

AGENDA ITEM 2**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL****CABINET****10th November 2015****MEDIUM TERM SERVICE PLANNING – SERVICE CHANGE PROPOSALS****REPORT OF THE SENIOR LEADERSHIP TEAM****AUTHOR: Chris Lee, Group Director Corporate and Frontline Services (01443 424026)****1 PURPOSE OF THE REPORT**

- 1.1 The Council is facing an estimated budget gap over the 3 year period from 2016/17 to 2018/19 of £63.2 million. This report details service change proposals to be considered as part of the Council's Medium Term Service Planning arrangements, specifically in the context of the need to reduce spend and enable the Council to fulfil its statutory responsibility and set a balanced budget from 2016/17 onwards.

2 RECOMMENDATIONS

It is recommended that Cabinet:-

- 2.1 Agree to initiate an 8 week consultation on the following service change proposals:
- 2.1.1 **Library Service** as follows (and as set out in paragraph 4 of the report): -

Reduction in number of Reference & Information Service Librarians
Reduce overall weekly opening hours of branch libraries to 31.5 hours per library
Introduce single staffed branch libraries at 5 branches (Hirwaun, Ferndale, Pontyclun, Mountain Ash, Rhydyfelin)
Reduce the Book Fund by 25%
Reduce the Mobile Libraries from 4 to 3 retaining a 2 weekly rota
Remove Community Learning Worker post (part time)
Reduce expenditure on magazines and newspapers purchased

- 2.1.2 **Youth Engagement & Participation Service (YEPS)** as follows (and as set out in paragraph 5 of the report): -

The number of core funded YEPS staff per cluster is reduced from 2 x FTE to 1.5 x FTE
The level of enrichment budget funding for mainstream schools is reviewed and reduced by 10% to reflect the reduction in frontline staff
Management arrangements are reviewed and reduced to reflect the reductions in frontline service delivery

2.1.3 **Supported Bus Routes** as follows (and as set out in paragraph 6 of the report): -

Reduce Council subsidised local bus routes to £439k (achieve a saving of £50k) which results in ceasing to support the 3 lowest scoring routes on the service impact assessment as set out in Appendix 3A.
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2.2 Agree to initiate a targeted 8 week consultation with service users on the following service change proposal: -

2.2.1 **Day Nurseries** as follows (and as set out in paragraph 7 of the report): -

Review and rationalise existing staff contracts and rotas to ensure optimum resource levels are attained and service flexibility assured (Minimum requirement)
Cease provision of 'fee paying' childcare places and provide Flying Start only services at Aberaman, Tylorstown, Tonyrefail and Pontypridd day nurseries.
Close Llantrisant Nursery

2.3 Receive a further report detailing the results and feedback from the consultation processes referred to in 2.1 and 2.2 above (if initiated by Cabinet), including the results of the Equality Impact Assessments which would be undertaken, in order to determine whether, and if so how, it wishes to progress with the proposals;

2.4 Agree to implement as soon as is practicable the following service change proposal:

2.4.1 **Customer Care** as follows (and as set out in paragraph 8 of the report): -

Reduce One4aLL Advisors - A reduction of 0.5 FTE in each core centre
Reduce current day time contact centre actual average response time of 125.5 seconds standard to 135 seconds - Reduce advisor capacity by 2 FTEs and reduce supervisor capacity by 1 FTE.

2.5 Agree to implement identified efficiencies promptly and in advance of the

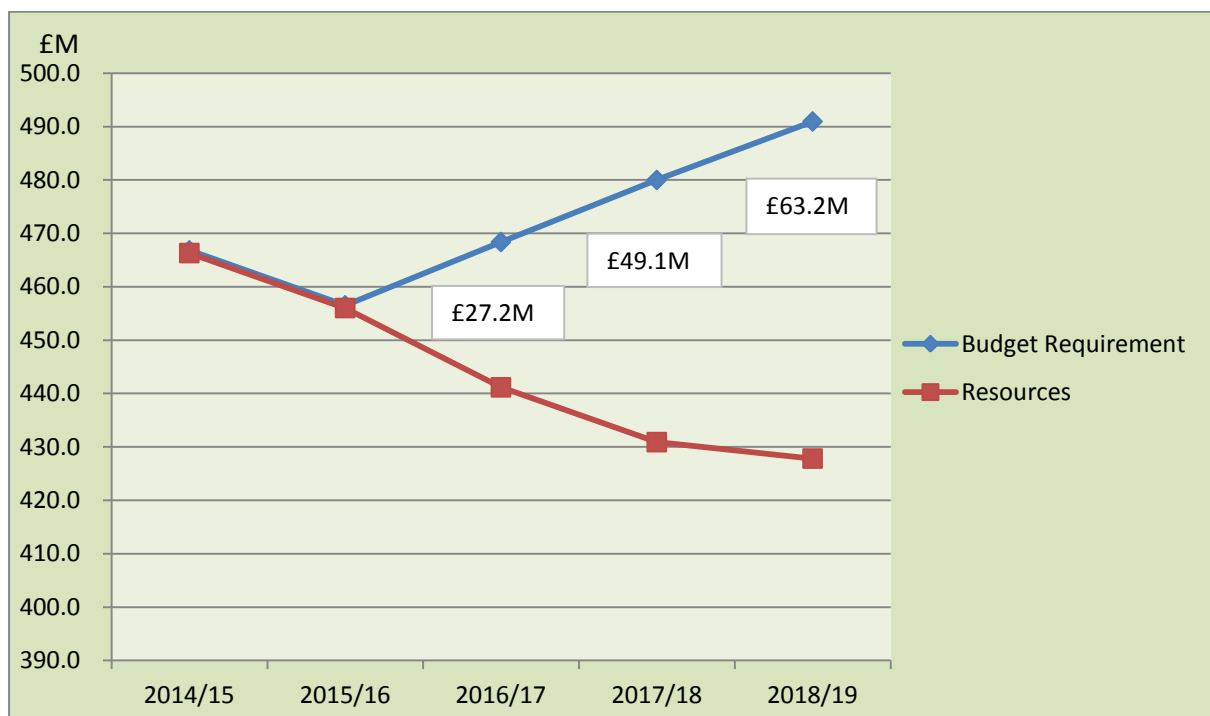
beginning of financial year 2016/17 with any part year savings being transferred to the Medium Term Financial Planning and Service Transformation Reserve (transition funding), as set out in paragraph 9 of the report.

3 BACKGROUND

3.1 Cabinet have continued to receive regular updates on the projections of the Council’s revenue budget position for the period to 2018/19 as part of the Council’s Medium Term Service Planning arrangements.

3.2 The latest published projections, (as reported to Cabinet in July 2015) indicates an estimated budget gap over the 3 years from 2016/17 to 2018/19 of £63.2M with an initial 2016/17 gap of £27.2M. This assessment is based on an assumed settlement level of -4%, -4% and -2% over the respective financial years. The timing of the Local Government Settlement is expected to be delayed for 2016/17 due to the Government’s comprehensive spending review due to be completed in the autumn and the consequent implications for Wales.

Figure 1: Medium Term Financial Planning Modelling Update (2016/17 to 2018/19)



3.3 Given the size of the budget gap faced and the timescale requirements for any implementation of service changes, Cabinet agreed to receive reports on potential service change / cut proposals as soon as these become available.

3.4 This report provides details of a series of further service change proposals.

PROPOSALS

4 LIBRARY SERVICE

- 4.1 The Library Service consists of:
- 3 Area Libraries (Aberdare, Pontypridd, Treorchy);
 - 10 Branch Libraries (Abercynon, Church Village, Ferndale, Hirwaun, Llantrisant, Mountain Ash, Pontyclun, Porth, Rhydyfelin and Tonypany);
 - 4 mobile libraries providing day-time, evening and weekend provision;
 - A housebound and specialist service;
 - An Information, Reference and Local Studies service;
 - A Schools Library Service that provides books and activities for primary schools.
- 4.2 The service is currently arranging a 2 year rolling program of investment to upgrade all libraries' broadband connections to 100MB as well as improvements to free wifi access for users. This will improve user experience of the public use computers available at the libraries and benefit those users connecting to the free wifi with their own devices.
- 4.3 The Library Service is a statutory service that is governed by the Public Libraries and Museums Act 1964. This states that local authorities are required to provide a 'comprehensive and efficient' library service. There is no definition of this phrase within the 1964 Act. However, in Wales the Welsh Public Libraries Standards are used by Welsh Government to assess whether a Library Service meets the requirements of the 1964 Act.
- 4.4 The 2015/16 total budget is £2.332M.
- 4.5 The Library Service was subject to a Medium Term Service change during 2014/15 which resulted in a budget reduction of £0.800M per year.

SERVICE CHANGE PROPOSAL

- 4.6 A detailed options appraisal paper is attached at Appendix 1.
- 4.7 From the long list of options set out in Appendix 1 the following service changes are proposed:

Service Change	Saving £'000
Reduction in number of Reference & Information Service Librarians	37
Reduce overall weekly opening hours of branch libraries to 31.5 hours per library	46
Single staffed branch libraries at 5 branches (Hirwaun, Ferndale, Pontyclun, Mountain Ash, Rhydyfelin)	105
Reduce the Book Fund by 25%	89

Service Change	Saving £'000
Reduce the Mobile Libraries from 4 to 3 retaining a 2 weekly rota	37
Remove Community Learning Worker post (part time)	7
Reduce expenditure on magazines and newspapers purchased	6
Total	327

- 4.8 Implementation of these proposals will not adversely affect the service's ability to meet the 18 core entitlements as required under the Fifth Quality Framework of Welsh Public Library Standards and would deliver financial savings (full year) of £0.327M per year.

5 YOUTH ENGAGEMENT & PARTICIPATION SERVICE

- 5.1 Current service delivery of the Youth Engagement & Participation Service (YEPS) is configured around the 17 secondary school clusters with a Youth Re-engagement Officer and Youth Participation Officer allocated to each cluster and based within the secondary school. Each cluster is also allocated an Enrichment budget which is a flexible budget for activities and casual support staff.

- 5.2 The service's main duties include:

- Providing targeted support;
- Preventing young people becoming NEET and supporting those who are;
- Ensuring young people's equitable access to their entitlements;
- Providing positive activities, Duke of Edinburgh award, youth information, advice and guidance;
- Providing one to one support;
- Working closely with community based partners to ensure a comprehensive youth offer to young people at a local level.

- 5.3 Under the provisions of section 123 of the Learning and Skills Act 2000 and the Youth Support Services Direction (Wales) 2002 Welsh Government have directed that the Council must (a) provide youth support services; (b) secure the provision of youth support services and (c) participate in the provision of youth support services to 11 - 25 year olds. The Council must also have regard to guidance issued by the Welsh Government the most recent being "Extending Entitlement: Support for 11 to 25 year olds in Wales; Direction and Guidance 2002" which is supported by the National Youth Work Strategy for Wales 2014 – 2018.

- 5.4 "Youth Support Services" means services which in the opinion of the Welsh Government will encourage, enable or assist young persons (directly or indirectly) –

- (a) to participate effectively in education or training,
- (b) to take advantage of opportunities for employment, or
- (c) to participate effectively and responsibly in the life of their communities.

- 5.5 The 2015/16 total Council funded core budget is £2.306M.
- 5.6 The service also benefits from external grant funding totalling £0.597M. Communities First also allocate approximately £0.200M per year for youth related activities.
- 5.7 The YEPS was subject to a Medium Term Service change in 2014/15 which resulted in a budget reduction of £2.2M per year.

SERVICE CHANGE PROPOSAL

- 5.8 A detailed options appraisal paper is attached at Appendix 2.
- 5.9 From the long list of options set out in Appendix 2 it is proposed that the principles and aims of the Youth Engagement and Participation Service (which are aligned to the National Youth Work Strategy for Wales 2014-18) be retained and service delivery continues to be based around the 17 secondary school clusters, but review how the service is delivered. This would involve making the following changes:

Service Change	Saving £'000
The number of core funded YEPS staff per cluster is reduced from 2 x FTE to 1.5 x FTE	303
The level of enrichment budget funding for mainstream schools is reviewed and reduced by 10% to reflect the reduction in frontline staff	38
Management arrangements are reviewed and reduced to reflect the reductions in frontline service delivery	43
Total	384

- 5.10 Implementation of these proposals would continue to meet the statutory requirements regarding delivery of the service and deliver financial savings (full year) of £0.384M per year.

SUPPORTED BUS ROUTES

- 6.1 The vast majority of bus services (and 92% of bus journeys in RCT) are provided on a commercial basis by private operators. There are a number of routes however which are not commercially viable and which are determined and supported by the Council.
- 6.2 There is no statutory duty to provide subsidised local bus services. Councils have discretion to support public transport services that help to meet local needs.
- 6.3 The Transport Acts of 1985 and 2000 and the Local Transport Act 2008, enable Councils to identify gaps in local transport services and, subject to

resources and potential passenger demand, financially support certain routes. Provision of such services is therefore discretionary.

- 6.4 The 2015/16 total Council funded core budget is £0.489M.
- 6.5 Additional revenue support totalling £0.524M is received through the Bus Services Support Grant (BSSG) from the Welsh Government specifically to enhance regional accessibility and connectivity to communities through the core strategic bus network.
- 6.6 The Regional Transport Plan is also considered when resources are allocated to routes.
- 6.7 The service was subject to a Medium Term Service change in 2014/15 which resulted in a budget reduction of £0.400M.

SERVICE CHANGE PROPOSAL

- 6.8 A detailed options appraisal paper is attached at Appendix 3.
- 6.9 An assessment has been undertaken of the Council funded routes to assess the impact that the withdrawal might have on the public, the higher the score representing the greatest impact and can be found at Appendix 3A.
- 6.10 From the long list of options set out in Appendix 3 the following service change is proposed:

Service Change	Saving £'000
Reduce Council subsidised local bus routes to £439k (achieve a saving of £50k) which results in ceasing to support the 3 lowest scoring routes on the service impact assessment as set out in Appendix 3A.	50

- 6.11 Implementation of this proposal would deliver financial savings (full year) of £0.050M per year.

7 DAY NURSERIES

- 7.1 There are 5 Council run day nurseries based at Aberaman, Tylorstown, Tonyrefail, Pontypridd and Llantrisant. With the exception of Llantrisant Nursery all other nurseries are located within 'Flying Start' areas and have, over the past few years, evolved into predominately providing Flying Start childcare provision, which is funded from grant.
- 7.2 As Cabinet are aware under section 22 of the Childcare Act 2006 (the '2006 Act') the Council must "secure, so far as is reasonably practicable, that the provision of childcare (whether or not by it) is sufficient to meet the requirements of parents in their area who require childcare in order to enable

them (a) to take up, or remain in work; or (b) to undertake education or training which could reasonably be expected to assist them to obtain work.” Further detail on the duty under the 2006 Act is set out in the appraisal paper at Appendix 4. The Council does not have a specific statutory duty to have to provide Flying Start childcare itself. Instead it is predominantly commissioned from third and private sector providers.

