



Strategic Context

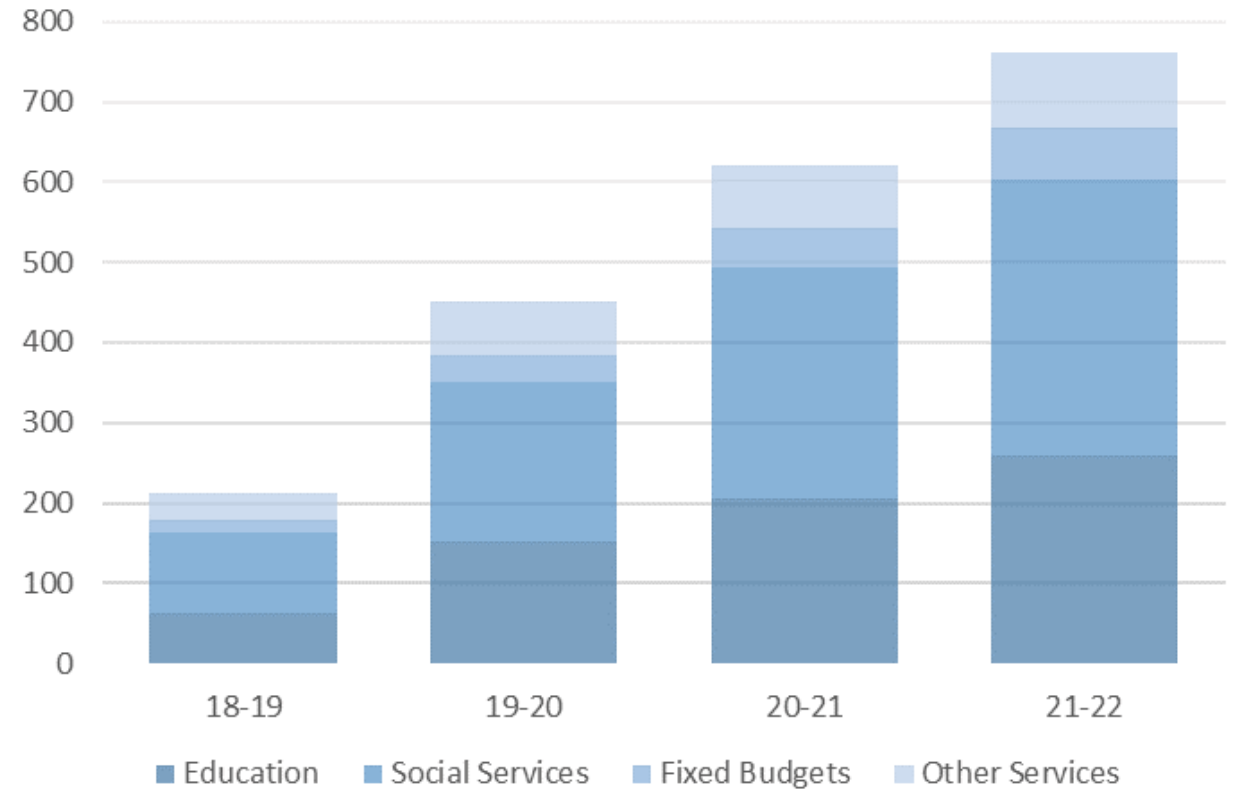
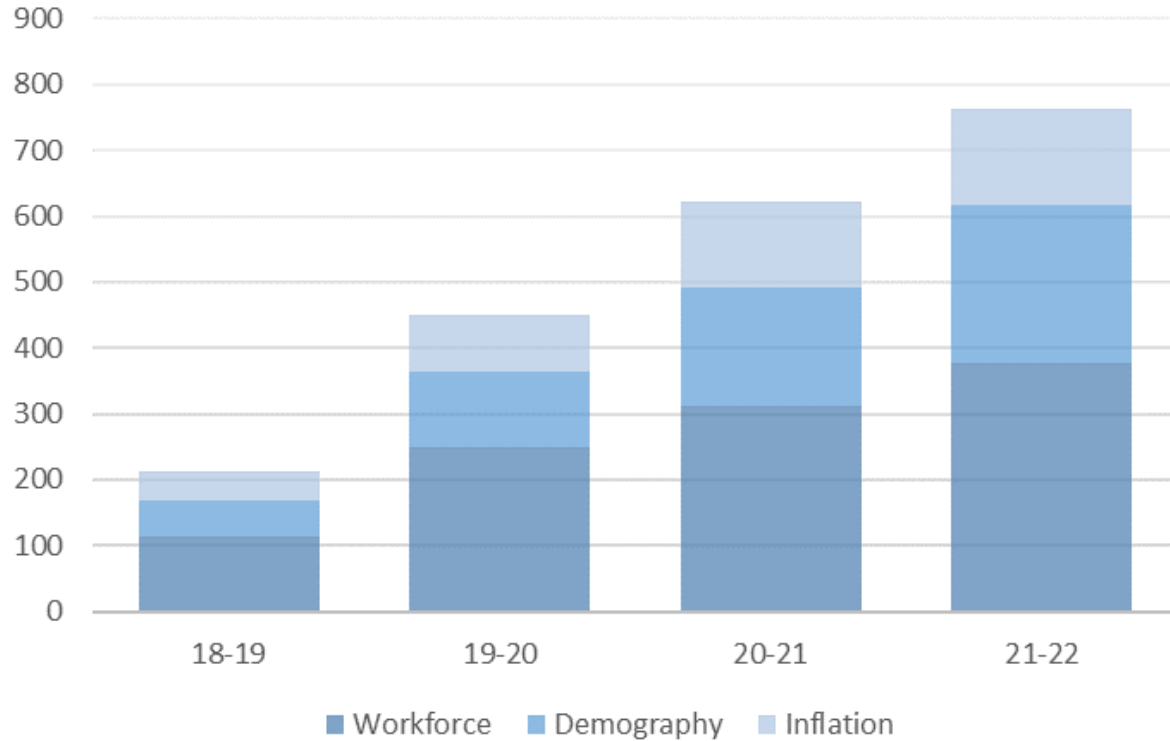
Funding Pressure



