other services/organisations to find shared sustainable solutions	X		.
Prevention - how the initiative will prevent problems occurring or getting worse	X		By releasing employees under the VR Scheme this protects the jobs of other employees, avoiding compulsory redundancy.

7. Declaration - based on above assessment (tick as appropriate):

A full impact assessment (second stage) is not required	X
Reasons for this conclusion	
The job losses were achieved via voluntary redundancies.	

A full impact assessment (second stage) is required	
Reasons for this conclusion	

	Name	Position	Signature	Date
Signed off by	Huw Jones	Head of Finance	H Jones	6/12/2019