- 7.3 As part of meeting the Council’s statutory duties as regards childcare the Council has prepared its Childcare Sufficiency Audit (CSA) 2014-2017 triennial plan. Members will be familiar with the contents of this document which was approved by Cabinet on 23rd June 2014. A CSA update was agreed by Cabinet on 23rd July 2015.
- 7.4 The Council’s Day Nurseries have seen significant change over the past few years, in particular the demand for generic ‘fee paying’ childcare places has fallen by approximately 69% since 2012/13. There has been a further reduction in demand for the autumn term (September - December) 2015 with current occupancy of only 22.9 fee paying FTEs across all 5 nurseries. There has been no increase in demand since September 2015 following the implementation of funding schools for part time nursery. Some schools are still providing full time nursery and support is available to other schools wishing to set up wrap around childcare to enable children to be in school all day when part time nursery is offered.
- 7.5 This has placed an increasing pressure on the service in terms of the financial viability of each nursery setting. In 2014/15, the annual cost to the Council over and above fees received from parents (i.e. the annual subsidy) for the only non Flying Start setting (Llantrisant) was £5,100 per full time child place. Childcare places have fallen further for the autumn term 2015 which has resulted in the subsidy for Llantrisant increasing to £10,100 per full time child place. There are only 10.8 fee paying FTEs currently at Llantrisant Nursery. With 48 places available, this is an occupancy rate of only 22.5%.
- 7.6 In all of the day nursery localities there are sufficient childcare providers (e.g. day nurseries, childminders and playgroups) that can accommodate all children that might be displaced by any service reduction. This has been confirmed by the Family Information Service team (FIS team) as remaining the case at the time of preparing this report.
- 7.7 The 2015/16 total budget is £0.176M.

SERVICE CHANGE PROPOSAL

- 7.8 A detailed options appraisal paper is attached at Appendix 4.
- 7.9 From the long list of options set out in Appendix 4 the following service changes are proposed:

Service Change	Saving £'000
Review and rationalise existing staff contracts and rotas to ensure optimum resource levels are attained and service flexibility assured (Minimum requirement)	Eliminates risk of overspend
Cease provision of 'fee paying' childcare places and provide Flying Start only services at Aberaman, Tylorstown, Tonyrefail and Pontypridd day nurseries.	113
Close Llantrisant Nursery	63
Total	176

7.10 These proposals would deliver financial savings (full year) of £0.176M per year.

8 CUSTOMER CARE – ONE4ALL CENTRES AND CONTACT CENTRE

8.1 The Council provides face to face customer access to information advice and assistance via:

- 3 core One4aLL centres open Monday to Friday at:
 - Sardis House, Pontypridd;
 - Rock Grounds, Aberdare;
 - Bronwydd, Porth.
- Outreach at:
 - Mountain Ash Library;
 - Treorchy Library;
 - Pontyclun Library.

8.2 The overarching role of the centres is summarised below:

- The service focuses on enquiries that require a physical interaction where the call centre or website cannot fulfil the process;
- 98.1% of activity supports statutory functions predominantly Housing Benefit (60%), Council Tax (8%), 'Blue' Badges (14%) and Concessionary Bus Passes (11%);
- 93% of advice is delivered at the 3 core centres and 7% via outreach;
- 98% of enquiries are resolved;
- The centres directly support other departments in their delivery targets with the majority of Council Tax, Blue Badge and Bus Pass enquiries fully processed via 'one and done' processes during appointments at the centres. For the remainder (mainly Housing benefits), all necessary information is received, scanned and indexed at the appointment directly into back office workflows for processing;
- Income at centres remains significant with 24,778 payment transactions in 2014/15 to a value of £23.5m receipted excluding postage cheques;
- 88% of payments on site were made by self service.

8.3 The contact centre includes the following functions:

- 870,000 'in-bound' contacts for Council and Cwm Taf Local Health Board

(LHB) services of which Council services account for 580,660 (including 24 hr Social Alarm monitoring);

- The LHB has separate management and staffing arrangements but contributes £0.115M per annum towards system licences and some management systems administration. The facility was part funded by Welsh Government capital grant. Note: there are no terms and conditions still attached to the Welsh Government capital funding that impacts on the service change proposal;
- Of the 480,968 'day' contacts 89.4% are of a statutory nature and 97% are resolved within approved delegated arrangements;
- Income - In 2014/15 the Centre processed 43,671 'payments' to the value of £4.7 million;
- If the Contact Centre did not exist these contacts would need to be received by alternative staff at suitable contact handling points (i.e. allows for Welsh, sensory, line and call recording capacity) with associated infrastructure, much of which has been de-commissioned in favour of the Contact Centre arrangements.

8.4 The 2015/16 total budget is £1.386M (£0.550M for One4All centres and £0.836M for the Contact Centre).

8.5 The service was subject to a Medium Term Service change in 2014/15 which resulted in a budget reduction of £0.321M per year.

SERVICE CHANGE PROPOSAL

8.6 A detailed options appraisal paper is attached at Appendix 5.

8.7 From the long list of options set out in Appendix 5 the following service change is proposed:

Options	Estimated Saving £'000
Reduce One4aLL Advisors - A reduction of 0.5 FTE in each core centre	43
Reduce current day time contact centre actual average response time of 125.5 seconds standard to 135 seconds - Reduce advisor capacity by 2 FTEs (£45k) and reduce supervisor capacity by 1 FTE (£32k)	77
Total	120

8.8 These proposals would deliver financial savings (full year) of £0.120M per year.

8.9 The Council is under no statutory duty to consult in relation to the One4All and Customer Contact Centre proposals and officers consider there is no common law duty to consult as regards the same. It is therefore recommended that these proposals be implemented as soon as is practicable following any necessary staff consultation.

9 EFFICIENCIES

- 9.1 Over recent months, all Council Service areas have been required to review their services with a view to identifying further cost reduction measures and service delivery opportunities, as part of the Council's commitment to reviewing all service areas.
- 9.2 Whilst this work is ongoing, it has already identified that there are opportunities to deliver further efficiency measures over and above those which have been identified as part of planning for next year's budget requirements.
- 9.3 For some years a key part of the Council's budget strategy has been the delivery of efficiencies and up to and including the current year we have identified over £69M since 2004/05. Services have already identified £6M of further efficiencies as part of planning for next year's budget (2016/17).
- 9.4 Efficiencies are defined as cost reducing measures which will not have an impact on the level of services which are provided, that is, they will be unnoticeable to service users / customers.
- 9.5 It is proposed that where efficiency savings have now been identified and which can be delivered in advance of the beginning of next financial year that service managers are instructed to make the necessary arrangements for their implementation. This would be carried out in accordance with the Council's statutory obligations and Managing Change policy. Staff and trade unions would be fully consulted at the appropriate time. Any part year savings which can be realised during 2015/16 can be transferred to the Council's Medium Term Financial Planning and Service Transformation Reserve (transition funding).

10 CONSULTATION

- 10.1 If Cabinet agree to initiate a consultation in relation to the proposals detailed at paragraphs 2.1.1 - 2.1.3 above, it is proposed that an eight (8) week consultation process be undertaken. This would be facilitated through a number of engagement methods, ensuring that all who wish to provide feedback and respond to the proposals are able to do so.
- 10.2 If Cabinet agree to initiate a consultation in relation to the Day Nurseries proposals detailed at paragraph 2.2.1 above, it is proposed that a targeted eight (8) week consultation process with service users be undertaken.
- 10.3 The results of the consultations undertaken, if initiated by Cabinet, would be presented to Cabinet to ensure that a fully informed decision is made on all proposals.

11 STAFFING

- 11.1 A number of the proposals would necessitate a review of staffing levels across the relevant services. These reviews would be carried out in accordance with the Council's statutory obligations and Managing Change policy. Staff and trade unions would be fully consulted at the appropriate time.

12 EQUALITY AND DIVERSITY IMPLICATIONS

- 12.1 Cabinet Members will be fully aware and mindful of the general equality duty introduced by the Equality Act 2010 and the specific public sector equality duties applicable to the Council as a local Council in Wales.
- 12.2 Section 149 of the Equality Act 2010 (Public Sector Single Equality Duty) requires public authorities to demonstrate in decision making that they have paid 'due regard' to the need to:
- Eliminate unlawful discrimination, harassment and victimisation;
 - Advance equality of opportunity between people who share a protected characteristic and people who do not share it;
 - Foster good relations between people who share a protected characteristic and those who do not.
- 12.3 The relevant protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation. The Council must have due regard to the impact of any of the proposals on those with a protected characteristic. The Council has a specific duty to publish information to demonstrate how they have paid due regard to the aims above as part of their decision making. Undertaking an Equality Impact Assessment ('EIA') would be evidence that the Council has considered its legal obligations in making the decision on the recommendations in this report.
- 12.4 Members will be aware that the Welsh language has official status in Wales which means that the Welsh language should not be treated less favourably than the English language in Wales.
- 12.5 An EIA 'pre-screening' exercise undertaken in respect of the proposals listed at paragraphs 2.1.1 – 2.1.3 and 2.2.1 above has indicated that a full EIA should be completed prior to any final decision being made in relation to the proposals, alongside and supported by a consultation process.
- 12.6 If a consultation process is initiated on the proposals listed at paragraphs 2.1.1 – 2.1.3 and 2.2.1 above the EIA produced prior to Members taking any final decision would consider the potential impact of the proposals in respect of the designated protected groups and the Welsh language and identify any potential mitigation either in place or which can be put in place to limit any impact identified.

- 12.7 An EIA pre-screening exercise has been undertaken for the proposal regarding the One4All Centres and Contact Centre and has demonstrated no adverse impact on any of the protected groups and therefore on equality and diversity grounds, there are no reasons for this proposal not to be implemented.
- 12.8 Under the Children and Families (Wales) Measure 2010 the Council must: -
- (a) prepare and publish a strategy for contributing to the eradication of child poverty which the Council has done through the adoption of the Single Integrated Plan. Cabinet Members will, of course, be familiar with the content of this plan and its predecessor, the Children and Young People's Plan 2011 - 2014; and
 - (b) take all reasonable steps to perform the actions and functions set out in the strategy for the eradication of child poverty. The actions and functions, and the steps the Council has taken and will take to perform them, are again set out in the Single Integrated Plan.
- 12.9 It is a priority of the Council, and its partner organisations of the Rhondda Cynon Taf Local Service Board, to engage with families who have any additional needs as early as possible to support them to make the most of family life and reach their full potential. If Cabinet decides to initiate a consultation on the proposals, further consideration of the effect of the proposal for issues of child poverty and social deprivation will be considered (whether as part of the Council's EIA, or otherwise).
- 12.10 The Council has also used as a basis for developing its priority of ensuring that the future generations of Rhondda Cynon Taf live in a safe, healthy and prosperous County Borough the shared set of rights for children and young people set out in the United Nations Convention on the Rights of a Child. A link to a summary of these rights is provided below: -

[Summary of United Nations Convention on the Rights of a Child](#)

13 CONCLUSION

- 13.1 The Council is facing an unprecedented financial challenge over the next 3 years and all services and their delivery must be assessed.
- 13.2 The proposals in this report provide the Cabinet with a number of further options to contribute towards bridging the budget gap faced by the Council.
- 13.3 If implemented, the proposals contained in this report would deliver £1.057M of full year savings for the Council. Whilst clearly a positive step towards addressing some of the budget gap going forward, the magnitude of the estimated gap will necessitate further options being brought forward for consideration in the near future.

APPENDIX 1**OPTIONS APPRAISAL BACKGROUND PAPER****LIBRARY SERVICE****1. CURRENT SERVICE DELIVERY**

1.1 The Library Service currently consists of:

- 3 Area Libraries (Aberdare, Pontypridd, Treorchy)
- 10 Branch Libraries (Abercynon, Church Village, Ferndale, Hirwaun, Llantrisant, Mountain Ash, Pontyclun, Porth, Rhydyfelin and Tonypany)
- 4 mobile libraries providing day-time, evening and weekend provision
- A housebound and specialist service for people who are unable to leave their homes or who have disabilities that require specific provision (such as alternative reading group provision for people with sight difficulties)
- An Information, Reference and Local Studies service that supports the digitisation, online provision, family history and research enquiries
- A Schools Library Service that provides books for primary schools and organises a range of activities for children and young people relating to promoting their literacy and interest in books and the written word

1.2 See Appendix 1A for Area and Branch Library data. Appendix 1B shows the usage ranking of libraries based on data from June 2014 to March 2015 (after the closure of 13 libraries at the end of May 2014).

2. STATUTORY BASIS AND LEGISLATIVE FRAMEWORK

2.1 The Library Service is a statutory service that is governed by the Public Libraries and Museums Act 1964. This states that local authorities are required to provide a '*comprehensive and efficient*' library service. Responsibility for implementing the 1964 Act in Wales is devolved to the Welsh Government and it is currently the duty of the Deputy Minister for Culture, Sport and Tourism to "superintend and promote" the improvement of public library services in Wales.

2.2 There is no statutory definition of the phrase 'comprehensive and efficient' library service within the 1964 Act. However the term has been defined in case law. This suggests "a comprehensive service cannot mean that every resident must live close to a library. That has never been the case. Comprehensive has therefore been taken to mean delivering a service that is accessible to all residents using reasonable means, including digital technologies. An efficient service must make the best use of the assets available in order to meet its core objectives and vision, recognising the constraints on Council resources. Decisions about the Service must be embedded within a clear strategic framework which draws upon evidence about needs and aspirations across the diverse communities of the borough." In Wales the Welsh Public Libraries Standards (WPLS) are used by Welsh Government to assess whether a Library Service meets the requirements of

the Act. The latest version of the WPLS, being the 5th Quality Framework 2014-17, can be accessed via the following link: -

<http://gov.wales/docs/drah/publications/140425wpls5en.pdf>

- 2.3 Any option that will have an adverse effect on the Library Service's ability to meet the standards needs to be carefully considered as failure to meet the required standard and provide a 'comprehensive and efficient' library service could lead to an intervention by Welsh Government. The Deputy Minister for Culture and Sport has had this power conferred upon him since devolution. This power has never previously been invoked but recent indications are that there is a readiness to take this approach with local authorities who fail in their duty to provide a Library Service that meets the standards and the requirements of the 1964 Act.
- 2.4 It is important therefore to ensure that any changes in service do not affect the service's ability to meet the requirements of the 1964 Act and does not undermine the service's ability to meet the Wales average of the standards.
- 2.5 The first Annual Assessment Report under the new Framework was received by the Council from Welsh Government on 25th September 2015. In summary, it states that:
- "The independent assessor, in consultation with a Reference Group comprising Welsh Government officials and three heads of library services, found that:*
- *Rhondda Cynon Taf met all of the 18 core entitlements in full.*
 - *Of the seven quality indicators which have targets, Rhondda Cynon Taf achieved three in full, two in part and failed to achieve two.*
 - *The library service appears aware of the challenges it faces, and has strategies in place to address these.*
 - *The main areas of concern are in stock acquisition, ICT provision, and staffing."*
- 2.6 Full details of the assessment were reported to Cabinet on 22nd October 2015 which can be accessed via the following link:
- http://www.rctcbc.gov.uk/en/councildemocracy/democracyelections/councillor_scommittees/meetings/cabinet/2015/10/22/reports/agendaitem-4welshpubliclibrarystandards.pdf
- 2.7 Welsh Government have confirmed that at the present time community managed libraries (The term "community managed library" refers to maintaining individual libraries designated for closure by means of community intervention of different types) should not be considered as part of a statutory library provision.

