

***SOCIAL CARE, HEALTH AND HOUSING SCRUTINY  
COMMITTEE***

***10.30 am FRIDAY, 31 OCTOBER 2014***

***COMMITTEE ROOMS 1/2 - PORT TALBOT CIVIC CENTRE***

**PART 1**

1. To receive any declarations of interest from Members

**To scrutinise decision, information and monitoring issues being reported by:**

2. Joint Report of the Director of Social Care Health and Housing, Head of Community Care and Housing Services and Head of Business Strategy and Public Protection (*Pages 1 - 72*)
3. Access to Meetings to resolve to exclude the public for the following item(s) pursuant to Section 100A(4) and (5) of the Local Government Act 1972 and the relevant exempt paragraphs of Part 4 of Schedule 12A to the above Act.

**PART 2**

**To receive the Private report of the Head of Community Care and Housing Services**

4. Community Meals Service (*Pages 73 - 100*)

**S.Phillips  
Chief Executive**

**Civic Centre  
Port Talbot**

**Monday, 27 October 2014**

## **Committee Membership:**

**Chairman:** Councillor Mrs.S.M.Penry

**Vice Chairman:** Councillor Mrs.A.Wingrave

**Councillors:** H.M.Bebell, Mrs P.Bebell, J.S.Evans, J.Miller,  
Mrs.D.Jones, R.Phillips, L.M.Purcell, A.Taylor,  
R.Thomas, J.Warman and D.Whitelock

### *Notes:*

- (1) If Committee Members or non-Committee Members wish to have relevant items put on the agenda for future meetings, then please notify the Chief Executive/Chair eight days before the meeting.*
- (2) If non-Committee Members wish to attend for an item of interest, then prior notification needs to be given (by 12.00 noon on the day before the meeting.) Non-Committee Members may speak but not vote, or move or second any motion.*
- (3) For pre scrutiny arrangements, the Chair will normally recommend forthcoming executive items for discussion/challenge. It is also open to Committee Members to request items to be raised - though Members are asked to be selective here in regard to important issues.*
- (4) The relevant Cabinet Board Members will also be invited to be present at the meeting for Scrutiny/ Consultation purposes.*

## **SOCIAL CARE HEALTH AND HOUSING SCRUTINY COMMITTEE**

### **JOINT REPORT OF THE DIRECTOR OF SOCIAL SERVICES, HEALTH AND HOUSING, HEAD OF COMMUNITY CARE AND HOUSING SERVICES AND HEAD OF BUSINESS STRATEGY AND PUBLIC PROTECTION**

**31<sup>ST</sup> OCTOBER 2014**

#### **SECTION B – MATTERS FOR INFORMATION**

##### **WARDS AFFECTED: ALL**

#### **1. BUDGET STRATEGY PROPOSALS 2015/16**

##### **Purpose of Report**

- 1.1 To provide Members of the Social Services, Health and Housing Scrutiny Committee with relevant information concerning the budget strategy proposals for 2015/16 and beyond with a view to aiding the scrutiny of those proposals.

##### **Background**

- 2.1 The Council has been advised by the Minister for Local Government to plan for a reduction in the settlement from Welsh Government in 2015/16 of up to -4.5% and for similar orders of settlement in the following two years. This change in the amount of funding that local government gets has created an unprecedented funding gap for Neath Port Talbot Council and other councils across Wales. More specifically, for 2015/16 the Council will need to deliver £23 million of savings in 2015/16 to achieve a balanced budget with some £50 million to be cut from expenditure in the next three years. This amounts to 10% of spending in 2015/16 and 25% of spending over the three year period.
- 2.2 All areas of the Council will be required to reduce spending over the three year period. In some areas services will cease

altogether, in other areas, services will reduce or be delivered in very different ways.

- 2.3 Over the summer months heads of service and corporate directors have been working up proposals for achieving the required level of savings. The output of that work was set out in a report to the Cabinet on 1<sup>st</sup> October 2014 by the Corporate Directors' Group "Budget Strategy for 2015/16 (and beyond)".
- 2.4 Additional scrutiny committee meetings have been arranged at the request of the Chief Executive to ensure that Members of scrutiny committees have a full opportunity to scrutinise the proposals set out in the report of 1<sup>st</sup> October, prior to the Council setting the Council Budget in early 2015.
- 2.5 This report provides each scrutiny committee with a copy of the proposals that have been authorised by the Cabinet for public consultation. Where considered appropriate, officers have also provided supplementary information to inform the scrutiny process. Clearly, Members of the Scrutiny Committees may also request additional information should they consider that necessary.

### **3. Papers Included for Social Services, Health and Housing Scrutiny Committee**

- 3.1 The following reports are included for consideration by the Social Services, Health and Housing Scrutiny Committee
  - (a) Community Care and Housing Services – Budget Savings Proposals 2015/2016;
  - (b) Consultation on the future of Mental Health Residential and Respite in Neath Port Talbot;
  - (c) Business Strategy and Public Protection – Budget Savings Proposals 2015/2016;
  - (d) Cabinet Report 1<sup>st</sup> October 2014 – Report of the Corporate Directors' Group "Budget Strategy for 2015/16 (and beyond);

#### **4. Recommended**

- 4.1** That Scrutiny Members consider the information provided with this report and scrutinise the budget proposals for 2015/16 and beyond that fall within the committee's purview.

#### **Officer Contact:**

**Mr N Jarman, Director of Social Services, Health and Housing**  
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**Mrs C Marchant, Head of Community Care and Housing Services**  
Contact: [c.marchant@npt.gov.uk](mailto:c.marchant@npt.gov.uk) or telephone 01639 763287

**Mrs A Thomas, Head of Business Strategy and Public Protection**  
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**SPECIAL SOCIAL SERVICES, HEALTH & HOUSING SCRUTINY COMMITTEE****REPORT OF HEAD OF COMMUNITY CARE & HOUSING – C. MARCHANT****31<sup>ST</sup> OCTOBER 2014****SECTION B – MATTER FOR INFORMATION****WARD(S) AFFECTED – ALL****BUDGET SAVINGS PROPOSALS 2015/16 – COMMUNITY CARE AND HOUSING****1. Purpose of Report**

1.1 To enable SSHH Scrutiny Members to scrutinise the budget savings proposals for Community Care and Housing for 2015/16 and 2016/17 which are currently the subject of consultation with workforce, Trade Unions, partners, carers and people with care and support needs.

**2. Background**

2.1 The Welsh Government has indicated that Councils across Wales can expect cuts of up to 4.5% for 2015/16. Together with pay awards, inflation and other pressures this requires Neath Port Talbot CBC to seek budget savings of £23m for next year and £50m over the next 3 years. This report is being presented as part of Neath Port Talbot Council's overall package of proposals which have been developed in response to this unprecedented cut in the Council's budget during 2015/2016 and the anticipated similar cuts over the following two years.

2.2 The Community Care and Housing division is responsible for the following service areas:

- Social work teams for older people, people with disabilities, people with mental health problems and people with learning disabilities;

- Directly provided social care services, e.g. homecare, residential respite and day opportunities provided directly by the Council;
- Community Care and housing commissioning, strategy and contracting;
- Adult safeguarding including Protection of Vulnerable Adults and the Mental Capacity Act;
- Integrated health and social care through the Community Resource Team – common access point, reablement and acute clinical response to support people to retain or regain independent living skills.;
- Retained housing duties including housing options and homelessness services, housing renewals and adaptations and housing strategy.