Welsh local government faces a 1.4% (£57 million) cut in 2016/17. The WLGA estimates since 2010 Welsh Public Services have lost £1.3 billion in funding (APSE 2016).

We also recognise the grave concerns of the Cabinet Secretary for Finance and Local Government surrounding the prospect of further deep cuts to follow and potential for a further £3.5 billion of cuts to come (WLGA 2017).

Demand pressure



Pressures due to social care continue to pose the most risk to council sustainability in the medium to long term. Indeed, there is a consensus across parties that social care amounts to such a significant challenge that new thinking on funding is required. – WLGA 2017

Can we learn anything from England?



- (better than) Survival is possible
- But more difficult if you lose control over reactive demand
- And don't have the ability to shape the future
 - Power of general competence
 - Repatriation of business rates

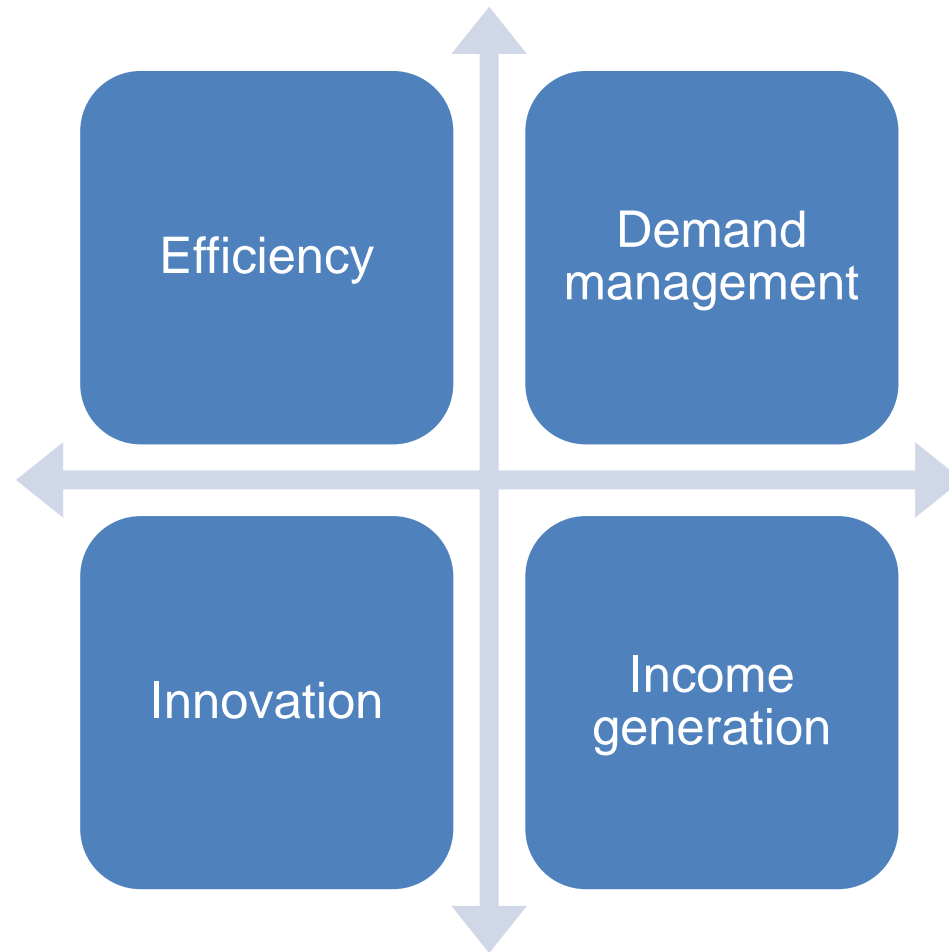
Salami slicing: how far can you cut?