3. **RESOURCES**

3.1 The 2015/16 total budget is £2.332M which is broken down as follows:

Service	Employees £'000	Premises £'000	Transport £'000	Supplies & Services £'000	Income £'000	Total £'000
Area Libraries (x 3)	532	123	0	12	(2)	665
Branch Libraries (x 10)	460	124	0	9	0	593
Other Services	215	0	33	5	0	253
School & Children's	100	0	0	26	(23)	103
Central Budgets	41	15	8	518	(121)	461
Management & Admin	254	0	2	1	0	257
Total	1,602	262	43	571	(146)	2,332

3.2 See Appendix 1C for a breakdown of Area and Branch Library budgets.

3.3 Central budgets includes funding for casual staff and the Book Fund totalling £0.355M plus budgets for other service wide supplies and services.

3.4 The Library Service reduced the number of static service points from 26 to 13 as part of the Medium Term Service change in 2014/15 and also reduced the number of support staff and expenditure spent on books and materials in order to meet a £0.800M per year budget reduction (effective from June 2014).

3.5 The service is currently arranging a 2 year rolling program of investment to upgrade all libraries' broadband connections to 100MB as well as improvements to free wifi access for users. This will improve user experience of the public use computers available at the libraries and benefit those users connecting to the free wifi with their own devices.

4. **REVIEW OF SERVICE PROVISION – OPTIONS CONSIDERED**

4.1 The following options have been considered:

Options	Estimated Saving £'000
1 Status Quo Exclude the service from the Medium Term Service Planning reviews which means there will be no changes to reduce the cost of the current service. Savings would need to be achieved in other service areas.	0
2 Reduction in number of Reference & Information Service Librarians Each area library (x 3) each has a dedicated GR7 Reference Librarian. This could be reduced to become a peripatetic service.	37
3 Centralisation of the Reference, Local Studies & Information Service Reference materials and local history collections are based at the 3 area libraries which could be centralised to Treorchy Library, apart from donated	4

Options	Estimated Saving £'000
collections which, due to donation conditions, must stay in Aberdare. This would be implemented with option 2 to achieve additional savings on resources.	
4 Reduce overall weekly opening hours of branch libraries by 37 hours Branch libraries are currently open for 5 days per week between Monday to Saturday for 35 hours (37 hours over 6 days in Rhydyfelin). The reduction in hours per library would be 3.5 hours each week (5.5 hours weekly in Rhydyfelin). The most appropriate reduction in opening hours would be identified after analysis of issue data and busiest periods for visitors, delivery of activities and computer usage. All branch libraries would be open for 31.5 hours per week.	46
5 Closure of branch libraries Review of branch libraries based on geographical spread, usage etc.	Average £0.059M per branch library
6 Single staffed branch libraries (x 10) Each branch library currently has two members of staff – one GR6 Branch Librarian and one GR4 Library Assistant. Branch libraries could be single staffed, although 3 FTE Library Assistants would be retained centrally.	145
7 Single staffed branch libraries at 5 branches (Hirwaun, Ferndale, Pontyclun, Mountain Ash, Rhydyfelin) As per option 6 but in fewer libraries. Libraries identified on the basis of visitor numbers, issues and also whether they are located over 1 or 2 floors.	105
8 Single staffed branch libraries in 3 least busy As per option 6. An analysis of visitors, issues, PC usage and new borrowers for all libraries shows that the three least used libraries are Hirwaun, Ferndale and Pontyclun. These three libraries could continue to deliver a good service with a single member of staff. See Appendix 1B for usage rankings.	62
9 Reduce the Book Fund by 25% The 2015/16 Book Fund budget is £0.355M. A 25% reduction could be achieved.	89
10 Reduce the Book Fund by 44% to £0.200M The service would not meet up to 3 of the Welsh Public Library Standards.	155
11 Reduce Mobile Libraries from 4 to 2 and change to a 3 weekly rota of visits There are currently 4 mobile libraries providing daytime, evening and weekend provision on a 2 week rota. This could be reduced to 2 mobile libraries, the rotas changed to 3 weekly and withdrawal of evening and weekend provision.	73
12 Reduce the Mobile Libraries from 4 to 3 retaining a 2 weekly rota As per option 11 but with less of an impact.	37
13 Remove Community Learning Worker post (part time) This post is peripatetic and supports branch libraries with ICT provision to customers.	7

Options		Estimated Saving £'000
14	Reduce the number of magazines and newspapers purchased Review the number of magazines and newspapers purchased by each area and branch library	6
15	Explore possibility of unattended libraries This option would remove staffing from libraries through the use of secure door entry and CCTV	Further work required
16	Transfer service to community groups This option would result in the redundancy of the Council's professionally qualified staff and the transfer of the branch library buildings to community groups which would become book-lending facilities. The local authority would fail to meet its duties under the 1964 Act and also fail to meet Welsh Government standards on what type of community libraries can be considered as part of the public library service.	Further work required
17	Transfer service to a trust This would be a longer term option.	Further work required

4.2 Appendix 1D shows further considerations regarding the implications, impact and risks of each option.

5. PROPOSED SERVICE CHANGE

5.1 The following options are proposed:

Options		Estimated Saving £'000
2	Reduction in number of Reference & Information Service Librarians	37
4	Reduce overall weekly opening hours of branch libraries to 31.5 hours per library	46
7	Introduce single staffed branch libraries at 5 branches (Hirwaun, Ferndale, Pontyclun, Mountain Ash, Rhydyfelin)	105
9	Reduce the Book Fund by 25%	89
12	Reduce the Mobile Libraries from 4 to 3 retaining a 2 weekly rota	37
13	Remove Community Learning Worker post (part time)	7
14	Reduce expenditure on purchase of magazines and newspapers	6
Total		327

6. FINANCIAL IMPLICATIONS

6.1 Implementation of these proposals would result in savings of £0.327M in a full financial year.

7. **IMPLEMENTATION ISSUES AND CONSIDERATIONS**

7.1 The decisions taken in respect of any potential reduction in the Library Service must consider the following:

- The quality of service delivered to customers;
- The use made of, and value placed on specific elements of the service by customers and partner organisations;
- The need to meet the Welsh Public Library Standards as outlined in the *Fifth Quality Framework 2014-2017*;
- The need to meet all of the core entitlements as outlined by Welsh Government in *Libraries Inspire: The strategic framework for Welsh Libraries 2012-16*;
- The need to retain a professional library service that can provide the whole range of provision that have placed libraries at the heart of Welsh communities for generations and that distinguishes a professional library service from a community book-lending facility;
- Any proposed change to the Library Service will require a public consultation and take into account guidance on appropriate methods of consultation and interpretation of the 1964 Act as outlined in case law.

7.2 Full details of all considerations for all options are shown at Appendix 1D.

Appendix 1A**Area & Branch Library Data**

Area	Library	Issues Per Hour			Visitors Per hour			Avg PC Usage %			New Borrowers		
		12/13	13/14	14/15	12/13	13/14	14/15	12/13	13/14	14/15	12/13	13/14	14/15
Rhondda	Treorchy	24	24	28	45	46	43	15	31	46	601	648	661
	Tonypandy	14	13	17	23	24	23	28	57	46	389	398	257
	Porth	13	11	14	21	22	22	26	43	41	365	416	313
	Ferndale	9	8	13	17	18	21	17	26	37	202	280	183
Cynon	Aberdare	27	26	25	47	51	53	18	48	46	920	1,228	943
	Hirwaun	22	25	19	22	23	21	27	38	26	222	330	160
	Mountain Ash	14	12	14	27	24	26	25	53	42	474	568	282
	Abercynon	6	10	9	8	20	36	18	29	25	133	567	396
Taf	Pontypridd	33	31	31	54	56	47	22	52	54	1,413	1,189	871
	Llantrisant	26	24	29	29	29	30	17	23	19	1,007	712	504
	Pontyclun	19	18	23	25	23	21	11	16	19	679	511	353
	Church Village	35	34	30	28	31	35	27	42	33	602	511	297
	Rhydyfelin	17	14	17	21	18	19	30	39	40	539	379	339
Total		259	250	269	367	385	397	22	38	36	7,546	7,737	5,559

N.B. 2014/15 is 10 months data from June 2014 to March 2015 due to the previous service change being implemented on 1st June 2014

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Appendix 1B**Area & Branch Library User Data Ranking (most used to least used)**

Library	Rank based on data October 2014 - September 2015					
	Issues	Visitors	Average PC Usage %	New Borrowers	Average	Overall Rank
Pontypridd	1	1	1	2	1.25	1
Aberdare	5	2	3	1	2.75	2
Treorchy	4	2	2	4	3.00	3
Llantrisant	3	4	11	3	5.25	4
Church Village	2	6	9	5	5.50	5
Tonypandy	9	8	5	9	7.75	6
Porth	8	9	6	9	8.00	7
Mountain Ash	11	6	8	8	8.25	8
Pontyclun	6	11	11	6	8.50	9
Abercynon	13	5	11	7	9.00	10
Rhydyfelin	10	12	4	11	9.25	11
Ferndale	12	10	7	11	10.00	12
Hirwaun	7	13	10	13	10.75	13

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Appendix 1C**Area & Branch Library Budgets 2015/16**

Area	Library	2015/16 Budget £'000
Rhondda	Treorchy	237
	Tonypandy	66
	Porth	60
	Ferndale	57
Cynon	Aberdare	204
	Hirwaun	58
	Mountain Ash	74
	Abercynon	56
Taf	Pontypridd	224
	Church Village	47
	Llantrisant	61
	Pontyclun	55
	Rhydyfelin	59
Total		1,258

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Appendix 1D**Options for Change**

Option		Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
1	Status Quo (No changes)	0	None	Will require other Council services to reduce services even further to achieve savings to compensate.	Adverse affect on other Council services. Potential impact on the Council's ability to set a balanced budget.	No. Due to the financial challenge facing the Council, all services and their delivery must be assessed.
2	Reduction in number of Reference & Information Service Librarians	37	2 GR7 FTEs Redundant 1 GR4 FTE Created No continuous face-to-face service in each Area Library. There would be an allocation of 1.5 days for the Reference Librarian at each library with telephone and email back up throughout the week. The current level of enquiries would mean that some customers would potentially have	The Branch Librarians at each Area Library would have more responsibility for ensuring the safe use of, and access to local history resources, when the Reference Librarian is off-site. Some impact on Arts and Cultural Services and Heritage Departments as Reference Librarians contribute to exhibitions, displays and events organised by these departments.	Level of staffing may be inadequate to meet demand. Reduction in the professional service available to learners, researchers and community members involved in a wide range of activities that requires access to good quality information, advice and support on a broad range of issues. Bearing in mind the use made of the service and its materials, and the nature of customers who use the service extensively, this is	Yes. There would be an allocation of 1.5 days for the Reference Librarian at each library with telephone and email back up throughout the week. Collections would remain in the 3 area libraries.

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
		<p>to wait extended periods of time to gain the information or support they require.</p> <p>There would be costs for travel between venues.</p>		<p>likely to be a contentious proposal.</p> <p>A reduction in this service may have an impact in the WPLS standard which relates to customer satisfaction.</p>	
3	4	<p>2 GR7 FTEs Redundant 1 GR4 FTE Created</p> <p>Users who would want to see the resources would have to travel to Treorchy whereas currently they can visit their local Area library.</p> <p>This would have a major impact on local history groups and other researchers who have been used to accessing collections in their local area. It would be particularly difficult for users who do not</p>	<p>As per option 2 plus would create space in Pontypridd and Aberdare which could be used by other Council services or rented out.</p> <p>Would have an effect on the One4All space at Treorchy which would need to be curtailed to create sufficient space for a streamlined collection.</p>	<p>As per option 2 plus:</p> <p>The collections at Aberdare (the W. R. Price Collection) have been donated to the Library Service on condition that it is kept at Aberdare. It may need to remain at the library or the council may be required to pay rental to another venue to house it.</p> <p>There would be a considerable cost for removal of all the items to a centralised venue – based on the cost of removing the Schools Library Service, a cost of approximately £0.060M is not unrealistic</p>	<p>No. The cost of centralisation of the collections outweighs the savings. Also it would be particularly difficult for users who do not have access to transport to access the collections.</p>

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
		<p>have access to transport.</p> <p>The centralised Reference Library would be continuously staffed.</p> <p>Customers at other venues would be able to inquire via email or telephone as is currently the case for customers who use local branches.</p>		especially as some of the items may need to be transported by specialist removal companies due to the historical nature and their condition.	
4	46	Reduce opening hours across the branch libraries by 37 hours each week with opening hours in 9 branches being reduced by 3.5 hours each week and opening hours in Rhydyfelin being reduced by 5.5 hours to bring it in line with the other branches.	Impact on One4All services at Mountain Ash and Pontyclun.	<p>It would affect library usage and the number of events organised by library staff.</p> <p>Likely to be unpopular with customers who have already seen opening hours reduced substantially as part of the previous Medium Term Service Planning review.</p> <p>Reducing opening hours of</p>	Yes. All branch libraries would be reduced to the same number of opening hours. The reduction in hours would be identified after analysis of issue data and busiest periods for visitors, activities and computer usage. Libraries would continue to be used

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
		<p>Branch libraries are currently open for 35 hours each week (37 hours in the case of Rhydyfelin). This would reduce the hours during which branch libraries are open to 31.5 hours each week.</p> <p>Libraries would continue to be used for community meetings or learning opportunities outside of library opening hours as is currently the case provided that volunteers can open and close the facilities after opening hours (but this usage cannot be included in our data for Welsh Public Library Standards).</p>		<p>branches would potentially have more of an adverse effect on a range of indicators than removing the mobile library service in its entirety.</p> <p>Although there would be no impact on meeting the 18 core entitlements in the WPLS, there would be an impact on the quality indicator for opening hours and performance would reduce further on the quality indicator in relation to attendance at events.</p> <p>Many residents have raised questions with the Library Service about the need for mobile libraries and the perceived lack of usage. This is something that may be raised if there is any proposal to reduce the opening hours of static libraries.</p>	<p>for community meetings or learning opportunities outside of library opening hours.</p>