### 3. Proposed Budget Savings

3.1 The 2015/16 budget for Community Care and Housing is £73.4 million gross and £54.5 million net of income. The division has delivered savings of £6.5 million savings since 2011/12. A further £2.3 million saving strategies have already been approved by Council for 2014/15. This report sets out proposals for a further £4.7 million savings in 2015/16 and £1.5 million in 2016/17.

3.2 This totals £8.5 million savings over the next 2 financial years.

3.3 Members should note that 2/3 of the budget within Community Care and Housing is spent on externally commissioned services and this is reflected in the balance of budget proposals set in out in this paper.

3.4 The following principles have been applied to underpin the detailed proposals for reform of the way that community care and housing delivers its functions:



- The workforce required to deliver community care and housing will be configured at the irreducible minimum in terms of levels of management and skill mix to run a safe and efficient service;
- The policy direction within the Council's policy for adult social care '*Connecting People and Communities*' will be adhered to; that is, maximising choice and independence and reducing dependency of people with care and support needs;
- The impact of these changes on the quality and safety of community care and housing deliverable within available resources will be minimised;
- Each element of the division will need to operate at maximum efficiency in terms of productivity and efficiency.

3.5 Each individual proposal will be subject to a full equalities impact assessment to ensure the full implications are understood.

3.6 Attached at Appendix 1 is a schedule of savings being progressed by the Community Care and Housing Management Team. In relation to the specific proposals the following comments are highlighted for Members' consideration:

**Workforce – Senior Management Proposals (SSHH1)** - Senior management roles and responsibilities (grade 11 and above) within Community Care and Housing have been reviewed and it is proposed to bring forward management of change proposals that would rationalise the senior management structure to the irreducible minimum.

**Creation of a Common Commissioning Unit (SSHH2)** - The principle of establishing a common commissioning unit across the directorate (community care, supporting people and children's services) will deliver a number of advantages in ensuring there is a high standard of commissioning in all service areas. In amalgamating functions which are currently spread across a number of teams across the directorate a structure will be consulted on which can be delivered more efficiently.

**Review of Capacity and Skill-Mix within Assessing Functions (SSHH3 and SSHH4)** – A review of capacity and skill mix across social work and

occupational therapy teams has identified an opportunity for targeted reduction in workforce numbers and a review of skill mix. This workforce review is linked to modernisation of practice, addressing a historic culture of over support and high numbers of people in care management. Improving efficiency and productivity within teams is also critical.

**Directly Provided Social Care Services (SSHH5 and SSHH6)** – A major restructure of day opportunities will be fully implemented from October 2014 which will deliver full year effect of £557,233 savings. In addition further savings have been identified of targeted ER/VR and a review of skill mix across direct services to ensure they are operating at maximum business efficiency. A number of micro-enterprises are now operating as part of the redesigned employment and training services and these will be required to deliver targets around income generation through their activities. Similarly, further business efficiencies will be delivered in the homecare service through better sickness management and targeted workforce changes.

**Adult Safeguarding (SSHH7)** – The amalgamation of the social work quality assurance and safeguarding functions presents the opportunity for the reduction of one vacant post.

**Retained Housing Duties (SSHH8)** – Management of change proposals will be brought forward in the Housing Options Team and the Housing Renewals and Adaptations Teams to ensure they are both working as efficiently as possible.

**Pathways to Independence (SSHH9, SSHH10, SSHH11 and SSHH26)** – Excellent progress has been made in learning disability services in supporting people to live more independently in the community through the Pathways to Independence project. Applying the principles of: removing barriers for people with disabilities to live independently without care and support and where care and support is needed ‘right sizing’ packages of care and paying the ‘right price’ for them. Further savings across adult social care have been identified and two specific areas will explicitly be targeted: a major expansion of adult placement schemes to provide support within a family environment for people who may otherwise require residential care, and improving uptake of direct

payments to improve choice and control for people to purchase their own care. This latter strategy will need to be reflected by a step change in the market for social care to ensure there is the right spectrum of services for people to use direct payments to achieve clear outcomes. Additional savings have also been identified to reduce the reliance on transport (commissioned and Local Authority provided) through full implementation of the Transport Policy.

**Smart Commissioning and Service Reviews (SSHH12, SSHH13, SSHH14, SSHH15, SSHH22, SSHH23 and SSHH24)** – A number of service reviews **are happening** been initiated against Community Care and Housing to ensure that all service are delivering optimal outcomes and value for money. A number of reviews will be consulted on in the following areas:

- Review of contracts with Hafal and Shaw Trust
- Review of provision of residential respite services
- Supporting People commissioned services
- Subsidies to extra care housing
- Containment of pressures potentially experience by providers resulting from employment tribunals
- The planned care home quality scheme will be incentivised via a recognition scheme rather than a financial incentive
- Outcome of the review of community meals leading to a full cost recovery model
- No uplifts on external contracts apart from residential care which will be subject to a new strategy to be presented to Cabinet later this year.

**Direct Payments (SSHH26)** – Direct Payments are the best guarantee of maximising choice and independence, they are also 23% cheaper to deliver. (We are behind pace on this.)

Over the next 2 financial periods we propose to increase the number of Direct Payments by a factor of 25% through to 40%. We will base our approach upon the best practice in the U.K. and attempt to emulate what is known to be best performance in the U.K.

**Charging (SSHH20, SSHH21 and SSHH18)** – Targeted increase in charging and maximising income generation is recommended. There has

been overachievement over the last 2 year in terms of the income received in respect of the Gwalia contact and this will now be built into the budget recurrently. A review of charges for assistive technology will bring forward clear recommendations.

4. Consultation

Discussions and consultation with workforce, Trade Unions, people with care and support needs, carers and key partners are underway in order that the above proposals can be progressed and incorporated or amended for inclusion in the final budget proposals for 2015/16.

5. Recommendation

It is recommended that Members scrutinise the Community Care and Housing saving proposals.

6. Background Papers

Budget and Service Working Files  
*Connecting People and Communities, A Policy for Adult Social Care*

7. Officer Contact

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## **COMPLIANCE STATEMENT**

### **BUDGET SAVINGS PROPOSALS 2015/16 – COMMUNITY CARE AND HOUSING**

#### **(a) Implementation of Decision**

The decision is proposed for implementation immediately after the 3 day call in period.

#### **(b) Sustainability Appraisal**

##### Community Plan Impacts

Economic Prosperity  
Education & Lifelong Learning  
Better Health & Well Being  
Environment & Transport  
Crime & Disorder

##### Other Impacts

Welsh Language  
Sustainable Development  
Equalities  
Social Inclusion

The report identifies various proposals that the Council will need to consider when setting its budget for 2015/16 later in this financial year. To achieve budget savings of £23m will have a negative impact on the majority of the items mentioned above.

#### **Consultation**

This report seeks approval to consult with Staff, Trade Unions and Stakeholders.