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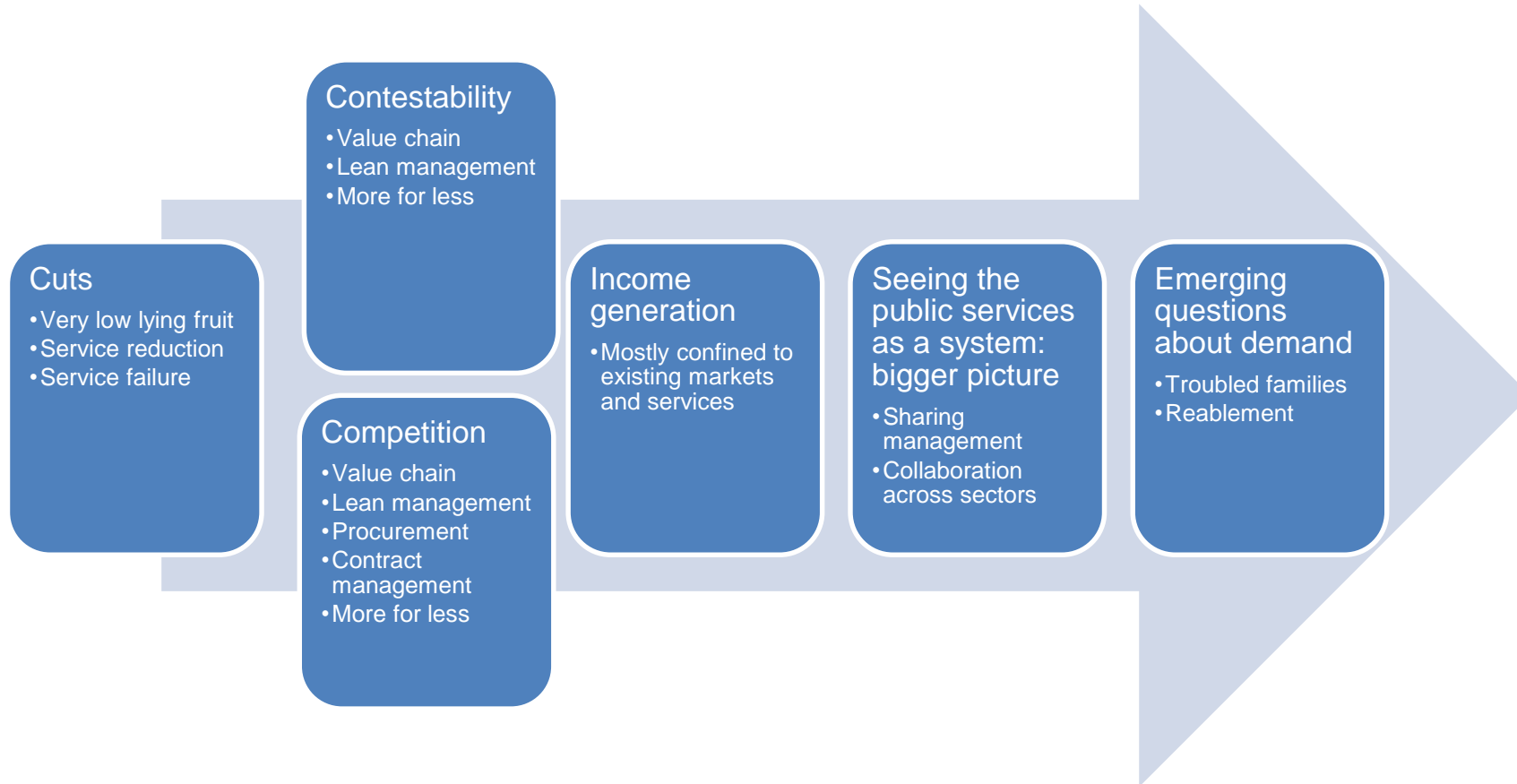
What happens when the salami runs out?