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
5 Closure of branch libraries	Average £0.059M per branch	2 FTEs Redundant per branch Less access to local library services in areas affected. Loss of community facilities.	Increase in demand for services at other libraries. Would create space in shared venues for the following libraries: Abercynon Church Village Llantrisant	It would be difficult to prove that the service continued to meet the statutory requirement of being 'comprehensive and efficient' as several standards would not be met including the standard on location/accessibility of service points, opening hours, usage per 1,000 population. Public resistance to closure would make it a potentially contentious issue.	No. It would be difficult to demonstrate that the service continued to meet the statutory requirement of being 'comprehensive and efficient' as several standards would not be met including the standard on location/accessibility of service points, opening hours and usage per 1,000 population.
6 Single staffed branch libraries (x 10)	145	7 GR4 FTEs Redundant (3 redeployed centrally) Less time would be available to support individual customers and to meet their varied needs. There may be queues in the busiest libraries.	There would be insufficient professional staff time in some libraries to support the digital inclusion agenda and help individuals referred by Communities First and other agencies to access the internet or to get onto the Universal Jobmatch sites.	Emergency closure of libraries may take place if there is a large amount of illness etc. and unavailability of casual cover. We would be unable to meet the standard for numbers of staff per thousand of population. (We do not currently meet this standard anyway).	No. Less time would be available to support individual customers and to meet their varied needs. There would be insufficient professional staff time in some libraries to support the digital inclusion agenda. Emergency closure

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
		<p>Libraries would close for an hour during lunch-times.</p> <p>May have an impact on the customer satisfaction levels in these libraries.</p>		<p>It would be difficult to achieve the standard on user attendance at library service events due to less staff available to organise/facilitate them. (although this could be mitigated by the use of volunteers).</p> <p>Replacement of employed staff by volunteers undertaking the same roles as staff has been identified by UNISON as unacceptable and would potentially cause industrial unrest (UNISON's latest newsletter to staff July 2015)</p>	<p>of libraries may take place if there is a large amount of unplanned absence (eg sickness) and unavailability of casual cover.</p>
7	105	<p>5 GR4 FTEs redundant</p> <p>As above, however 3 of these branches (Hirwaun, Ferndale, Pontyclun) have relatively low visitor</p>	<p>Less support available for departments using the libraries for provision of learning or events.</p>	As above	<p>Yes. 3 branches (Hirwaun, Ferndale, Pontyclun) have relatively low visitor numbers so the service believes it would be possible to</p>

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed	
		<p>numbers so the service believes it would be possible to continue to deliver a good service with a single member of staff.</p> <p>Abercynon and Porth are excluded as these libraries spread over 2 floors and it is preferable to retain 2 members of staff for this reason. Mountain Ash and Rhydyfelin are suggested as they are not as busy as the remaining libraries overall but they would require support at busy times.</p>			<p>continue to deliver a good level of service with a single member of staff. Mountain Ash and Rhydyfelin are suggested as they are not as busy as the remaining libraries overall but they may require support at busy times.</p>	
8	<p>Single staffed branch libraries in 3 least busy (Hirwaun, Ferndale, Pontyclun) See Appendix 1B for usage rankings</p>	62	<p>3 GR4 FTEs Redundant</p> <p>As above, however these 3 branches have relatively low visitor numbers so the service believes it would be</p>	As above	As above however less widespread.	<p>No. Extend to 5 branches (option 7) to include Mountain Ash and Rhydyfelin which are suggested as they are not as busy as the remaining libraries</p>

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
		possible to continue to deliver a good service with a single member of staff.			overall but they would require support at busy times. Extending to 5 branches would generate more savings.
9 Reduce the Book Fund by 25%	89	<p>Possibly more work for staff as they may need to process more requests for inter-library loans</p> <p>Less money to spend on books and online materials; less choice within the service although inter-libraries loans can be accessed for books not available in RCT.</p> <p>Customers may have to wait for longer for their requests as the service would be unable to buy as many copies of popular books.</p>	<p>Could affect the delivery of lifelong learning courses as libraries currently ensure that books are available that support courses being delivered by partners on-site.</p> <p>Also the provision of deposit collections at Children's Centres and Residential Homes/Sheltered Accommodation would be affected as there would be fewer books to go around.</p>	Difficult to meet the standards on % expenditure on up-to-date reading material and appropriate reading material.	Yes. Although expenditure on books would be reduced, inter-library loans can be accessed for books not available in RCT.

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
10 Reduce the Book Fund by 44%	155	<p>A reduction of this amount would have a more significant impact than that highlighted above including:</p> <ul style="list-style-type: none"> • Inability to provide up-to-date stock at all branches and on mobile libraries • Inability to continue to buy the full range of materials in alternative formats (such as large print, Braille, audio etc) for people with specialist needs as these are very expensive materials to purchase • Inability to meet quality indicators in respect of supply of requests • Failure to meet s7 of the 1964 Act in respect of the broad range of materials in a range of formats for 	<p>Would need to cease the provision of deposit collections at Children's Centres and Residential Homes/Sheltered Accommodation.</p>	<p>The service would not meet the standard on expenditure on up-to-date materials for adults and children.</p> <p>The service would not meet the target set in the standards on supply of requests to users.</p> <p>The service would have to consider carefully whether to continue to try and meet the standard on purchase of Welsh-medium books or to reduce its offer to people with specialist needs such as large print, , audio etc.</p>	<p>No. The service would not meet the standard on expenditure on up-to-date materials for adults and children. The service would not meet the target set in the standards on supply of requests to users. The service would have to consider carefully whether to continue to try and meet the standard on purchase of Welsh-medium books or to reduce its offer to people with specialist needs such as large print, , audio etc.</p>

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
11 Reduce Mobile Libraries from 4 to 2	73	<p>adults and children</p> <p>3 GR5 FTEs Redundant</p> <p>Would impact on how often customers who do not live near to a static service point can access books and other library materials.</p> <p>The evening/weekend service would be withdrawn and long stops reduced.</p> <p>The remaining 2 mobile libraries would have to move to a 3 week rota as opposed to the current 2 week rota to cover all areas of the county thus reducing the service to customers.</p>	Supports some RCT departments in respect of promoting activities and services available within the council – enabling wider access to leaflets and brochures etc.	<p>The service would not meet the standard on location of service points and would find it more difficult to meet the standard on library use.</p> <p>Increasing to 4 mobiles was seen as a way of mitigating some of the adverse effects of the previous Medium Term Service Planning Review so residents may be unhappy with its withdrawal.</p> <p>The figures for usage are not good in comparison with the cost of maintaining the service so that a reduction in this service can be justified if cuts in the Library Service budget have to be made.</p> <p>Would reduce our performance against the % of people who live near to a static point or mobile stop but we would still meet the</p>	No. The service would not meet the standard on location of service points and would find it more difficult to meet the standard on library use.

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
				% required under the standards.	
12 Reduce the Mobile Libraries from 4 to 3	37	<p>The impact would be less than that outlined above –1 FTE GR5 post</p> <p>Could retain a 2 weekly service by streamlining the stops.</p>		Would achieve a reduction in the service that is required due to low usage but would have less of an adverse impact on users and less impact on standards.	Yes. Would achieve a reduction in the service that is required due to low usage but would have less of an adverse impact on users and less impact on standards compared to reducing to 2 mobiles.
13 Remove Community Learning Worker post (part time)	7	<p>1 Part Time GR5 Redundant</p> <p>No access to a professional IT tutor within the service.</p> <p>More pressure on branch librarians to offer support to customers.</p> <p>Fewer informal IT provision being</p>	Would have some impact on the support provided to learners to learn IT skills which may affect Communities First provision.	<p>A number of training partners including Coleg y Cymoedd, WEA (Adult Education) and other organisations can (and do) deliver sessions at libraries.</p> <p>Ensuring support is provided for digital literacy is important in respect of the standards.</p> <p>Not clear as yet what the impact of Universal Credit</p>	Yes. This is only a part time post and a number of training partners including Coleg y Cymoedd, WEA (Adult Education) and other organisations can (and do) deliver sessions at libraries.

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
		delivered at libraries		would be on the level of demand on staff but Digital Communities 2.0 are currently working with JCP to ensure support would be available to claimants at Jobcentres and elsewhere (including libraries).	
14 Reduce purchasing on newspapers and magazines	6	<p>Magazines that are purchased to support learner courses would not be purchased. (Online access to magazines and journals however is available in many subjects free of charge).</p> <p>Fewer copies of newspapers would be bought resulting in customers having to access the online news or waiting for longer periods to read a copy of their preferred newspaper.</p>	Would affect some adult education courses that require learners to access some types of magazines such as Family History, Digital Photography etc	<p>Users may complain that the Library Service does not meet the requirement of providing access to a sufficient range of printed materials for people of all ages as required under the 1964 Act.</p> <p>Some users visit libraries specifically for the purpose of reading the daily newspaper. So there may be a reduction in visits affecting the standards on visitor numbers.</p>	Yes. In line with the proposed reduction in the book fund it is also appropriate to review the budget for magazines and newspapers. Online access to magazines and journals to support learners is available in many subjects free of charge.

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed	
15	Explore possibility of unattended libraries though use of secure door entry and CCTV	Further Work Required	<p>Removes the need for frontline staff.</p> <p>Changes the nature of libraries.</p> <p>These are effectively book lending services as opposed to a professional library service and would not meet the needs of many customers either on a social basis or on an information/advice basis.</p> <p>Using a self-service system requires a lot of staff support initially and some people never like to use them (e.g. self-service checkouts at supermarkets and petrol stations)</p> <p>Negative impact more likely to be experienced by the elderly,</p>		<p>Initial set-up costs could be prohibitive. Self-service machines cost in the region of £0.066M per machine and would be a vital component of this type of system.</p> <p>CCTV is similarly costly to set up and works best when staff continuously monitor the screens.</p>	<p>No. These are effectively book lending services as opposed to a professional library service and would not meet the needs of many customers either on a social basis or on an information/advice basis. Initial set-up costs could be prohibitive. Negative impact more likely to be experienced by the elderly, jobseekers and others who need more support to make the most of their library visit.</p>

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed	
			jobseekers and others who need more support to make the most of their library visit.			
16	Transfer service to community groups	Further Work Required	<p>Redundancy of staff at library service points.</p> <p>Potential redundancy of staff in the wider service depending on the delivery model being adopted</p> <p>Lack of professional support for customers.</p> <p>Potential lack of continuity in terms of service provision.</p> <p>Likely reduction in opening hours.</p> <p>A high possibility that libraries would close as evidence from other disadvantaged areas suggest that community</p>		<p>The local authority would fail to meet its duties under the 1964 Act unless each community library was staffed by a professional librarian for at least 50% of its opening hours (if the opening hours were below 30 hours per week) and has a full-time member of staff if the library was open for over 30 hours per week.</p> <p>This could only take place over a longer timescale and would require some major barriers to be overcome in respect of community group access to the Library Management System etc.</p> <p>Public protest at this would be very likely.</p>	<p>No. The local authority would fail to meet its duties under the 1964 Act unless each community library was staffed by a professional librarian for at least 50% of its opening hours (if the opening hours were below 30 hours per week) and has a full-time member of staff if the library was open for over 30 hours per week.</p>

Option		Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
			libraries are more likely to fail than in wealthier areas.		The number of volunteers required to run the service would be extensive (at least 25 per library if opening hours were to be remain the same).	
17	Transfer service to a trust	Further Work Required	This is a longer-term potential solution which has only worked in other local authority areas where libraries have been transferred into a Trust along with sectors which have an income generation capacity, such as Cultural Services and Leisure.			No. The Council wishes to retain control of the service at this time to ensure support for wider Council priorities is maintained and to be able to respond to users needs.

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APPENDIX 2**OPTIONS APPRAISAL BACKGROUND PAPER****YOUTH ENGAGEMENT & PARTICIPATION SERVICE****1. CURRENT SERVICE DELIVERY**

- 1.1 The Youth Engagement and Participation Service (YEPS) is committed to supporting young people aged 11-25 years to achieve their potential and overcome barriers to learning and progression in line with the National Youth Work Strategy for Wales 2014-2018. To do this, the service works closely with schools, communities and other services to help resolve any difficulties that affect a young person's engagement and participation in learning.
- 1.2 Current service delivery is based around the 17 secondary school clusters with a Youth Re-engagement Officer and Youth Participation Officer allocated to each cluster and based within the secondary school. Each cluster is also allocated an Enrichment budget which is a flexible budget for activities and casual support staff (Appendix 2A).
- 1.3 The service's main duties include:
- Providing targeted support that is driven and directed by vulnerability profiling data to young people aged 11-25 years at risk of disengagement;
 - Preventing young people becoming NEET and support those who are;
 - Ensuring young people's equitable access to their entitlements through the delivery of extended provision;
 - Providing positive activities such as after school, evening and holiday provision, Duke of Edinburgh award, youth information, advice and guidance;
 - Providing one to one support for young people to engage and participate in all aspects of learning;
 - Working closely with community based partners to ensure a comprehensive youth offer to young people at a local level.
- 1.4 Vulnerability profiling data is used by the Youth Engagement and Participation Service to effectively target service delivery. It is used to inform the allocation of support, development of provision, evaluation of its impact and ensure the right young people are receiving the support they need.
- 1.5 Appendix 2B shows activity data and engagement rates.
- 1.6 Appendix 2C evaluates the reach and impact of the work of YEPS which is critical in demonstrating the value of the service in improving the educational outcomes and future life chances of young people.

2. STATUTORY BASIS AND LEGISLATIVE FRAMEWORK

- 2.1 The Council has a statutory duty to provide youth services for 11 – 25 year olds as prescribed in section 123 of the Learning and Skills Act (2000). This act is in force in Wales under the Youth Support Services Direction (Wales) 2002 which directs local authorities in Wales to:
- Provide youth support services;
 - Secure the provision of youth support services, or
 - Participate in the provision of youth support services, having regard to guidance issued by the National Assembly.
- 2.2 The Learning and Skills Act (2000) defines youth support services as “Services which encourage, enable or assist young persons (directly or indirectly) to:
- Participate effectively in education and training
 - Take advantage of opportunities for employment, or
 - Participate effectively and responsibly in the life of their communities”.
- 2.3 The Council must also have regard to guidance issued by the Welsh Government the most recent being “Extending Entitlement: Support for 11 to 25 year olds in Wales; Direction and Guidance 2002” which is supported by the National Youth Work Strategy for Wales 2014 – 2018.
- 2.4 The statutory duty to provide youth support services is inspected by Estyn under the arrangements for inspection for Local Authority’s Education Services for Children and Young People. Particular focus within the inspection framework is given to the Youth Service’s Attendance and Reach; the provision of youth support services and personal support; and the co-ordination of youth support services to ensure access to entitlements for young people.
- 2.5 The Service is also subject to the Welsh Government’s National Youth Service Audit on an annual basis which provides performance benchmarking data on service attendance, reach and spend. This is in addition to the six monthly monitoring and review of spend against the annual Youth Work Strategy Grant plan.