## Forward Financial Plan - Saving Strategies Social Services and Housing

staff affected

Ref	Description	Lead Officer	Main Impacts	2015/16 £000	2016/17 £000	2017/18 £000	no	fte
SSHH1	Workforce - Senior management restructure	C Marchant	Review of senior management structures	290.0			6.0	5.8
SSHH2	Establish common commissioning unit incorporating community care, supporting people and children's commissioning functions	C Marchant	Review structure and reduction in capacity	90.0			3.0	2.4
SSHH3	Social workers/OT's - review of skill mix and intensive OD programme to move social work teams from a focus of care management to well being and community connection	C Marchant	Better use of non-social work qualified workforce	82.5	82.5		10.0	10.0
SSHH4	Reduction of posts within social work teams	C Marchant	Need to minimise the impact on quality and timeliness of response	150.0			5.0	5.0
SSHH5	Day Opportunities - review of workforce skill mix	C Marchant	Use of apprentices	75.0	75.0		5.0	5.0
SSHH6	Sickness Management	C Marchant	Target reduction in sickness costs	250.0				
SSHH7	Amalgamate the social work QA function within the adult safeguarding team	C Marchant		35.0			1.0	1.0
SSHH8	Restructure within housing options and housing renewals and adaptations	C Marchant		150.0			4.0	4.0
SSHH9	Additional savings from the Pathways to Independence project (PTI), reducing the cost of care packages	C Marchant	Mental Health	122.0				

SSHH10	Additional savings from the Pathways to Independence project (PTI), reducing the cost of care packages	C Marchant	Physical & Sensory Support	45.0				
SSHH11	Additional savings from the Pathways to Independence project (PTI), reducing the cost of care packages	C Marchant	Learning Disabilities	500.0	250.0			
SSHH12	Review of contracts with Hafal and Shaw Trust	C Marchant		80.0				
SSHH13	Gelligron residential and respite unit for people with mental health problems	C Marchant	The current services are consistently under occupied and the service model is to be modernised.	100.0	100.0		4.0	4.0
SSHH14	Supporting people grant, review of specific services.	C Marchant	Welsh Government have advised Authorities to prepare for a substantial cut in the SP grant for 2015/16 so there is a degree of risk in identifying further savings	250.0				
SSHH15	Remove subsidy from COASTAL housing for extra care	C Marchant		49.0				
SSHH16	Work with providers to minimise the impact through active exploration of alternatives to sleep-ins.	C Marchant	Ensure appropriate service delivery arrangements are in place to reduce costs and eliminate pressure	580.0				
SSHH17	Maximise housing rental income	C Marchant		35.0				
SSHH18	Increased contributions from care home residents	C Marchant		100.0				
SSHH19	Reduce transport expenditure by 10%	C Marchant		115.0				
SSHH20	Assistive Technology	C Marchant	Reduce Costs	14.0				
SSHH21	Assistive Technology	C Marchant	Increase charges	23.0				

SSHH22	Remove care home quality scheme	C Marchant	Quality scheme implemented will be good practice and supported by a recognition scheme rather than any financial incentive	259.0					
SSHH23	Cap fee levels paid to mental health and all disability services providers to current or lower level.	C Marchant	Adverse reaction from providers	259.0					
SSHH24	Implement full cost recovery model for community meals	C Marchant	Transfer staff from Environment	150.0			3.0	3.0	
SSHH25	Modernise Day Opportunities Disability Services	C Marchant	Generate income via micro enterprises and reduced costs	100.0			3.0	3.0	
SSHH26	Reduce placements budgets (including increased uptake of direct payments) and implement Local Area Co-ordination model	C Marchant	This will result in reduce demand on in house services		1,000.0				
SSHH27	Children's Services - Reduce placements budget to reflect fewer LAC per annum from 2015	A Jarrett	Reduction of 26 Looked After Children per annum	700.0					
SSHH28	Review and restructure of services within the Business Services Division.	A Thomas	Preserve right number and mix of foundation apprentices to experienced staff	60.0			4.0	4.0	
SSHH29	Remodel the administration of the Complaints Service	A Thomas	Reduction of 1 fte	30.0			1.0	1.0	

4,693.5      1,507.5      0.0      49.0      48.2

Target

6,517.0

**Unidentified savings**

**1,823.5      316.0**



**SPECIAL SOCIAL SERVICES, HEALTH & HOUSING SCRUTINY COMMITTEE****REPORT OF HEAD OF COMMUNITY CARE & HOUSING – C. MARCHANT****31<sup>ST</sup> OCTOBER 2014****SECTION B: MATTER FOR INFORMATION****WARD(S) AFFECTED: ALL****Consultation on the Future of Mental Health Residential and Respite in Neath Port Talbot****1. Purpose of Report**

The purpose of this report is:

- For SSHH Scrutiny Members to scrutinise the consultation proposals the future of Gelligron Mental Health residential and respite unit in view of the Cabinet decision to consult on this (and other) proposals as part of its consideration of the saving proposals required to set a balanced budget for 2015/16.

**2. Background**

Neath Port Talbot County Borough Council currently provides Mental Health rehabilitation and respite services through a 6 bed unit based at Gelligron in Pontardawe. The Gelligron Rehabilitation Unit is part of a recovery model and provides 24 hour care and rehabilitation support 7 days a week 365 days a year to individuals who experience mental ill health deterioration.

The 6 bed unit consists of 4 medium support beds which are partly funded by Supporting People Grant, and 2 respite/short break beds. The medium support beds provide the highest level of support that the Mental Health Rehabilitation Service currently offers. They provide a specific individualized programme of activities, opportunities and support that assist in the recovery process of people who have a capacity and commitment to engage.

### **3. Current services provided**

Mental Health rehabilitation involves a series of targeted interventions that are intended to prevent and/or reduce the negative consequences associated with mental ill-health. It is a process of assisting people to build on personal strengths, increase confidence, raise self-esteem and develop new skills for living, learning and participating in the community.

The process of rehabilitation begins with a comprehensive assessment covering most aspects of general and mental health rehabilitation needs. The assessment will inform the development of an individualized support/intervention plan. Each support/intervention plan will be developed in collaboration with the people and carers where appropriate.

The Rehabilitation Service offers service users advice, help, encouragement and support with the following:

- Budgeting
- Tenancy
- Debt Management
- Shopping
- Personal Care
- Physical Health
- Dietary Advice
- Support for GP and Consultant Appointments
- Encouraging physical health checks
- Increasing social experiences
- Confidence building
- Advice and guidance on conditions and management of these
- Maximization of welfare benefits
- Identifying and using appropriately community facilities
- Pursue personal interests, hobbies and opportunities
- Identify and assist with move on accommodation
- Cleaning and maintenance of home

Currently the two respite/short break beds are the only respite facilities for individuals who experience mental ill-health in the Neath Port Talbot area. This facility provides respite/short breaks for service users or carers, or where the home situation has become problematic. When appropriate, service users may

also access the short break bed if they experience deterioration in their Mental Health condition.

#### **4. Eligibility and Referral Process**

Referrals to the rehabilitation service are accepted from the two Community Mental Health Teams, Ward F, Neath Port Talbot Hospital and Assertive Outreach Team. An individual's diagnosis must primarily be a Mental Health condition to meet the criteria to enter the service.

Everyone who is referred will need to have an identified active Care Coordinator, who will continue in this role for the duration of the person's involvement with the service, and who will be available to attend the service user's reviews at least on a six monthly basis.

All referrals must be accompanied by a Care Plan and full, up to date risk assessment (dated within 1 month).