Better alternatives



The response to budgetary pressures

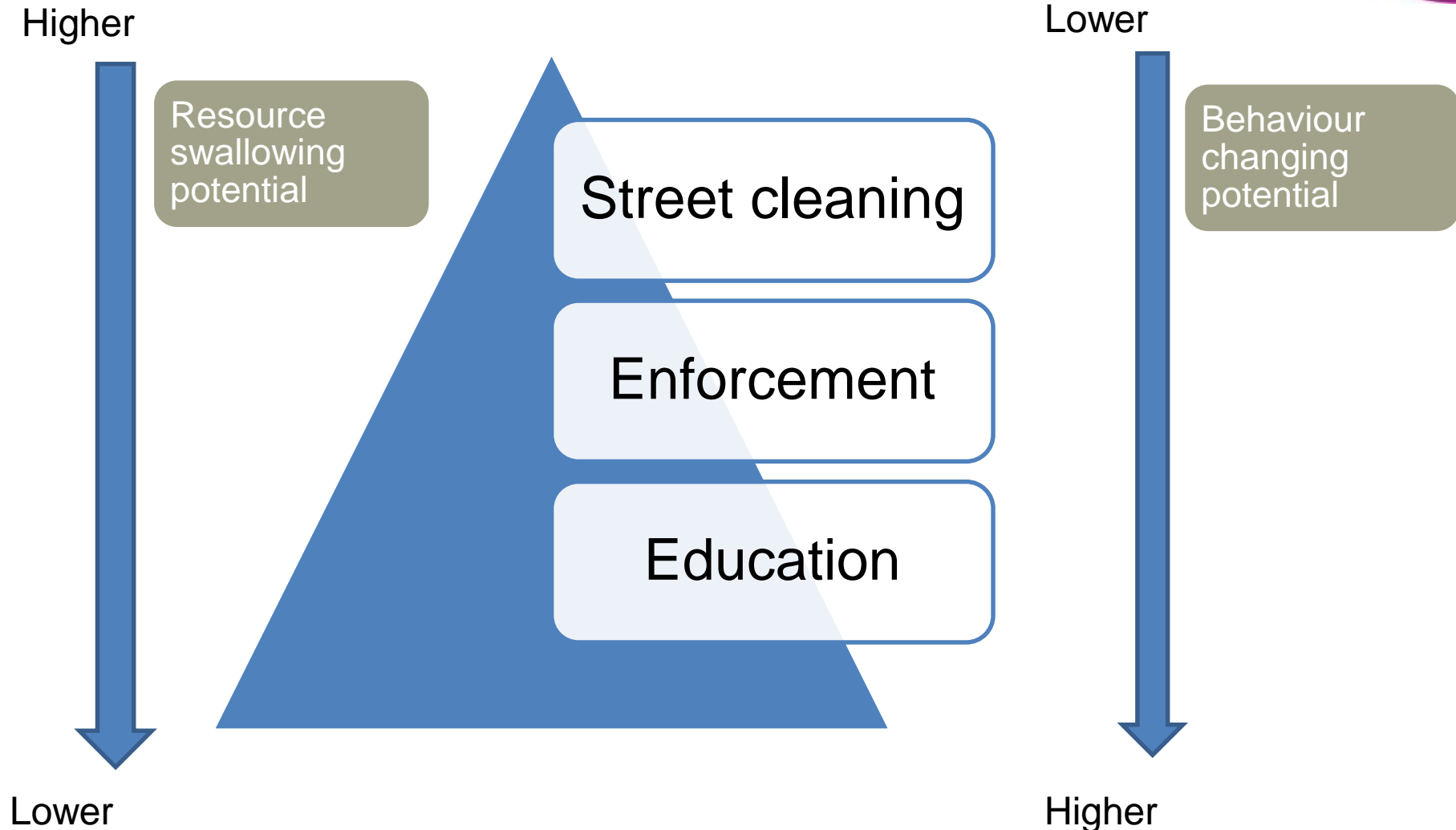


Structural Responses



- Management restructure
- Alternative delivery arrangements
- Collaboration
- Shared services