3. RESOURCES

- 3.1 The 2015/16 total Council funded core budget is £2.306M which is broken down as follows.

Service	FTEs	Budget £'000
Employees		
Management	1.00	57
Team Leaders	5.00	216
Youth Re-engagement Officers	17.00	607
Youth Participation Officers	17.00	607

Engagement Support	2.75	72
Administrative Support	6.00	148
Wicid Editor (website)	1.00	23
Total	49.75	1,730
Transport		9
Supplies & Services		141
Enrichment budget (see Appendix 2A for breakdown)		426
Total Budget		2,306

- 3.2 The service also has external grant funding from Sports Wales, Welsh Government (Youth Work Strategy Support Grant) and Families First, totalling £0.597M broken down as follows:

Sports Wales Grant	FTEs	Value £'000
5x60 Officers	8.00	281
Transport		6
Supplies & Services		57
Total		344
Youth Work Strategy Support Grant		
Training Programme for Staff		15
Positive Youth Activities		65
Commission voluntary sector organisations		100
Programme focused on ensuring young people have access to their entitlements		20
Total		200
Families First Grant		
Provision of dedicated specialist Tier 1 Lead Worker function as set out in the Welsh Government's Engagement and Progression Framework		53
Total		53
External grant funding Total		597

- 3.3 An initial high level assessment of Communities First funding indicates that approximately £200K per year is allocated for youth related activities for programmes such as physical activity, youth employment, drop in sessions, secondary school focussed programmes and Friday night clubs. This is managed outside of YEPS.
- 3.4 The service was subject to a review as part of the Council's Phase 1 service change in 2013/14 resulting in the complete redesign of the service. By the end of May 2014 this included the closure of all stand alone youth centres, three Community Education Centres and the restructuring of staff to develop multi-disciplinary teams and roles in order to meet the budget reduction of £2.2M.

4. **REVIEW OF SERVICE PROVISION – OPTIONS CONSIDERED**

4.1 The following options have been considered:

Options		Estimated Saving £'000
1	Status Quo Exclude the service from the Medium Term Service Planning reviews which means there will be no changes to reduce the cost of the current service. Savings would need to be achieved in other service areas.	0
2	Review all provision and consider Council provision in line with what is offered by the voluntary sector in each cluster Review and present an analysis of provision with options and savings	Further work required
3	Reduce number of YEPS staff per cluster There are currently 2 YEPS staff per cluster which could be reduced to 1.5 or 1	303 – 607
4	Reduce Enrichment budget for Mainstream Schools The Enrichment budget is a flexible budget for activities and casual support staff. Savings reflect a % reduction. See Appendix 2A for a breakdown.	10% - 38 20% - 77 25% - 96
5	Utilise Communities First budgets to replace core funding The enrichment budget could be reduced and replaced by Communities First funding in some clusters	Maximum 276
6	Utilise Welsh Government (WG) grant funding to replace core funding of Council services rather than use to pay the voluntary sector The terms and conditions need to be assessed to establish if this is allowable. In 2015/16 £0.100M (50% of the grant) is awarded to the voluntary sector.	Maximum 100
7	Review Team Leaders and Administrative support Any reduction to front line staffing and/or the Enrichment budget would have an impact on other roles which would also need to be reviewed.	23 – 66
8	Set up an Arms Length Management Organisation (ALMO) to deliver youth services The Council would withdraw from direct delivery of youth services and would commission services from the ALMO and/or other providers. Any staff who transfer to the ALMO would do so on different terms and conditions	Further work required

4.2 Appendix 2D shows further considerations regarding the implications, impact and risks of each option.

5. **PROPOSED SERVICE CHANGE**

5.1 It is proposed that the principles and aims of the Youth Engagement and Participation Service (which are aligned to the National Youth Work Strategy for Wales 2014-18) remain the same and service delivery continues to be based around the 17 secondary school clusters, but review how the service is delivered. The following options are proposed:

Options		Estimated Saving £'000
3	The number of core funded YEPS staff per cluster is reduced from 2 x FTE to 1.5 x FTE	303
4	The level of enrichment budget funding for mainstream schools is reviewed and reduced by 10% to reflect the reduction in frontline staff	38
7	Management arrangements are reviewed and reduced to reflect the reductions in frontline service delivery	43
Total		384

6. FINANCIAL IMPLICATIONS

- 6.1 Implementation of these proposals would result in savings of £0.384M in a full financial year.

7. IMPLEMENTATION ISSUES AND CONSIDERATIONS

- 7.1 The decisions taken in respect of any potential reduction in YEPS must consider the following:
- Considerations in relation to staff to young people ratios;;
 - Reduced staffing levels would also limit the ability of the service to support and contribute to both strategic and operational priorities of the Council and its partners including the Police, Fire Service and Health.
- 7.2 Full details of all considerations for all options are shown at Appendix 2D.

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Appendix 2A**2015/2016 Enrichment Budget Breakdown**

School/Service	Budget £	10% Reduction £	20% Reduction £	25% Reduction £
Mainstream Secondary School Clusters				
Aberdare	32,280	-3,228	-6,456	-8,070
Bryncelynnog	25,011	-2,501	-5,002	-6,253
Cardinal Newman	18,196	-1,820	-3,639	-4,549
Ferndale	15,255	-1,526	-3,051	-3,814
Hawthorn High	19,512	-1,951	-3,902	-4,878
Mountain Ash	20,014	-2,001	-4,003	-5,004
Pontypridd High	24,676	-2,468	-4,935	-6,169
Porth County	22,811	-2,281	-4,562	-5,703
St John Baptist	24,174	-2,417	-4,835	-6,044
Tonypanyd	17,814	-1,781	-3,563	-4,454
Tonyrefail	22,381	-2,238	-4,476	-5,595
Treorchy	38,975	-3,898	-7,795	-9,744
Y Pant	31,156	-3,116	-6,231	-7,789
Ysgol Gyfun Cymer	18,149	-1,815	-3,630	-4,537
Ysgol Gyfun Garth Olwg	19,153	-1,915	-3,831	-4,788
Ysgol Gyfun Rhydywaun	23,863	-2,386	-4,773	-5,966
Ysgol Llanhari	9,230	-923	-1,846	-2,308
Special Schools				
Park Lane	2,104	0	0	0
Maesgwyn	2,822	0	0	0
Ty Coch	2,750	0	0	0
Ysgol Hen Felin	4,017	0	0	0
Service Wide				
Duke of Edinburgh	21,747	0	0	0
Accredited Learning	10,000	0	0	0
Total	426,090	-38,265	-76,530	-95,665

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Appendix 2B**YEPS Engagement rates by school cluster and by Vulnerability Profiling status – September 2014 to August 2015**

YEPS Activity Data					Number of participants 16+ / in PRU's / Schooled out of RCT	School Vulnerability Profiling Data											
School	Activities	Sessions	Contacts	Participants		School Roll Red	Reds Engaging with YEPS	% engaged	School Roll Amber	Ambers Engaging with YEPS	% engaged	School Roll Green	Greens Engaging with YEPS	% engaged	School Roll White	Whites Engaging with YEPS	% engaged
Aberdare	135	871	10500	1076		127	95	74.80%	183	145	79.23%	414	316	76.33%	385	262	68.05%
Bryncelynnog	86	538	8225	535		44	27	61.36%	131	84	64.12%	317	197	62.15%	381	223	58.53%
Cardinal Newman	47	381	8654	334		26	17	65.38%	75	50	66.67%	203	116	57.14%	262	130	49.62%
Ferndale	143	679	12856	488		61	47	77.05%	99	77	77.78%	196	130	66.33%	168	122	72.62%
Hawthorn	70	505	7027	564		59	33	55.93%	108	73	67.59%	271	155	57.20%	248	126	50.81%
Maesgwyn	12	14	142	45		67	27	40.30%	24	16	66.67%	0	0	0.00%	0	0	0.00%
Mountain Ash	121	857	12458	566		71	53	74.65%	127	85	66.93%	230	176	76.52%	270	193	71.48%
Park Lane	20	72	1040	53		44	27	61.36%	14	8	57.14%	0	0	0.00%	0	0	0.00%
Pontypridd	113	809	7920	752		79	52	65.82%	121	88	72.73%	317	221	69.72%	362	241	66.57%
Porth	113	460	6839	742		83	58	69.88%	129	95	73.64%	273	206	75.46%	287	223	77.70%
St Johns	64	421	4942	450		20	10	50.00%	84	43	51.19%	276	172	62.32%	404	256	63.37%
Tonypandy	62	495	8174	405		58	38	65.52%	97	71	73.20%	221	158	71.49%	203	141	69.46%
Tonyrefail	154	902	14746	556		67	56	83.58%	97	71	73.20%	274	210	76.64%	342	229	66.96%
Treorchy	104	661	11185	712		83	54	65.06%	155	97	62.58%	508	309	60.83%	525	295	56.19%
Ty Coch	18	145	897	27		50	17	34.00%	12	4	33.33%	0	0	0.00%	0	0	0.00%
Y Pant	122	939	14949	943		54	47	87.04%	88	78	88.64%	380	302	79.47%	566	478	84.45%
YG Cymer	78	425	9258	672		19	13	68.42%	61	44	72.13%	241	172	71.37%	345	252	73.04%
YG Garth Olwg	102	772	14442	732		24	16	66.67%	73	49	67.12%	271	149	54.98%	406	217	53.45%
YG Llanhari	70	480	6835	438		27	19	70.37%	66	54	81.82%	250	194	77.60%	252	195	77.38%
YG Rhydywaun	77	585	8859	499		8	5	62.50%	35	27	77.14%	101	84	83.17%	173	135	78.03%
Ysgol Hen Felin	16	88	1133	64		67	21	31.34%	22	15	68.18%	0	0	0.00%	2	0	0.00%
Totals	1727	11099	171081	10653	1162	1138	732	64.32%	1801	1274	70.74%	4743	3267	68.88%	5581	3718	66.62%

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Appendix 2C

Youth Engagement and Participation Service Outcomes – Reach and Impact June 2014 – September 2015

Reach

Between September 2014 and August 2015 the Youth Engagement and Participation Service engaged **10,653** individual young people in positive activities, extended provision and issue based work. This is only a **10%** (1,102 individual young people) decrease in the number of young people engaged with the service compared to the same period the previous year prior to the first service change which saw a 50% budget reduction.

The Youth Engagement and Participation Service are currently reaching **44%** of 11-19 population in RCT and engaging them in positive activities, extended provision and issue based work. **This is 10% above the 2014 Welsh average.**

Impact

Improving school attendance and preventing entrance into statutory services

127 attendance referrals received for Key Stage 4 pupils with 69% of young people securing improved attendance above 90%. This means **105** young people have been prevented from entering statutory services.

Supporting young people back into education, employment and training (EET)

All **156** Tier 1 referrals for young people aged 16 years and above, who were unknown to any other service have been located with **93** young people successfully and quickly re-engaged into education, employment and training.

Providing targeted one to one support for young people at risk of disengaging from learning / EET

385 Generic referrals received for young people identified as amber by vulnerability profiling and in need of support to maintain engagement in learning - **226** cases have closed due to improved and sustained engagement in positive activities, education or training.

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Appendix 2D**Options for Change**

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
1 Status Quo (No changes)	0	None	Will require other Council services to reduce services even further to achieve savings to compensate.	Adverse affect on other Council services. Potential impact on the Council's ability to set a balanced budget.	No. Due to the financial challenge facing the Council, all services and their delivery must be assessed.
2 Review all provision and consider Council provision in line with what is offered by the voluntary sector in each cluster	Further work required	The targeted approach to service delivery would be lost (key aim of previous service change). Provision not targeted in line with vulnerability profiling. Inequality of access to entitlements. Inequality of provision throughout County Borough.	Limited ability to access school systems to aid targeted approach	Failure to meet statutory requirements to co-ordinate youth support services and provide young people with equality of access to their entitlements. Failure to meet key aim of previous service cut of equality of youth service provision throughout County Borough. This would be a longer term option which would require significant research to establish feasibility.	No. Failure to meet statutory requirements to co-ordinate youth support services and provide young people with equality of access to their entitlements. The Council needs to retain its statutory duty to co-ordinate youth support services and retain strategic organisation of service provision

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed	
				<p>Council needs to retain its statutory duty to co-ordinate youth support services and retain strategic organisation of service provision in order to fulfil duty to record outcomes and report to Welsh Government and Estyn.</p> <p>The infrastructure, procurement processes and data systems in the voluntary sector is not robust and reliable enough to demonstrate impact and outcomes for young people.</p>	<p>in order to fulfil the duty to record outcomes and report to Welsh Government and Estyn. The infrastructure, procurement processes and data systems in the voluntary sector is not robust and reliable enough to demonstrate impact and outcomes for young people.</p>	
3	Reduce number of YEPS staff per cluster	303 – 607	<p>Whole service re-organisation of front line staff required including the disestablishment of existing posts and the creation of new amalgamated roles.</p>	<p>Reduced capacity to support schools and Council and Education priorities such as school improvement, attendance and reducing NEETs etc.</p> <p>Unable to support community groups by</p>	<p>Direct delivery by staff dependent upon stipulated staff to young people ratios.</p> <p>Redundancy of up to 17 FTE GR9 posts.</p> <p>Reduced capacity of</p>	<p>Yes, Reduce to 1.5 FTEs per cluster. Whole service re-organisation of front line staff required including the disestablishment</p>

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
			<p>offering staff time free of charge to facilitate local activities and initiatives</p> <p>Need to manage the expectations of schools in terms of the remit of staff</p>	remaining staff	of existing posts and the creation of new amalgamated roles.
4 Reduce Enrichment budget (Appendix 2A)	10% - 38 20% - 77 25% - 96	<p>Reduced provision of positive activities.</p> <p>Would impact young people and schools.</p>	Opportunities to deliver joint activities with other services (e.g. schools, Sports RCT etc) would be reduced.	<p>Impact on our ability to fulfil our statutory duty to provide Youth Support Services – YEPS currently provide the vast majority of activities and interventions across RCT giving young people access to their entitlements. A reduction in the level of extended youth provision on offer across RCT would lead to unequal access to entitlements for young people.</p> <p>Reduction in attendance / reach engagement figures upon which our performance in benchmarked against other LA's in Wales</p>	Yes, 10% reduction is achievable which would be spread across all clusters (Appendix 2A). Consideration may also be given to Communities First budgets spent on youth activities (approximately £200k per year).