#### **5. Cost of service provision & staffing**

Baseline costings for the Mental Health rehabilitation unit for the financial period 2014/15 are as follows:

Total Employee Costs	£357,360.00
Premises Costs	£10,520.00
Transport (mileage)	£1,940.00
Supplies and Services	£14,040.00
Third party payments	<u>£50.00</u>
 Total Gross expenditure	 £383,910.00
 Less Grants income (Supporting People Fund)	 <u>£86,910.00</u>
 <b>Total controlled expenditure</b>	 <b>£297,000.00</b>

#### **Staffing**

There are currently 11 staff (8 FTE) employed in the Gelligron Rehabilitation Unit. Their grades and hours of employment are as follows:

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1 X	Clinical Occupational Therapist	Grade 9	22hrs
1 X	Senior Support Worker	Grade 7	37hrs
2 X	Rehabilitation Support Worker	Grade 5	30hrs
1 X	Rehabilitation Support Worker	Grade 5	25.6hrs
1 X	Rehabilitation Support Worker	Grade 5	24.6hrs
1 X	Rehabilitation Support Worker	Grade 5	26.6hrs
1 X	Rehabilitation Support Worker	Grade 5	23hrs
1 X	Rehabilitation Support Worker (Night)	Grade 5	30hrs
1 X	Rehabilitation Support Worker (Night)	Grade 5	20hrs
1 X	Rehabilitation Support Worker (Night)	Grade 5	27hrs

## 6. Demand for service/occupancy levels

### Respite/short breaks

There are 2 beds available in the unit providing respite/short breaks, operating 365 days a year. Currently the allocation tool developed to determine the level of service that an individual receives has not been implemented. In order to access respite/short breaks service users and/or carers and referrers telephone the unit to book particular periods and can be offered extra days depending on occupancy rates. Currently service is offered in blocks of 7 days. Based on this the short break/respite service can provide up to 104 places per year.

Attendance records for the respite/short breaks service for the 6 month period between 05/04/14 – 27/09/14 shows that 21 individual service users received a service. Of these 14 live independently while 7 reside with family. The following is a breakdown of their provision:

- Of the 14 service users living independently:
  - 7 received 3 weeks provision
  - 5 received 2 weeks provision
  - 2 received 1 weeks provision
- Of the 7 service users residing with family:
  - 3 received 3 weeks provision
  - 2 received 2 weeks provision
  - 2 received 1 weeks provision

While the above shows that occupancy levels were at 92% (48 out of an available 52) within the 6 month period it cannot be used as a clear indication of service demand as no respite allocation process is in place, therefore the level of service provided does not correspond with the demands of the service. The variance in the provision of respite/short breaks is therefore not equitable for people of similar need.

Further analysis of the above recorded attendance period shows that 67% of short break/respite provision went to individuals living independently with just 33% provided to those residing with carers. While the facility does allow for the provision of respite/short breaks for service users who live independently it should only do so if their mental health condition deteriorates. The high level of respite provided to those living independently clearly indicates that they are in receipt of services which do not correlate to their level of their assessed needs. Bookings have been made for as far ahead as March 2015, which clearly demonstrate an over reliance on the service. Currently those in receipt of respite/short break provision do not have access to the planned programme of activities that enhance the reablement of those receiving a rehabilitation service, therefore extended stays in respite do not enhance their independent living skills.

***(Please see Appendix 1 for short breaks/respite attendance from 05/04/14 – 27/09/14)***

### **Rehabilitation service**

There are 4 medium stay beds in the Gelligron Rehabilitation Unit which provides 24 hour care and rehabilitation support 7 days a week 365 days a year to individuals who experience mental ill health deterioration. The current recovery model supports individuals who may be leaving hospital (Ward F), or have become mentally unwell within their own homes, or whose carers can no longer care for them. The purpose of Gelligron Rehabilitation Unit is to promote independence and recovery enabling those who have lost skills and/or need the opportunity to regain these skills to be able to do so before moving onto more independent living. Medium stay beds provide long term care for up to 2 years depending on the service user's level of need and rate of rehabilitation.

4 service users were referred and accepted to the rehabilitation service in mid-August 2014. Of these 1 service user gave notice in early October and has returned to living independently in the home that he maintained prior to the deterioration in his mental health. The remaining occupants have individual support plans that indicate they will move on/exit from the service within the next 6 – 12 months.

Prior to this, from April 2014 – August 2014 occupancy levels for the 4 medium support beds are detailed in the table below:

	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>
<b>Room 1</b>	Void	Void	Void	Full for 3 days	Full for 13 days
<b>Room 2</b>	Void	Void	Void	Void	Full for 14 days
<b>Room 3</b>	Full	Full	Void	Void	Full for 14 day
<b>Room 4</b>	Fulls	Full	Void	Full for 3 days	Full for 14 days

**Key:** (Void = empty bed) (Initials denote service user occupancy)

An analysis of the above occupancy from April – July 2014 demonstrates the following percentage of high levels of voids/empty beds:

	<b>April – July 2014 Void levels</b>
<b>Room 1</b>	97.5%
<b>Room 2</b>	100%
<b>Room 3</b>	50%
<b>Room 4</b>	89.3%

The above equates to overall voids of 84.2% for the 4 month period. While 4 service users took up places in August it was only in the latter half of the month which resulted in 50% voids for that period.

This high percentage of voids shows that the rehabilitation unit is under used and is not considered able to meet the needs of people recovering from mental illness by care co-ordinators.

***(Please see Appendix 2 for rehabilitation bed occupancy/voids from April 2012 – August 2014)***

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In terms of financial implications it should be noted that any under occupancy in the rehabilitation unit creates voids in the Supporting People Grant budget. The SPG currently funds £86,910.00 worth of units in Gelligron Rehabilitation Unit. SPG does not pay for voids and so any voids in Gelligron Rehabilitation Service will result in a loss of income to the service. The staff and other establishment costs still have to be paid in spite of this leading to an over spend in the service budget. SPG also need to make savings under the FFP 21015/16.

Referrals to the rehabilitation service are only accepted from the two Community Mental Health Teams, Ward F, Neath Port Talbot Hospital and Assertive Outreach Team all are received via the OASIS System.

Referral records covering the period March 2013 – March 2014 show that there were only 8 referrals received from OASIS, of these all received a placement.

Between April 2013 and June 2014 referral records indicate that 4 service users are noted as having declined an offer of provision the following reasons:

- Primary need of service user was health related and not Mental health
- Patient declined the service
- High risk patient who did not want to relocate to NPT
- Placed in supported living accommodation

***(Please see Appendix 3 for OASIS referral statistics from April 2014 – June 2014)***

Mental Health rehabilitation is a very specific service and not all service users require this level of intensive support to return to/sustain their independence and/or tenancy which is a contributing factor as to why referrals and service demand have decreased significantly over the past 3 years.

## **7. Proposal**

The lack of demand for the Gelligron model of rehabilitation services negates demand for the service and clearly demonstrates that it is underused, therefore it does not provide value for money for NPTCBC. The physical environment of the current rehabilitation and respite/short breaks facilities in

Gelligron is not therapeutic, is in need of modernisation and not fit for purpose. The location of the building is not conducive to improving independent living skills as it is located in a rural area at the top of a steep hill and is not serviced by good transport links. Based on this we propose to decommission the Gelligron Rehabilitation service incrementally over the next financial year which will allow current service users to complete their rehabilitation and move on to living independently/supported housing.