Tackling cause not symptoms: changing behaviour



Managing Ex

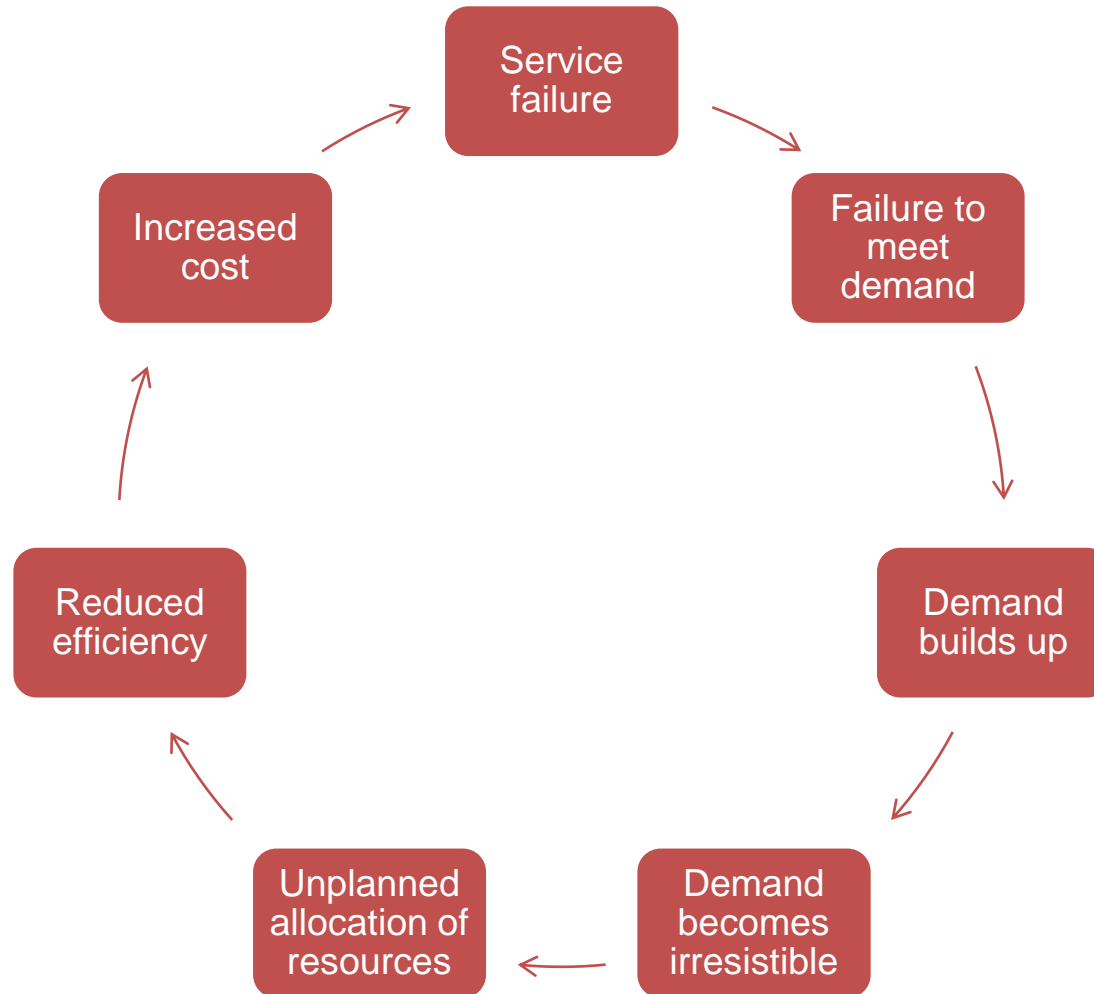


Its all about the service standard



- Do you know what it is?
- Do other people know what it is?
- Does it have strategic 'ownership'?
- Do you defend it like Mr La Forge?
- Or is it constant negotiation and upward pressure like Scotty?

Service failure or service reduction: Cause and Effect



Other demand management approaches



- Reduce demand for council input:
 - Friends of parks to share maintenance
 - Roping the users in
 - Street champions rather than inspectors
 - Channels of engagement – facebook , texts etc.
- Changing behaviour
 - Working with schools
 - Remove litter bins
 - Remove dog poo bins
 - Creative use of CCTV
 - Enforcement powers

Its about shifting focus from one set of values to another



- From cleaning up after people
- From looking after their facilities
- To encouraging them to change behaviour
- To encouraging them to play a part

“If a man sees a fly, he aims at it”

“Schhpillage was down by 80%...”



Changing behaviour to save cost



Original
experiment in
Copenhagen
reduced
littering by
46%

Building a case for cross sector transfer of funding



- 37% of deaths from coronary heart disease are due to physical inactivity – Burnley leisure
 - How many queuing ambulances are also due to physical activity?
- If we can quantify the benefit of preventative work can we make a compelling investment case? Who should we be talking to?
 - NHS
 - Police
 - Others?