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
5 Utilise Communities First budgets to replace core funding used to fund staff / provide enrichment budgets	Maximum 276	Little impact on young people if like for like activities can be sustained. An initial high level assessment of Communities First funding indicates that approximately £200K per year is allocated for youth related activities for programmes such as physical activity, youth employment, drop in sessions, secondary school focussed programmes and Friday night clubs	Communities First budgets are allocated to provision to support their own priorities. If these budgets were redirected to specific youth activities then other provision may be reduced and/or changed.	Communities First budgets are already committed.	No. Communities First budgets are allocated to provision to support their own priorities. If these budgets were redirected to youth activities then other provision may be reduced and/or changed. The budgets are also already committed.
6 Utilise Welsh Government (WG) grant funding to replace core funding of Council services rather than use to pay the voluntary sector	Maximum 100	Reduced provision in the Voluntary Sector.	Some organisations rely on funding from several sources to support various Council priorities. Withdrawing this element of funding could impact the viability of some organisations.	Unlikely to be allowable under terms and conditions of grant that require strict monitoring and have stringent criteria. Potential inequity in provision leading to different level of access to services dependant on where service users live	No. Could jeopardise the viability of some voluntary sector organisations that support various Council priorities. Unlikely to be allowable under terms and conditions of grant that require strict

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
					monitoring and have stringent criteria. Potential inequity in provision leading to different level of access to services dependant on where service users live
7 Review Team Leaders and Admin	23 – 66	1 FTE GR11 Team Leader 1 FTE GR6 Admin Support Capacity to deliver front line services reduced as workload of remaining team would increase.	Capacity for other work (special projects etc) would decrease eg, support for corporate consultations, events and LSB priorities.	Ability to respond to emerging issues and special projects (eg mountain fires) and undertake participation / UNCRC rights work significantly reduced. Reduced capacity to support other agencies such as Police, Fire and Health to address issues such as Hate Crime and Anti Social Behaviour.	Yes, Reduce 1 Team Leader in line with reduction in front line staffing and reduced enrichment budget.
8 Set up an Arms Length Management Organisation (ALMO) to deliver youth services	Further work required	This would be a longer term option which would require significant research to establish feasibility.			No. The Council wishes to retain control of the service at this time to ensure

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
					support for wider Council priorities is maintained and to be able to respond to users needs.

APPENDIX 3**OPTIONS APPRAISAL BACKGROUND PAPER****SUPPORTED BUS ROUTES****1. CURRENT SERVICE DELIVERY**

- 1.1 The vast majority of bus services (and 92% of bus journeys in RCT) are provided on a commercial basis by private operators. There are a number of routes however which are not commercially viable and which are determined and supported by the Council. Some are provided by community transport operators who operate a demand lead “dial a ride” service.
- 1.2 Annual passenger numbers and journeys are summarised in the table below showing the split between Council funded and WG funded journeys:

	Council Funded	WG Funded	Total
Total Passenger Numbers	334,514	484,532	819,046
Annual Journeys	61,570	58,742	120,312
Average Users per Journey	5.43	8.25	6.81

- 1.3 Appendix 3A provides details of all Council funded routes.

2. STATUTORY BASIS AND LEGISLATIVE FRAMEWORK

- 2.1 There is no statutory duty to provide subsidised local bus services. Councils have discretion to support public transport services that help to meet local needs. Supported bus routes often serve communities where no alternative transport exists, any cut or alteration can often have an impact on residents and local economies. Services are also provided in evenings and at weekends when services would otherwise cease.
- 2.2 The Transport Acts of 1985 and 2000 and the Local Transport Act 2008, enable Councils to identify gaps in local transport services and, subject to resources and potential passenger demand, financially support certain routes. Provision of such services is therefore discretionary.

3. RESOURCES

- 3.1 The 2015/16 total budget is £0.489M which is broken down as follows:

Budget	Budget £'000
Advertising & Promotion	12
Grants	136
Operator Payments	935

Income from other LAs	(70)
Regional Transport Grant	(524)
TOTAL	489

- 3.2 The service was subject to a review as part of the Council's Medium Term Service Planning in 2015/16. Funding for subsidised local bus routes was reduced by £0.400M.

4. REVIEW OF SERVICE PROVISION – OPTIONS CONSIDERED

- 4.1 The following options have been considered:

Options		Estimated Saving £'000
1	Status Quo Exclude the service from the Medium Term Service Planning reviews which means there will be no changes to reduce the cost of the current service. Savings would need to be achieved in other service areas.	0
2	Remove all Council subsidised local bus routes where the average cost per passenger journey is more than £3.00	41
3	Reduce Council subsidised local bus routes to £439k (achieve a saving of £50k) which results in ceasing to support the 3 lowest scoring routes on the service impact assessment as set out in Appendix 3A.	50
4	Remove the remaining 2 subsidised Monday to Saturday evening local bus	72
5	Reduce Council subsidised local bus routes to £389k (achieve a saving of £100k) which results in ceasing to support the 6 lowest scoring routes on the service impact assessment as set out in Appendix 3A.	100
6	Reduce Council subsidised local bus routes to £289k (achieve a saving of £200k) which results in ceasing to support the 10 lowest scoring routes on the service impact assessment as set out in Appendix 3A.	200
7	Remove all Council subsidised local bus routes	489

- 4.2 Appendix 3B shows further considerations regarding the implications, impact and risks of each option.

5. PROPOSED SERVICE CHANGE

- 5.1 An assessment has been undertaken on the Council funded routes to assess the impact that the withdrawal might have on the public, the higher the score representing the greatest impact.

5.2 The assessment has been based on:

Criteria	Maximum Score
The number of users per journey	70
The subsidy per passenger	50
The availability of alternative services	30
The likelihood of related commercial bus service withdrawals	25
The loss of journeys for shift workers	10
The loss of journeys for healthcare and hospital visiting	20
The loss of journeys for education and training	15
Total Maximum Score	220

5.3 Appendix 3A provides the details of assessment of each route.

5.4 The following options are proposed:

Options	Estimated Saving £'000
3 Reduce Council subsidised local bus routes to £439k (achieve a saving of £50k) which results in ceasing to support the 3 lowest scoring routes on the service impact assessment as set out in Appendix 3A.	50

6. FINANCIAL IMPLICATIONS

6.1 Implementation of these proposals would result in savings of £0.050M in a full financial year.

7. IMPLEMENTATION ISSUES AND CONSIDERATIONS

7.1 The decisions taken in respect of any potential reduction in supported bus routes must consider the following:

- Bus companies require 8 weeks statutory notice to withdraw service;
- The equalities impact of removing supported routes;
- The potential to impact upon the remaining commercial bus network with the possible loss of services for work, health, education and leisure;
- The proposals may not be fully consistent with the Council's and Welsh Government's environmental, regeneration and sustainability agendas;
- There may be an adverse impact upon local town centres;
- Options 3 – 5 could be contrary to the Welsh Government's aspirations for inclusiveness and mobility.

7.2 Full details of all considerations for all options are shown at Appendix 3B.

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Appendix 3A**Impact Assessment**

IA Priority No	Route (Council Funded)	Users	Subsidy	Unavail-ability	Potential Impact on Non Subsidised Network	Shift Workers	Healthcare and Hospital Links	Education and Training	Total Impact Assessment
		(70)	(50)	(30)	(25)	(10)	(20)	(15)	(220)
1	155 Porth – Stanleytown – Ferndale	60	40	30	25	0	20	15	190
2	133 Wattstown – Porth – Llwyncelyn	40	50	30	25	0	20	15	180
3	111 Ty Rhiw – Glan y Ffordd - Pontypridd	40	40	30	25	0	18	15	168
4	152 Tonypandy- Penrhiwfer – Tonyrefail	40	40	30	25	0	17	15	167
5	121 Tonypandy – Penrhiwfer – Tonyrefail	60	40	30	0	0	20	15	165
6	139 Treorchy – Cwmparc	20	50	30	25	2	18	14	159
7	175 Llwynypia – Tonypandy	40	50	30	0	0	20	15	155
8	Ty Rhiw – Ffynnon Taf Primary	70	30	15	25	0	0	15	155
OPTION 6 (Routes 1- 8 to be retained)									
9	137 Porth – Coronation Terrace	20	40	30	25	0	20	15	150
10	104 Pontypridd – Common – Griag Yr Helfa	20	40	30	25	0	18	15	148
11	106 Coed Y Cwm Diversion	20	40	30	25	1	17	14	147
12	102 Upperboat – Pontypridd – Glyncoch/ Ynysybwll	40	40	10	25	10	14	8	147
OPTION 5 (Routes 1- 12 to be retained)									
13	91 Abercwmbol – Robertstown – Penywaun	40	40	30	0	0	20	15	145
14	3 Penrhiwceiber – Cefn Pennar – Newtown	40	40	30	0	0	19	15	144
15	137 Porth – Coronation Terrace	20	30	30	25	0	20	15	140
OPTION 3 (Routes 1- 15 to be retained)									
16	138 Porth – Trehafod (Woodfield Terrace)	20	30	30	25	0	20	15	140
17	153 Tonypandy – Gilfach Goch	20	30	30	25	7	13	10	135
18	25 Fernhill – Cefnpennar – Ynysybwll – Pontypridd	40	20	10	25	10	16	9	130

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Appendix 3B**Options for Change**

Option		Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
1	Status Quo (No changes)	0	None	Will require other Council services to reduce services even further to achieve savings to compensate.	Adverse affect on other Council services. Potential impact on the Council's ability to set a balanced budget.	No. Due to the financial challenge facing the Council, all services and their delivery must be assessed.
2	Remove all Council subsidised local bus routes where the average cost per passenger journey is more the £3.00	41	Potential impact upon the late night economy and associated travel arrangements Possible loss of service restricting weekend travel Some communities may feel more isolated Does not give consideration to local transport requirements		Routes have been assessed on a financial basis only, this does not provide a balance rationale	No, basing the reduction on the level of subsidy only does not give consideration to local transport requirements.
3	Reduce Council subsidised local bus routes to £439k (achieving a saving of £50k)	50	May impact on local town centres May increase road congestion		Potential to impact upon the remaining commercial bus network with possible loss of services for work, shopping health,	Yes. Based on the assessment undertaken there are routes that could cease to be supported to save

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
		Does not give consideration to local transport requirements. Some communities may feel more isolated and affect social inclusion and mobility		education and leisure Routes have been assessed on a financial basis only, this does not provide a balance rationale	£50k.
4	72	Possible loss of service restricting weekend travel Some communities may feel more isolated		Potential impact upon the late night economy and associated travel arrangements but maintains journeys to employment, shopping, health, education and daytime leisure	No. Potential impact upon the late night economy and associated travel arrangements. Some communities may feel more isolated
5	100	May impact on local town centres May increase road congestion Does not give consideration to local transport requirements. Some communities may feel more isolated and affect social inclusion and mobility		Potential to impact upon the remaining commercial bus network with possible loss of services for work, shopping health, education and leisure Routes have been assessed on a financial basis only, this does not provide a balance rationale	No. The assessment undertaken suggests that a saving of £50k could be achieved based on the impact scores (option 3). Saving £100k would require more routes to cease to be supported with greater impact based on the assessment.

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
6 Reduce Council subsidised local bus routes to £289k (achieving a saving of £200k)	200	<p>May impact on local town centres</p> <p>May increase road congestion</p> <p>Does not give consideration to local transport requirements. Some communities may feel more isolated and affect social inclusion and mobility</p> <p>Potential impact on bus operators and their local infrastructure</p>		<p>Potential to impact upon the remaining commercial bus network with possible loss of services for work, shopping health, education and leisure</p> <p>Routes have been assessed on a financial basis only, this does not provide a balance rationale</p>	<p>No. The assessment undertaken suggests that a saving of £50k could be achieved based on the impact scores (option 3). Saving £200k would require more routes to cease to be supported with greater impact based on the assessment.</p>
7 Remove all Council subsidised local bus routes	489	<p>May impact on local town centres</p> <p>May increase road congestion</p> <p>Does not give consideration to local transport requirements. Some communities may feel more isolated and affect social inclusion and mobility</p>		<p>Potential to impact upon the remaining commercial bus network with possible loss of services for work, shopping health, education and leisure</p> <p>Routes have been assessed on a financial basis only, this does not provide a balance rationale</p>	<p>No. This would result in all 18 routes ceasing to be supported by the Council which, based on the impact assessment, would have a detrimental impact on peoples' ability to get to work, attend health appointments and to undertake education</p>

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed	
			Potential impact on bus operators and their local infrastructure arrangements (depots etc)			and training.

APPENDIX 4**OPTIONS APPRAISAL BACKGROUND PAPER****DAY NURSERIES****1. CURRENT SERVICE DELIVERY**

- 1.1 There are 5 Council run day nurseries based at Aberaman, Tylorstown, Tonyrefail, Pontypridd and Llantrisant. With the exception of Llantrisant Nursery all other nurseries are located within 'Flying Start' areas and have, over the past few years, evolved into predominately providing Flying Start childcare provision, which is funded from grant.
- 1.2 Flying Start provision differs widely from that of the generic 'fee paying' childcare service in that it provides sessions of 2.5 hours in either the mornings or afternoons for 5 days per week, 42 weeks per year. Parents of children who live in a Flying Start area are entitled to one 'grant funded' 2.5 hour session per day per child.
- 1.3 The Council's additional service however offers up to an all day service which ranges from 7:30am to 6pm (depending on the nursery) to parents on a fee paying basis. This service is not a statutory provision and is funded in part through charges made to families, the remaining cost is funded / subsidised by the Council.
- 1.4 The current pricing structure for Council run Day Nurseries for 2015/16 is:

Rate	£
Weekly	223.50
Day	47.50
Half day	26.85

- 1.5 The service has seen significant change over the past few years, in particular the demand for generic 'fee paying' childcare places has fallen by approximately 69% since 2012/13 (see paragraph 1.7 and 1.8). Recent information indicates further reduction in demand from the autumn term (September - December) 2015. This has placed an increasing pressure on the service in terms of the financial viability of each nursery setting. In 2014/15, the annual cost to the Council over and above fees received from parents (i.e. the annual subsidy) for the only non Flying Start setting (Llantrisant) was £5,100 per full time child place. Childcare places have fallen further for the autumn term 2015 which has resulted in the subsidy for Llantrisant increasing to £10,100 per full time child place. There are only 10.8 fee paying FTEs currently at Llantrisant Nursery. There has been no increase in demand since September 2015 following the implementation of funding schools for part time nursery. Some schools are still providing full time nursery and support is available to other schools wishing to set up wrap around childcare to enable children to be in school all day when part time

nursery is offered.