We further propose that the Trem Y Mor short break/respite facility in Port Talbot move to an alternative pan disability model of rehabilitation and respite provision. Trem Y Mor is a newly built state of the art 16 bed short break/respite unit located on Port Talbot seafront, which caters for individuals with learning disabilities and complex needs. Currently 4 of the 16 beds provide long term stay however these are expected to move on within the next 6 – 12 months, the remaining 12 beds offer respite/short break stays. The service has had a 70% occupancy rate since it opened in July 2014, however this is based on service users being offered extra respite, not in accordance with the Council's respite allocation policy.

## **8. Benefits of preferred option**

Relocating the Gelligron Respite/Short break provision would enable those with Mental Health conditions to access facilities in modern surroundings located in an area close to the town/amenities with good transport links, further promoting their living, learning and participation in the community. Of the 21 individuals who have accessed respite/short breaks in the past 6 months 18 reside in the Port Talbot area while the remaining 3 live in Neath, although the client base may change in the future residents in urban areas of Port Talbot and Neath will find it easier to access respite in Trem Y Mor.

Trem Y Mor has Class C2 planning consent which would be allows for the provision of residential accommodation and care to people in need of care (other than a use within Class C3 (dwelling houses)). The explanatory information associated with the use defines care as meaning personal care for people in need of such care by reason of old age, disablement, past or present dependence on alcohol or drugs or past or present mental disorder together with the care of children and medical care and treatment. This allows us to reregister the facility as a pan disability provision without the need for consultation or change of use. The CSSIW only require a new pan disability



statement of purpose and operational policy to be put into place for them to agree to pan disability use.

A pan disability unit would also provide much needed respite facilities for those individuals with Physical and Sensory Impairments who currently do not have access to any respite/short break provision. As the facility currently caters for people with complex needs no further works would need to be undertaken to accommodate those with mental health, physical disabilities and sensory impairment.

The design of the Trem Y Mor building lends itself particularly well to offering pan disability respite. It is made up of 4 pods with separate sleeping and living arrangements which can be used to provide intensive support for specific disabilities should it be required in self contained units.

## **8. Consultation on Proposed Model**

Following the decision of Cabinet to approve consultation on the proposals for the closure of Gelligron, a 60 day consultation period on the proposed model including the reregistering of Trem Y Mor as a pan disability facility will take place from November 3rd 2014. A detailed consultation plan has been developed, to ensure that all stakeholders have the opportunity to comment, with particular support provided to current recipients of Mental Health Rehabilitation services in medium stay and respite/short breaks.

The key methods of ensuring effective communication during the consultation period will be:

- Face to face meetings with current people who use the Gelligron service and their families, on a group and one to one basis
- Consultation and information packs including feedback questionnaires
- Group consultation meetings
- Displays and suggestion boxes
- Key representative groups
- Meetings with partner agencies where appropriate
- Dedicated Intranet and internet pages
- Regular newsletters

Following analysis of the consultation responses, a final recommendation to Cabinet and option for approval will be made in early 2015.

## **9. Equality Impact Assessment**

An Equality Impact Assessment on the proposed new service model has been undertaken to assist the Council in discharging its Public Sector Equality Duty under the Equality Act 2010.

The Equality Impact Assessment has assessed that the proposed consultation model will affect individuals with assessed needs in relation to Mental Health. The proposed model will not have an adverse effect on people with Mental Health as all service users will be assessed and on the basis of this need receive a service. It will therefore mean that service users may access services in the future in a different location than they currently do. There may therefore be an effect on some individuals in different equalities groups and within specific groups as some individuals may no longer attend the same service(s) in the future. However, this is considered justified to ensure that greater independence is promoted in individuals whilst accessing services to meet their needs.

The above provides a summary of the findings of the Equality Impact Assessment only, and it is essential that Members read the Equality Impact Assessment which is attached to this report at Appendix 2.

This Equality Impact Assessment will remain a draft throughout the consultation process and will be updated throughout and subject to the outcome of the consultation.

## **10. Financial Implications**

£200,000 worth of savings have been identified within the Forward Financial Plan 2015/16 against the decommissioning of the Gelligron rehabilitation and respite unit.

## **11. Staffing implications**

If approval is given to decommission the residential and respite unit it will result in staff jobs being placed at risk. To support this normal NPTCBC redeployment policy will apply. Consultation with staff and Trade Union

representatives through NPTCBC Management of change Policy will take place and there would be a need to comply with the statutory consultation process before closure is recommended to take place.

## **12. Recommendations**

Having given due regard to the Equality Impact Assessment, it is recommended that SSHH Members scrutinise the proposal for the future of mental health residential and respite services.

## **13. Reason for the Proposed Decision**

Scrutiny of the consultation on the closure of Gelligron respite and rehabilitation unit so more appropriate and cost effective mental health provision can be provided in the County Borough.

## **14. Wards Affected**

All

## **15. List of Background Papers**

SCHHB-170714-REP-SS-CM

## **16. Appendices**

Appendix 1: Short breaks/respite attendance 05/04/14 – 27/09/14

Appendix 2: Rehabilitation bed occupancy/voids from April 2012 – August 2014

Appendix 3: OASIS referral statistics from April 2014 – June 2014)

Appendix 4: Draft Equality Impact Assessment

## **17. Officer Contact**

Claire Marchant, Head of Community Care and Housing Services

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SCHHS-311014-REP-NJ-J

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## **COMPLIANCE STATEMENT**

### **Consultation on the Future of the Gelligron Mental Health Residential and Respite unit**

#### (a) **Implementation of Decision**

The decision is proposed for implementation after the three day call-in period.

#### (b) **Sustainability Appraisal**

##### ***Community Plan Impacts***

Economic Prosperity	-	No impact
Education & Lifelong Learning	-	Positive
Better Health and Well Being	-	Positive
Environment & Transport	-	No impact
Crime & Disorder	-	No impact

##### ***Other Impacts***

Welsh Language	-	No impact
Sustainable Development	-	No impact
Equalities	-	Negative
Social Inclusion	-	Positive

#### (c) **Consultation**

The purpose of the report is to seek approval to consult for 60 days on the proposals.

The provisional Local Government Settlement has provided a reduction in funding support for the Council in 2015/16. This impacts negatively overall on the funding the Council will be able to spend on its internal Mental Health rehabilitation and respite services. Whilst there is a potential negative impact of the proposals on equalities, a detailed equality impact assessment has been undertaken and will updated throughout the consultation process to ensure that the negative impact is managed and all service users are supported.