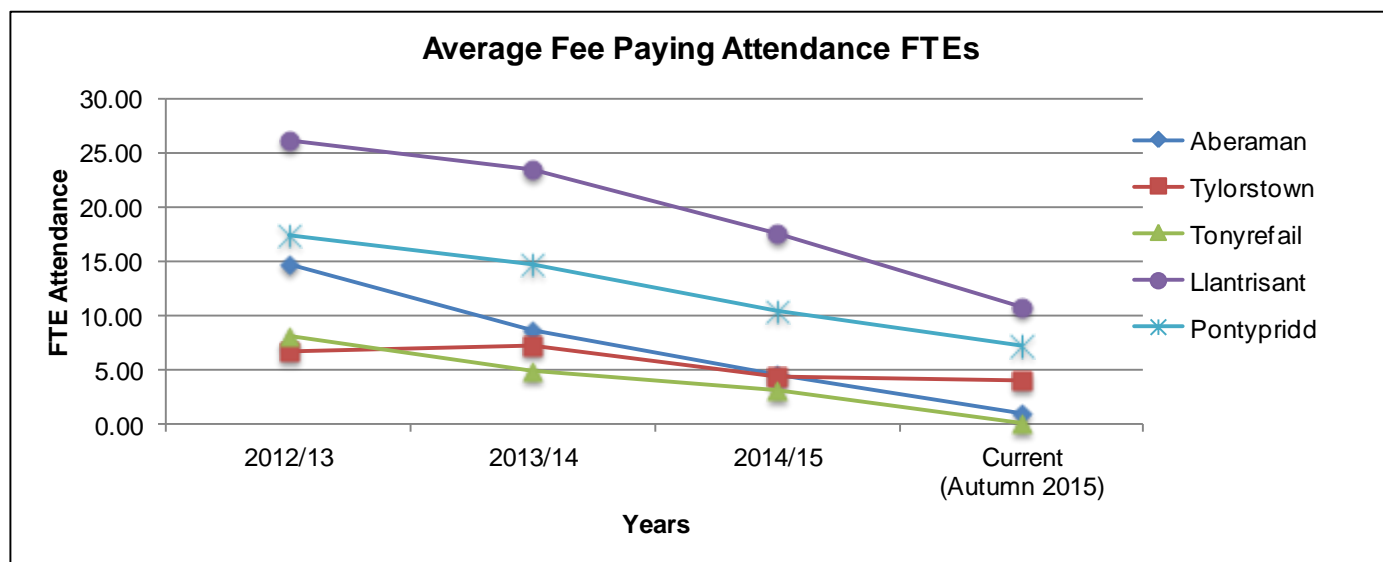
1.6 There are many factors which influence the annual subsidy levels, the most significant is the flexibility of the workforce. In many instances contracted staffing levels (staffing ratios) are higher than required under Care and Social Services Inspectorate Wales (CSSIW) regulation and in particular during certain times of the day.

1.7 A summary of occupancy levels for each nursery, showing mix of childcare provision, is shown below:

Flying Start	Aberaman	Tylorstown	Tonyrefail	Llantrisant	Pontypridd	Total
Maximum commissioned Flying Start places	40	40	32	0	24	136
Actual attendance – autumn term 2015	33	37	31	0	8	109

Fee paying	Aberaman	Tylorstown	Tonyrefail	Llantrisant	Pontypridd	Total
Current Average FTE (Autumn 2015)	1.0	4.0	0.0	10.8	7.1	22.9
Average FTE 2012/13	14.7	6.6	8.0	26.1	17.4	72.8
Percentage reduction between 2012/13 and current	-93%	-40%	-100%	-59%	-59%	-69%

1.8 The decline in demand for fee paying places between 2012/13 and current (autumn 2015) is shown below:



1.9 There is currently no demand for fee paying childcare places at Tonyrefail (autumn 2015). This will result in existing staff being paid contract hours during school holidays when no Flying Start nor fee paying children are present at the nursery.

2. STATUTORY BASIS AND LEGISLATIVE FRAMEWORK

- 2.1 As Cabinet are aware under section 22 of the Childcare Act 2006 (the '2006 Act') the Council must "secure, so far as is reasonably practicable, that the provision of childcare (whether or not by it) is sufficient to meet the requirements of parents in their area who require childcare in order to enable them (a) to take up, or remain in work; or (b) to undertake education or training which could reasonably be expected to assist them to obtain work." The Council does not have a specific statutory duty to have to provide Flying Start childcare itself. Instead it is predominantly commissioned from third and private sector providers.
- 2.2 The duties under the 2006 Act require the Council to shape and support the development of childcare provision in its area in order to make it flexible, sustainable and responsive to the needs of the community. The intention is to ensure that parents are able to access childcare locally that meets their needs and enables them to make a real choice about work. The effect of the wording "*reasonably practicable*" within the 2006 Act is to allow the Council to take into account its resources and capabilities in making decisions about when to intervene to address gaps in the childcare market.
- 2.3 The Council is not under a duty to provide the childcare directly (although it has the power to make provision if it so chooses). The Council is expected to support the development of childcare where there is sufficient parental demand that a childcare setting or a child minder could operate and be sustainable.
- 2.4 Cabinet must have regard to Welsh Government guidance when considering its statutory duty under s.22 of the 2006 Act. The particular relevant points from the guidance in addition to the matters already set out in the statute itself, and of relevance for this report, state that:
- i. Local authorities should consider the particular issues around access to childcare for black and other ethnic minority parents, lone parents and those making the transition to work, including those training.
 - ii. Local authorities will also need to consider availability of childcare to support parents working atypical hours.
 - iii. Local authorities are required to secure childcare of sufficient duration and reliability to enable parents to make a real choice about work. Local authorities are required to act to secure sufficient childcare that is registered by the CSSIW
- 2.5 As part of meeting the Council's statutory duties as regards childcare the Council has prepared its Childcare Sufficiency Audit (CSA) 2014-2017 triennial plan. Members will be familiar with the contents of this document which was approved by Cabinet on 23rd June 2014. A CSA update was agreed by Cabinet on 23rd July 2015.

- 2.6 In all of the day nursery localities there are sufficient childcare providers (e.g. day nurseries, childminders, playgroups etc) that can accommodate all children that might be displaced by any service reduction. This has been confirmed by the Family Information Service team (FIS team) as remaining the case at the time of preparing this report.

3. RESOURCES

- 3.1 The 2015/16 total budget is £0.176M which is broken down as follows:

Day Nursery	Employees £'000	Premises £'000	Supplies & Services £'000	Support Services £'000	Income £'000	Net Exp £'000
Aberaman	200	5	12	12	(200)	29
Tylorstown	184	15	15	0	(143)	71
Tonyrefail	176	3	13	10	(215)	(13)
Pontypridd	300	22	22	0	(318)	26
Llantrisant	368	28	28	0	(361)	63
Total	1,228	73	90	22	(1,237)	176

4. REVIEW OF SERVICE PROVISION – OPTIONS CONSIDERED

- 4.1 The following options have been considered:

Options		Estimated Saving £'000
1	Status Quo Exclude the service from the Medium Term Service Planning reviews which means there will be no changes to reduce the cost of the current service. Savings would need to be achieved in other service areas.	0
2	Review and rationalise existing staff contracts and rotas to ensure optimum resource levels are attained and service flexibility assured (Minimum requirement)	Eliminate risk of overspend
3	A <ul style="list-style-type: none"> • Cease provision of non statutory 'fee paying' childcare places and provide Flying Start only services from 4 existing nurseries within Flying Start areas. • Close Llantrisant Nursery. 	176
	B <ul style="list-style-type: none"> • Cease provision of non statutory 'fee paying' childcare places and provide Flying Start only services from 4 existing nurseries within Flying Start areas. • Explore options to either outsource or support community groups to fulfil fee paying childcare provision. 	Up to 176
	C <ul style="list-style-type: none"> • Cease provision of non statutory 'fee paying' childcare places and provide Flying Start only services from 4 existing nurseries within Flying Start areas. • Maintain provision of subsidised 'fee paying' childcare places in Llantrisant Nursery. 	69

4	<ul style="list-style-type: none"> Explore options to externalise services to third sector organisation, community groups or private businesses. 	Up to 176
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4.2 Appendix 4A shows further considerations regarding the implications, impact and risks of each option.

5. **PROPOSED SERVICE CHANGE**

5.1 The following options are proposed:

Options		Estimated Saving £'000
2	<ul style="list-style-type: none"> Review and rationalise existing staff contracts and rotas to ensure optimum resource levels are attained and service flexibility assured (Minimum requirement) 	0
3A	<ul style="list-style-type: none"> Cease provision of non statutory 'fee paying' childcare places and provide Flying Start only services from 4 existing nurseries within Flying Start areas. 	113
	<ul style="list-style-type: none"> Close Llantrisant Nursery. 	63
Total		176

6. **FINANCIAL IMPLICATIONS**

6.1 Implementation of these proposals would result in savings of £0.176M in a full financial year.

7. **IMPLEMENTATION ISSUES AND CONSIDERATIONS**

7.1 The decisions taken in respect of any changes to day nursery provision must consider the following:

- Families of 'fee paying' children would need to find alternative childcare provision;
- In all of the day nursery localities there are sufficient childcare providers (e.g. day nurseries, childminders, playgroups etc) that can accommodate all children that might be displaced by any service reduction. This has been confirmed by the Family Information Service team (FIS team) as remaining the case at the time of preparing this report;
- In most instances private sector provision is less expensive. Also, by families transferring their services to the private sector it offers an element of economic sustainability to the area;
- There is a likelihood of staff redundancies or reduced contracts / working hours;
- Opportunities for staff redeployment is likely to be limited;
- Potential surplus site at Llantrisant Nursery;
- If the day nursery element is maintained, the Council may not be able to compete with fees of established private / third sector childcare providers;

- Future demand is likely to continue to fall if fees are further increased;
- Flying Start childcare is likely to move to 39 weeks provision (from 42 weeks) from April 2017 as a result of reduced demand for childcare during the first three weeks of the Summer holiday;
- Parents, Childcare and Employment (PaCE) is a Welsh Government led, European funded training/work experience programme aimed at parents where childcare is a barrier to training/work. This will be operational in RCT from October 2015 and the demand for childcare through this programme is as yet, unknown;
- Availability of community groups and/or 3rd sector organisation to establish alternative provision;
- TUPE implications for any community group and/or 3rd sector organisation which might reduce viability of externalisation options.

7.2 Full details of all considerations for all options are shown at Appendix 4A.

Appendix 4A**Options for Change**

Option		Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
1	Status Quo (No changes)	0	None	Will require other Council services to reduce services even further to achieve savings to compensate.	Adverse affect on other Council services. Potential impact on the Council's ability to set a balanced budget.	No. Due to the financial challenge facing the Council, all services and their delivery must be assessed.
2	Review and rationalise existing staff contracts and rotas to ensure optimum resource levels are attained and service flexibility assured (Minimum requirement)	Eliminate risk of overspend	N/A	N/A	Staff may choose to leave and recruitment of new staff may be difficult due to reduction in contracted hours. Potential to achieve some contracted hour reductions through previously unsupported EOs.	Yes. A more flexible workforce is required to ensure the services remains viable and able to respond to changing demand.
3A	Cease provision of non statutory 'fee paying' childcare places and provide Flying Start only services from 4 existing nurseries within Flying Start areas. Close Llantrisant Nursery.	176	Families of 'fee paying' children would need to find alternative childcare provision in the area. Closures may create difficulties for working parents. However, In all of the day nursery	Surplus site at Llantrisant Nursery. Potential demolition or security costs.	Staff may choose to leave and recruitment of new staff may be difficult due to reduction in contracted hours. Potential to achieve some contracted hour reductions through	Yes, due to decline in demand across all 5 nurseries and in all localities there are sufficient childcare providers to accommodate

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
3B	Up to 176	<p>localities there are sufficient childcare providers (e.g. day nurseries, childminders, playgroups etc) that can accommodate all children that might be displaced by any service reduction.</p> <p>Fee paying childcare places affected: Flying Start areas = 12.1 FTEs Llantrisant fee paying = 10.8 FTEs</p>		<p>previously unsupported EOIs.</p> <p>Availability of community groups and/or 3rd sector organisation to establish alternative provision.</p> <p>Potential TUPE issues which would impact on interest in externalisation and potential savings.</p>	<p>children displaced by any service reduction.</p> <p>No. Option 3A is proposed which is to cease provision and there are already sufficient childcare providers without further outsourcing arrangements needed by the Council.</p>
3C	69	<p>There is a likelihood of staff redundancies or reduced contracts / working hours. Opportunities for staff redeployment is likely to be limited.</p>	N/A		<p>No, due to decline in demand it is not viable for the Council to maintain Llantrisant and there are sufficient childcare providers to take up demand.</p>

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
4 Explore options to either outsource or support community groups to fulfil fee paying and/or Flying Start childcare provision.	Up to 176	<p>Families of 'fee paying' children would need to find alternative childcare provision in the area.</p> <p>Closures may create difficulties for working parents. However, in all of the day nursery localities there are sufficient childcare providers (e.g. day nurseries, childminders, playgroups etc) that can accommodate all children that might be displaced by any service reduction.</p> <p>FTE Fee paying childcare places affected: Day nurseries providing Flying Start = 12.1 FTEs Llantrisant fee paying = 10.8 FTEs Flying start childcare places affected: Day nurseries providing Flying Start = 109 places</p>		<p>Availability of community groups and/or 3rd sector organisation to establish alternative provision.</p> <p>Potential TUPE issues which would impact on interest in externalisation and potential savings.</p>	No. There are already sufficient childcare providers to accommodate children displaced by any service reduction.

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed	
			There is a likelihood of staff redundancies or reduced contracts / working hours. Opportunities for staff redeployment are likely to be limited.			

APPENDIX 5**OPTIONS APPRAISAL BACKGROUND PAPER****CUSTOMER CARE****1. CURRENT SERVICE DELIVERY**

1.1 The Council provides face to face Customer access to information, advice and assistance via:

3 core One4aLL centres open Monday-Friday at:

- | | | |
|----------------------------|---------------|-------------------|
| • Sardis House, Pontypridd | 9am to 4pm | 35 hrs per week |
| • Rock Grounds, Aberdare | 9am to 3.30pm | 32.5 hrs per week |
| • Bronwydd, Porth | 9am to 3.30pm | 32.5 hrs per week |

Library Outreach

- | | | |
|------------------------|---------------------------------|-----------------|
| • Mountain Ash Library | 10am to 3pm (Mon/Weds/Fri) | 15 hrs per week |
| • Treorchy Library | 10am to 3pm (Mon/Weds/Fri) | 15 hrs per week |
| • Pontyclun Library | Surgery visit 2 hrs a fortnight | |

1.2 The overarching role of the centres is summarised below:

- The service focuses on enquiries that require a physical interaction where the call centre or website cannot fulfil the process;
- 98.1% of activity supports statutory functions predominantly Housing Benefit (60%), Council Tax (8%), 'Blue' Badges (14%) and Concessionary Bus Passes (11%);
- 93% of advice is delivered at the 3 core centres and 7% via outreach;
- 98% of enquiries are resolved;
- The centres directly support other departments in their delivery targets with the majority of Council Tax, Blue Badge and Bus Pass enquiries fully processed via 'one and done' processes during appointments at the centres. For the remainder (mainly Housing benefits), all necessary information is received, scanned and indexed at the appointment directly into back office workflows for processing;
- Income at centres remains significant with 24,778 payment transactions in 2014/15 to a value of £23.5m receipted excluding postage cheques, 88% of payments on site were made by self service.