### Appendix 1: Short breaks/respice attendance 05/04/14 – 27/09/14

W/Ending	Name	Area of residence	Living arrangements
5/4/14	AM	Port Talbot	Lives alone
	LS	Port Talbot	Lives alone
12/4/14	BS	Neath	Lives alone
19/4/14	JM	Port Talbot	Lives alone
26/4/14	SG	Port Talbot	Lives alone
3/5/14	HM	Neath	Lives with family
	BH	Port Talbot	Lives alone
	JD	Port Talbot	Lives alone
10/5/14	DP	Port Talbot	Lives alone
	PR	Port Talbot	Lives alone
	JM	Neath	Lives alone
17/5/14	LB	Port Talbot	Lives with family
	CM	Port Talbot	Lives with family
24/5/14	LS	Port Talbot	
	RF	Port Talbot	Lives with family
	RM	Port Talbot	Lives alone
31/5/14	MD	Port Talbot	Lives alone
7/6/14	DE	Port Talbot	Lives alone
	AK	Port Talbot	Lives with family
14/6/14	AM	Port Talbot	
	JM	Port Talbot	
21/6/14	DP	Port Talbot	
	CM	Port Talbot	
28/6/14	MW	Neath	Lives with family
	SG	Port Talbot	
5/7/14	PR	Port Talbot	
12/7/14	BH	Port Talbot	
	BS	Skewen	
19/7/14	LB	Port Talbot	
	RF	Port Talbot	
26/7/14	LS	Port Talbot	
	JD	Port Talbot	
	JP	Port Talbot	Lives with family
2/8/14	RM	Port Talbot	
	MW	Neath	
9/8/14	JM	Neath	
16/8/14	DP	Port Talbot	
	AM	Port Talbot	
23/8/14	RJ	Port Talbot	Lives alone
	AK	Port Talbot	
30/8/14	MW	Neath	
6/9/14	SG	Port Talbot	
13/9/14	BH	Port Talbot	
	DE	Port Talbot	
20/9/14	RF	Port Talbot	
	LB	Port Talbot	
27/9/14	JM	Port Talbot	
	BS	Skewen	

**Appendix 2: Rehabilitation bed occupancy/voids from April 2012 – August 2014**

April	May	June	July	August	September	October	November	December			
J N	J N	J N	J N	J N	J N	J N	J N	J N			
KS	KS							IM			
09/02/2012								03/12/2012			
		KS <sub>MOVE IN</sub>	KS 13/8/12 MOVE OUT	GC	GC	GC	GC	GC			
		11/06/2012		20/08/2014							
NP	NP	NP	NP	NP	NP	NP	NP	NP			
January	February	March	April	May	June	July	August	September	October	November	December
J N	J N	J N	J N	J N	J N	J N	J N	J N	KC	KC	KC
								09/10/2013	10/10/2013		
IM	IM	IM	IM	IM	HT	HT	HT	HT	HT	DE	DE
					11/06/2013						
GC	GC	VOID	VOID	CB	CB	CB	CB	CB	CB	CB	CB
	20/02/2013			29/05/2014							
NP	NP	NP	NP	NP	NP	NP	NP	HT	HT	HT	HT
January	February	March									
KC	04/02/2014										
SW	24/02/2014	26/03/2014									
		VOID									
		17/03/2014									
CB	CB	CB									
HT	HT	HT									

### Appendix 3: OASIS referral statistics from April 2014 – June 2014)

Name	Date	CMHT	Referred	Outcome	Date
CG	24/05/2012		Assessed and accepted by Gelligron	Placed in Gelligron	01/03/2013
PN	02/02/2012		Assessed and accepted by Gelligron	Placed in Gelligron	01/03/2013
BC	06/03/2013	Forge	Comm. Rehab. team	Placed in Gelligron	24/05/2013
TH	09/05/2013	Forge	Gelligron	Trial Leave commenced	01/06/2013
CK	10/10/2013	Forge	Comm. Rehab. team	Placed in Gelligron	18/10/2013
ED	30/10/2013	Forge	Comm. Rehab. team	Placed in Gelligron	10/03/2014
PS	14/01/2014	OT WF	Comm. Rehab. team	Placed in Gelligron	05/03/2014
KA	24/01/2014	Forge	Comm. Rehab. team	Placed in Gelligron	10/03/2014



**Appendix 4: Draft Equality Impact Assessment**

**Equality Impact Assessment (EIA) Report Form**

This form should be completed for each Equality Impact Assessment on a new or existing function, a reduction or closure of service, any policy, procedure, strategy, plan or project which has been screened and found relevant to Equality and Diversity.

**Please refer to the ‘Equality Impact Assessment Guidance’ while completing this form. If you would like further guidance please contact the Corporate Strategy Team or your directorate Heads of Service Equality Champion.**

Where do you work?
Service Area: Community Care and Housing services
Directorate: Social Services, Health and Housing

**(a) This EIA is being completed for a...**

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**(b) Please name and describe below...**

The proposal is to decommission the under occupied and out dated Gelligron residential unit and to relocate the respite facilities to Trem Y Mor, realising savings of £200,000 per annum as outlined in the FFP 2015/16

**(c) It was initially screened for relevance to Equality and Diversity on ...**

6<sup>th</sup> October 2014

**(d) It was found to be relevant to...**

Age .....	<input checked="" type="checkbox"/>	Race .....	<input type="checkbox"/>
Disability .....	<input checked="" type="checkbox"/>	Religion or belief .....	<input type="checkbox"/>
Gender reassignment .....	<input type="checkbox"/>	Sex .....	<input checked="" type="checkbox"/>
Marriage & civil partnership .....	<input type="checkbox"/>	Sexual orientation .....	<input type="checkbox"/>
Pregnancy and maternity .....	<input type="checkbox"/>	Welsh language .....	<input type="checkbox"/>

**(e) Lead Officer**

**Name:** Aileen Flynn

**Approved by Head of Service**

**Name:** Claire Marchant

**Job title:** Service Development Officer

**Date:** 13<sup>th</sup> October 2014

**Date:** 13<sup>th</sup> October 2013

**Section 1 – Aims (See guidance):**

Briefly describe the aims of the function, service, policy, procedure, strategy, plan, proposal or project:

**What are the aims?**

The proposal is to decommission the under occupied and out dated Gelligron residential unit and to relocate the respite facilities to Trem Y Mor, realising savings of £200,000 per annum as outlined in the FFP 2015/16

**Who has responsibility?**

Claire Marchant, Head of Service, Community Care and Housing Services

**Who are the stakeholders?**

Gelligron rehabilitation and respite service users, carers, family, staff,

**Section 2 - Information about Service Users (See guidance):**

Please tick what information you know about your service users and provide details / evidence of how this information is collected.

Age .....	<input checked="" type="checkbox"/>	Race .....	<input checked="" type="checkbox"/>
Disability .....	<input checked="" type="checkbox"/>	Religion or belief .....	<input type="checkbox"/>
Gender reassignment .....	<input type="checkbox"/>	Sex .....	<input checked="" type="checkbox"/>
Marriage & civil partnership .....	<input type="checkbox"/>	Sexual orientation .....	<input type="checkbox"/>
Pregnancy and maternity .....	<input type="checkbox"/>	Welsh language .....	<input type="checkbox"/>

**What information do you know about your service users and how is this information collected?**

Information on protected characteristics was gathered from information supplied by Gelligron Rehabilitation and Respite Unit staff. All service users involved are known to NPTBC Social Services therefore certain information was gathered from the Client Index. Any information not already known will be identified through the proposed 60 public consultation.

**Any Actions Required?**

Yes. Further information on the above unknown protected characteristics will be gathered through the proposed 60 day public consultation.

**Section 3 - Impact on Protected Characteristics (See guidance):**

Please consider the possible impact on the different protected characteristics. This could be based on service user information, data, consultation and research or professional experience (e.g. comments and complaints).