1.3 In addition the council provides a contact centre which manages 870,000 'inbound' contacts for Council and Local Health Board (LHB) services. The LHB has separate management and staffing arrangements but contributes £0.115M per annum towards system licences and some management systems administration.

- The key demand for advice relates to the following services:

Service	% of Contacts
Waste & Cleansing	21.8
Housing Benefits (includes Council Tax support scheme)	17.6
Council Tax account management, legal liability, debt recovery	17.3
Adult Social Care	11.0
Public Health & Protection	3.2
Highways	2.4
Historical switchboards, Planning and Transport	26.7
Total	100.0

- Income - In 2014/15 the Centre processed 43,671 'payments' to the value of £4.7 million. Whilst 'touchtone' automation is available a significant number of payments are taken by advisors during a 'negotiation' to recover the debt within a set period and to identify any benefits pending that may impact on that debt;
- If the contact centre did not exist these contacts would need to be received by alternative staff at suitable contact handling points (e.g. allows for Welsh, sensory, line and call recording capacity etc) with associated infrastructure, much of which has been de-commissioned in favour of the Contact Centre arrangements.

2. STATUTORY BASIS AND LEGISLATIVE FRAMEWORK

- 2.1 Although there is no statutory legislation directly covering Customer Care services, the majority of contact in both the One4aLL Centres and the Contact Centre support other statutory services.

3. RESOURCES

- 3.1 The 2015/16 Customer Care total budget is £1.386M which is broken down as follows:

Budget	One4aLL Centres £'000	Contact Centre £'000	Total £'000
Employees	537	793	1,330
Premises	1	0	1
Transport	3	1	4
Supplies & Services	16	42	58
Income	(7)	0	(7)
Total	550	836	1,386

- 3.2 The service was subject to a review as part of the Council's Medium Term Service Planning in 2014/15 which resulted in a reduction in call answering service standards, full cost recovery of external contract and a staffing restructure. The budget reduction was £0.321M.

4. REVIEW OF SERVICE PROVISION – OPTIONS CONSIDERED

4.1 The following options have been considered:

Options	Estimated saving £'000
1 Status Quo Exclude the service from the Medium Term Service Planning reviews which means there will be no changes to reduce the cost of the current service. Savings would need to be achieved in other service areas.	0
2 Cease all One4All outreach centres and withdraw 2 payment kiosks Reduce staff by 0.8 FTE and 2 payment kiosks £5k	31
3 Reduce One4All advisors A reduction of 0.5FTE in each core centre	43
4 Retain 3 core One4All centres but cease drop in Service by appointment only. Reduce staff by 2.7 FTE's	77
5 Reduce 1 One4All to 3 day opening Reduce Rock Grounds or Bronwydd House to 3 day opening retaining existing opening hours	68
6 Reduce 2 One4All to 3 day opening Reduce Rock Grounds and Bronwydd House to 3 day opening retaining existing opening hours	137
7 Close 3 outreach centres and reduce 2 One4Alls to 3 day opening Close outreach centres in Treorchy, Mountain Ash and Pontyclun and reduce Rock Grounds and Bronwydd House to 3 day opening retaining existing opening hours	166
8 Close One Centre e.g. Porth one4aLL Centre due to proximity to Pontypridd	168
9 Retain 1 core One4All centre and reduce 2 to outreach centres Reduce Rock Grounds and Bronwydd House to 3 day opening 5 hrs per day	177
10 Move to a single centre model i.e. close 2 core One4All centres and 3 outreach centres Retaining 1 core One4All reducing 8.8 FTE's	255
11 Reduce current day time contact centre actual average response time of 125.5 seconds standard to 135 seconds Reduce advisor capacity by 2 FTEs (£45k) and reduce supervisor capacity by 1 FTE (£32k)	77

4.2 Appendix 5A shows further considerations regarding the implications, impact and risks of each option.

5. **PROPOSED SERVICE CHANGE**

5.1 The following options are proposed:

Options		Estimated Saving £'000
3	Reduce One4aLL Advisors - A reduction of 0.5FTE in each core centre	43
11	Reduce current day time contact centre actual average response time of 125.5 seconds standard to 135 seconds - Reduce advisor capacity by 2 FTEs (£45k) and reduce supervisor capacity by 1 FTE (£32k)	77
Total		120

6. **FINANCIAL IMPLICATIONS**

6.1 Implementation of these proposals would result in savings of £0.120M in a full financial year.

7. **IMPLEMENTATION ISSUES AND CONSIDERATIONS**

7.1 The decisions taken in respect of any potential reduction in the Customer Care service must consider the following:

- The quality and timeliness of service delivered to customers;
- The support for statutory services that need to be delivered particularly in the context of the Integrated Health and Social Services and Well Being (Wales) Act in the context of the need to improve access to Information Advice and Assistance. This proposal is a potential risk to the roll out of the Act in respect of the new IAA service due to the overall capacity, multi-skilling, cover and capabilities of One4aLLs;
- The impact on the negotiation of Council tax income during the critical recovery cycle e.g. summons;
- 'One and done' processing affected resulting in multiple communications between service area and customer;
- Processing of personal information would be less secure if processes are passed to back office. Associated information management risks would be incurred;
- Universal Credit - the role of front office services by Local Authorities is unknown until the DWP/Job Centre Plus framework is published.

7.2 Full details of all considerations for all options are shown at Appendix 5A.

Appendix 5A**Options for Change**

Option		Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
1	Status Quo (No changes)	0	None	Will require other Council services to reduce services even further to achieve savings to compensate.	Adverse affect on other Council services. Potential impact on the Council's ability to set a balanced budget.	No. Due to the financial challenge facing the Council, all services and their delivery must be assessed.
2	Cease outreach and withdraw 2 x payment kiosks Reduce staff by 1 @ 32.5 hrs = £25309 plus £5400 (kiosk)	30.7 0.84 GR7 FTEs displaced	Rhondda, Cynon and Taf presence sustained Face-to-face access in Treorchy, Mountain Ash, and Pontyclun would be withdrawn. 93% of advice customers unaffected Kiosk payment facility in Treorchy, Mountain Ash withdrawn Demand for appointments and subsequent wait time	Support for statutory services continues to be provided by core centres only. Limited income redirection (14%)	7% processing realigned to core centres - 'one and done' processing may be lost and multiple communications with a customer may be required Processing delays may occur	No. Face-to-face access in Treorchy, Mountain Ash, and Pontyclun would be withdrawn. 'One and done' processing may be lost and multiple communications with a customer may be required. Processing delays may occur

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
		<p>would increase in the 3 core One4All centres.</p> <p>Demand on Contact Centre may increase</p> <p>May encourage customers towards self service e.g. payments</p> <p>May encourage 'incomplete' mail</p>			
<p>3 Reduce One4All advisors by 0.5 FTE in each core centre</p>	<p>43</p> <p>1.5 GR7 FTE's displaced</p>	<p>Rhondda, Cynon and Taf presence sustained</p> <p>Demand for appointments and subsequent wait time would increase at remaining access points.</p> <p>Demand on Contact Centre may increase</p> <p>May encourage customers towards self service</p>	<p>Reduced 'one and done' processing - multiple communications with a customer may be required</p> <p>Demand at critical recovery times would be difficult to manage</p> <p>'Drop in' for emergency matters is no longer available - likely contact centre impact.</p>	<p>Level of staffing in One4All centres may be inadequate to meet demand. (Combined with 1 above 20% advisor capacity reduction).</p> <p>Processing delays may occur</p> <p>Some appointments likely to be cancelled at times of unplanned absence as drop in capacity currently offsets this risk.</p>	<p>Yes. Rhondda, Cynon and Taf presence sustained. May encourage customers towards self service.</p>

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
		<p>May encourage 'incomplete' mail</p> <p>Delay in appointments could be significant to benefit entitlement e.g. Blue Badge not renewed in time</p>		<p>Processing of personal information via alternative staff may incur information management risks.</p>	
<p>4 Retain 3 core centres but cease drop in (service by appointment only)= 108 hrs reduction 1 FTE at each centre</p>	<p>77.4</p> <p>2.7 GR7 FTEs displaced</p>	<p>Rhondda, Cynon and Taf presence sustained</p> <p>Further distance to advice centre for some customers</p> <p>Demand for appointments and subsequent wait time would increase at remaining access points.</p> <p>Demand on Contact Centre may increase</p>	<p>Reduced 'one and done' processing - multiple communications with a customer may be required</p> <p>Demand at critical recovery times would be difficult to manage 'Drop in' for emergency matters is no longer available – likely contact centre impact.</p>	<p>Level of staffing in One4All centres may be inadequate to meet demand. (Combined with 1 above 20% advisor capacity reduction).</p> <p>Processing delays may occur</p> <p>Some appointments likely to be cancelled at times of unplanned absence as drop in capacity currently offsets this risk.</p>	<p>No. Some appointments likely to be cancelled at times of unplanned absence as drop in capacity currently offsets this risk. Delay in appointments could be significant to benefit entitlement e.g. Blue Badge not renewed in time</p>

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
		<p>May encourage customers towards self service</p> <p>May encourage 'incomplete' mail</p> <p>Delay in appointments could be significant to benefit entitlement e.g. Blue Badge not renewed in time</p>		Processing of personal information via alternative staff may incur information management risks.	
<p>5 Reduce 1 One4All to 3 day opening Reduce Rock Grounds or Bronwydd House to 3 days - existing opening hours</p>	68	<p>AS ABOVE</p> <p>Confused customer access policy across the 3 constituent geographical areas - service is inconsistent across the Authority</p>	AS ABOVE	AS ABOVE	No. Confused customer access policy across the 3 constituent geographical areas - service is inconsistent across the Authority
<p>6 Reduce 2 One4Alls to 3 day opening Reduce Rock Grounds and Bronwydd House to 3 days - existing opening hours</p>	137	<p>AS ABOVE</p> <p>Confused customer access policy across the 3 constituent geographical areas - service is inconsistent across the Authority</p>	AS ABOVE	AS ABOVE	No. Confused customer access policy across the 3 constituent geographical areas - service is inconsistent across the Authority

Option		Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
7	<p>Close Outreach Centres and Reduce One4Alls to 3 day Opening</p> <p>Close outreach centres in Treorchy, Mountain Ash and Pontyclun and reduce Rock Grounds and Bronwydd House to 3 day opening retaining existing opening hours</p>	166	<p>AS ABOVE</p> <p>Confused customer access policy across the 3 constituent geographical areas- service is inconsistent across the Authority</p>	AS ABOVE	AS ABOVE	<p>No. Confused customer access policy across the 3 constituent geographical areas - service is inconsistent across the Authority</p>
8	<p>Close One Centre e.g. Porth one4aLL Centre due to proximity to Pontypridd</p>	168.9	<p>AS ABOVE</p> <p>Rhondda, Cynon and Taf presence not sustained - service is inconsistent in one of the 3 key areas of the Authority</p>	AS ABOVE	<p>AS ABOVE</p> <p>Significant demand realignment to the 2 remaining centres would compound the capacity risks</p>	<p>No. Rhondda, Cynon and Taf presence not sustained - service is inconsistent in one of the 3 key areas of the Authority. Significant demand realignment to the 2 remaining centres would</p>

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
					compound the capacity risks
9 Retain 1 full time centre and reduce 2 One4Alls to Outreach Centres (reduce Rock Grounds and Bronwydd House to 3 day opening total 15 hrs per week)	177 0.94 GR8 FTEs displaced 5.13 GR7 FTEs displaced	AS ABOVE Advice capacity reduced by 32% Rhondda, Cynon and Taf presence sustained but service is inconsistent in 2 of the 3 key areas of the Authority	AS ABOVE	AS ABOVE Significant demand realignment to the 1 remaining centre and 2 part time outreach would compound the capacity risks and impact on back office	No. Advice capacity reduced by 32% Rhondda, Cynon and Taf presence sustained but service is inconsistent in 2 of the 3 key areas of the Authority. Significant demand realignment to the 1 remaining centre and 2 part time outreach would compound the capacity risks and impact on back office.
10 Move all demand to Single Centre Model Only 10.2 FTE total remaining (Based on 44,112)	255 1.88 GR8 FTEs displaced 6.94 GR7 FTEs	AS ABOVE Advice capacity reduced by 46% Clear main town access policy	AS ABOVE	AS ABOVE Significant demand realignment to the 1 remaining centre would compound the capacity risks and impact on back office	No. Advice capacity reduced by 46%. Significant demand realignment to the 1 remaining centre would compound the capacity risks

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
advice enquiries per annum @ 20 minute average handling = 14689 hrs per annum /52 weeks = 282.5hrs per week plus 20% to cover absence planned leave /unplanned e.g. sickness special leave etc = 339 hrs per week = 9.2 FTE plus 1 X FTE receptionist)	displaced	Current site would require investment or a change of location within Pontypridd e.g. Regeneration opportunities.			and impact on back office
11 Reduce current day time contact centre actual average response time of	77 1 GR8 FTEs displaced	Multiple and statutory services continue to be available for resolution at one point of contact		Service standard may not be met if staff turnover arises or long term absences arise.	Yes. Multiple and statutory services continue to be available for resolution at one

Option	Estimated Savings £'000	Service Implications – Impact on Service Users (Public)	Impact on Other Council Services	Risks	Proposed
<p>125.5 seconds standard to 135 seconds Reduce advisor capacity by 2 FTEs (£45k) and reduce supervisor capacity by 1 FTE (£32k)</p>	<p>2 GR5 FTEs displaced</p>	<p>Reduced quality and timeliness of service for response for 'non-vulnerable' services only (Social care areas protected)</p> <p>Higher abandon rate would create repeat calls</p> <p>Ongoing signposting to on line services - longer wait may</p>		<p>May create 'incomplete mail' to the back office with multiple/delayed processing times</p> <p>Reduced capacity during critical recovery times e.g. Council Tax Annual Billing and recovery stages - may impact on Council Tax recovery rates</p> <p>Contact Centre's capacity to support significant changes could be compromised e.g. future Waste service/enforcement changes</p> <p>Adverse weather impact (flood snow, summer pest control).</p>	<p>point of contact.</p>