	Positive	Negative	Neutral	Needs further investigation
Age	➔ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	➔ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage & civil partnership	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Pregnancy and maternity	➔	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Race	➔	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion or belief	➔	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex	➔	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	➔	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Welsh language	➔	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Thinking about your answers above, please explain in detail why this is the case? including details of any consultation (and/or other information), which has been undertaken to support your view?**

Based on information gathered to date no adverse impact on any of the above protected characteristic groups is anticipated. The proposal to relocate the MH respite facilities to Trem y Mor allows for continuation of the service, therefore they will receive the same service from an alternative location. The closure of the rehabilitation service is based on a lack of demand for the service therefore no continued service needs are anticipated.

**What consultation and engagement has been undertaken (e.g. with the public and/or members of protected groups) to support your view?**

If the proposal is agreed by members a 60 day public consultation will take place, whereby a further report with options and recommendations will be presented to members for approval.

**Any actions required (to mitigate adverse impact or to address identified gaps in knowledge)**

Pending the outcome of the public consultation this is not yet known, however the EIA will remain in draft form throughout the consultation process and be updated accordingly.

**Section 4 - Other Impacts:**

Please consider how the initiative might address the following issues. You could base this on service user information, data, consultation and research or professional experience (e.g. comments and complaints).

<b>Foster good relations between different groups</b>	<b>Advance equality of opportunity between different groups</b>
<b>Elimination of discrimination, harassment and victimisation</b>	<b>Reduction of social exclusion and poverty</b>

**(Please see guidance for definitions)**

**Please explain any possible impact on each of the above.**

The proposal to relocate the MH respite facility to Trem Y Mor and to decommission the MH rehabilitation service will foster good relations between different groups and advance equality of opportunity between different groups by creating a pan disability respite/short break service that will benefit service users with Mental Health, Learning Disabilities, Physical Disabilities and those with sensory Impairment.

**What work have you already done to improve any of the above?**

Background exploratory work including an analysis of service demand and service user need has been carried out to determine the options available and the feasibility of the proposals.

**Is the initiative likely to impact on Community Cohesion?**

No

**How will the initiative treat the Welsh language in the same way as the English language?**

In light of the proposals the Welsh language will be treated in the same way as English. All public consultation documentation will be made available for in the Welsh language format for all stakeholders involved.

**Actions (to mitigate adverse impact or to address identified gaps in knowledge).**

- The proposals will be subject to a 60 day public consultation with all relevant stakeholders. Service user and carer questionnaires will include an equalities survey which will determine and identify how the proposals will affect different protected characteristics. The result of this proposed public consultation will be considered and the draft EIA will be updated accordingly before it is resubmitted with the final report for member's consideration.

**Section 5 - Monitoring arrangements:**

Please explain the arrangements in place (or those which will be put in place) to monitor this function, service, policy, procedure, strategy, plan or project:

**Monitoring arrangements:**

After consultation and final approval, an implementation plan including timescales will be drawn up to ensure a smooth transition of respite/short break service users from Gelligron to Trem y Mor. The process will be monitored by service staff and feedback from service users will be gathered throughout the process.

The current rehabilitation service users will stay in the unit (for up to 2 years) until they are ready to move on to independent living/supported accommodation as dictated by their needs set out in their individual plans. No new service users will be referred to the rehabilitation service to allow for an incremental closure over the 2015/16 as detailed in the FFP.

**Actions:**

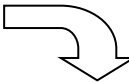
On approval a detailed implementation plan with timescales will be drawn up for respite/short break service users to transition to Trem Y Mor.

Health colleagues will be informed of the closure of the Gelligron Rehabilitation Service and relocation of the respite facility so that they can alter their referral process accordingly and refer to other providers should they so need to.

**Section 6 – Outcomes:**

Having completed sections 1-5, please indicate which of the outcomes listed below applies to your initiative (refer to guidance for further information on this section).

- Outcome 1: Continue the initiative...  
 Outcome 2: Adjust the initiative...  
 Outcome 3: Justify the initiative...  
 Outcome 4: Stop and remove the initiative...

<input type="checkbox"/>	
<input type="checkbox"/>	
<input checked="" type="checkbox"/>	
<input type="checkbox"/>	

For outcome 3, detail the justification for proceeding here

We propose to relocate the respite/short break services run from the Gelligron Unit to Trem Y Mor which reflect NPTCBC new pan disability day service model and would maximise capacity. We further propose to decommission the underused rehabilitation service as no demand for service has been identified. These proposed initiatives would be better value for money and make the savings linked to the Gelligron Rehabilitation Unit in the FFP.

**Section 7 - Publication arrangements:**

On completion, please contact the Corporate Strategy Team for advice on the legal requirement to publish the findings of EIAs

### Action Plan:

Objective - What are we going to do and why?	Who will be responsible for seeing it is done?	When will it be done by?	Outcome - How will we know we have achieved our objective?	Progress
All actions/objectives identified during the consultation process will inform the EIA and this draft document will be updated accordingly	Aileen Flynn	Actions/objectives will be updated throughout the consultation process	Not yet known until actions/objectives have been identified	

**\* Please remember to be 'SMART' when completing your action plan.**



## **Business Strategy and Public Protection Savings Targets 2015-2016**

A savings target of 90k is required from the Business Strategy and Public Protection Division for 2015-2016.

### **Proposed Strategies 2015-2016**

- (1) It is proposed to disband the existing Complaints and Representations Unit and relocate the revised duties within the Directorate Support Office, **Savings Target £30k.**

### **Rationale**

The Social Services Complaints Procedure (Wales) Regulation 2014 and the Representation Procedures (Wales) Regulation 2014 came into effect on the 1<sup>st</sup> August 2014. A key implication flowing from the implementation of the regulations on complaints is the need for the authority to strengthen the way in which it manages the process of investigating and responding to complainants within required timescales and of learning and applying any lessons that are identified.

The Director of Social Services Health and Housing enlisted the support of an external consultant to review existing arrangements and make recommendations for future delivery of the service in light of implementation of the revised Regulations 2014.

Consultation was held with senior staff and stakeholders from both within the Directorate and across the wider Council.

Consultation findings concluded that arrangements should be differentiated as follows:-

**The Directorate Support Office** will be responsible for administering and supporting the complaints system by applying the procedures laid down by the regulations promptly and efficiently.

**The Individual Service Areas** will be responsible for ownership of the process and investigation of complaints at Stage 1, bringing them to resolution or outcome and learning and applying the practice, procedural and policy implications.

This constitutes an internal reconfiguration of how complaints and representations are handled within the Directorate and clearly separates the administrative and investigative functions at Stage 1 of the Complaints process.

The current Complaints and Representation Unit comprises of a Governance Compliance Officer and a Complaints Assistant

The Governance Compliance Officer is due to retire at the end of March 2015. It is therefore proposed to delete the existing Complaints Assistant post and redistribute these duties and responsibilities within the Directorate Support Office.

Overall responsibility for the operation and effectiveness of the complaints process remains with the Director of Social Services, Health and Housing. The regulations require, however, that the Council designates a Senior Officer to be responsible for ensuring compliance with the complaints procedure made by it under those regulations. It is proposed that Angela Thomas, Head of Business Strategy and Public Protection, should be designated.

The regulations also require that the Council appoints a Complaints Officer to manage the procedures for handling and considering

complaints. It is proposed that the current Governance Compliance Officer, Colin Evans, is appointed to this role for the time being

### **Equality Impact Assessment**

An Equality Impact screening exercise has been completed. The proposed strategy is designed solely to render more fulfilling of the Council's statutory obligations with regards to complaints and representations. This will be achieved through changes to internal structure, and no change is proposed to the manner in which complaints or representations may be made, nor any restriction upon access by any person, whether or not within a group sharing a protected characteristic. Accordingly, there is no requirement to undertake a full EIA.

(2) It is proposed to expand the Council's Foundation apprentice scheme across the wider Business Strategy and Public Protection Division. **Savings Target £60k.**

### **Rationale**

The Business Strategy and Public Protection Savings strategy 2013-2014, included a proposal to introduce Foundation apprentices into the workplace. The scheme has proved an overriding success with eight of the eleven young people employed via this scheme having secured further employment within the Council.

There has been significant interest from within the Business Strategy and Public Protection Division in the Council's enhanced ER/VR scheme. In order to facilitate/support staff to leave the Council by 31<sup>st</sup> March 2015, it is proposed to restructure back office functions and introduce a new cohort of foundation apprentices. All changes

will be managed in accordance with the Council's Management of Change in Partnership Policy.

**CABINET  
1<sup>st</sup> OCTOBER 2014**

**REPORT OF THE CORPORATE DIRECTORS GROUP  
INDEX OF REPORT ITEM**

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<b><u>Part 1</u></b>		
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Background	<b>2-3</b>	
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## **Part 1**

### **Purpose of the Report/Introduction**

1. To explain the scale of the budgetary challenge facing the Council; the component parts; the principal reference points (including the legal duty to secure continuous improvement<sup>1</sup>); the proposed process/timetable and proposals for addressing the situation.
2. **It is important to underline that this report does not invite Members to set next year's budget now**; but subject to their guidance, consultation with citizens, equality impact assessments and other matters, Part 2 and Appendix 1 of this report outline the main savings proposals that officers propose to include in the Budget report to Council on 4 February 2015 (or alternatives of equal monetary value) to ensure that the Council meets its legal duty to produce a balanced budget.
3. The consensus of the Corporate Directors Group is that there are no significant and deliverable areas of savings that have not been explored or are not currently being explored. Accordingly the room for manoeuvre, in our view, is strictly limited.

### **Background**

4. There is little to be gained from outlining at length the history of the current climate of austerity. It has already been well documented over a period of several years. The two essential points are that UK Government's significant cuts to public spending are set to continue for the medium term and the Welsh Government's relative protection of local authority expenditure came to an end in 2014/15.
5. Going forward it is highly likely that, within the constraints of its finite budget, the Welsh Government will prioritise spending on the NHS over local government. This was reflected in a letter from the former Local Government Minister of 24 June when she warned Councils to expect reductions of up to 4.5% in revenue budgets for 2015/16. **The assumptions/estimates in this report are largely based on that figure. It would not be prudent to do otherwise.** Accordingly, we anticipate cuts of this magnitude when the Welsh Government publishes the provisional Local Government Settlement on 8 October. **It is also important to note that even if the totality of these proposals were**

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<sup>1</sup> Under the Local Government (Wales) Measure 2009 – see Part 2 below also

**implemented, the Council would still be some £2.8 million short of a balanced position currently. The position will therefore need to be reviewed again once the provisional settlement is published.**

6. Table 1 below summarises the current position for the Council and how it has evolved since Members set the 2014/15 budget on 30 January. The bottom line is that having taken out some £17 million then, the Council faces more or less the same challenge this year.

*Table 1- £m*

	<b>14/15</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>Total</b>
Budget Gap Jan 2014	17.3	9.5	5.6	5.9	38.3
Budget Gap Sept 2014	0	22.8	14.9	11.7	49.4
<i>Directorate Savings</i>	n/a	-7.0	-1.9	-1.0	-9.9
<i>Central Savings</i>	n/a	-1.1	-1.1	-1.0	-3.2
<i>Remaining Gap</i>	n/a	14.7	11.9	9.7	36.3

### **How has this position evolved?**

7. Table 1 demonstrates that the estimated budget gap has risen by over £13m for 2015/16 and by over £28m for the three years to 2017/18. There are two reasons for this: a sharp increase in the level of projected cuts and additional pressures which impact negatively on the budget position.
8. First, the projected level of cuts. The original Welsh Government indicative figure for 2015/16 was a 1.5% cut in the Revenue Support Grant (RSG); but it has been clear for some time that this would not represent the reality. Officers therefore updated the assumption to -3% earlier this year and the Minister's letter increased it by half as much again. For subsequent years, previous indications of zero to -1% have been replaced by an estimated 3% cut per annum. Headline figures can also be misleading. Previously, transfers in and out of the RSG and formula changes (largely based on population) worked against the Council and represented approximately a further 1% cut in actuality. We await the details for 2015/16.
9. As each percentage point reduction represents more than a £2 million loss of revenue, the cumulative effect is to increase the deficit by £9m million for 2015/16 and an additional £20m over the three year period.

10. Second, additional pressures. These take a number of forms. The Director of Finance listed them in detail at the Member Seminars in July and, for the current year, in the Budget Monitoring report for the first quarter. The following list is not exhaustive; but highlights the main pressures:

- Pay (2% per annum); general inflation (2% per annum); LGPS and Teachers Pension costs (increasing by 1.5% and 2.3% respectively over the three year period) plus various contracts by either the Consumer Prices Index (CPI), the Retail Prices Index (RPI) or a combination of both. The cumulative effect here is to increase the deficit by another £20m over the three year period;
- Internal budget pressures e.g. Home to School Transport plus increases in out-of-county placements and Care Home Fees. Other factors also have an influence including changes in pupil numbers;
- Previous Forward Financial Plan (FFP) savings not delivered in full e.g. the maintenance of sports fields;
- UK Government changes to national insurance abatement regulations (this alone will cost the Council £1.4m and schools an additional £1.7m in 2016/17);
- In year cuts to Welsh Government specific grants including Sustainable Waste Management plus reductions to a range of education grants expected shortly. Increasingly, it is difficult for the Council to rely on Welsh Government figures as they are subject to change and are published very late in the budget cycle (or not at all in some areas) making service planning difficult. Against this background, it may prove necessary in future to make assumptions that only part of any initial grant award will be available and reduce provision accordingly. The Council cannot commit to a level of service when the resources available to support it are so uncertain; and
- This analysis currently excludes additional initiatives that may increase the pressure because they are uncosted or the full cost remains unclear e.g. the two year extension of the Council Tax Reduction Scheme and the implementation of the Social Services and Well-Being Act. Across the full range of Council functions, a common feature is that the level of statutory duties continues to increase whilst the resources to deliver them goes the other way. Moreover, despite the policy emphasis on (largely local government)



preventative services, the national budget priorities are clearly reactive services (e.g. hospitals).

11. The sum total of the cuts and additional pressures (carefully reviewed by officers over the summer) explains how the situation has worsened significantly. Table 2 captures the position below:

*Table 2- £m*

	<b>2015/16</b>	<b>3 years to 2017/18</b>
Welsh Government Cuts	9	20
Inflation and Pay Awards	7	20
School Protection/Pupil Numbers	1	4
National Insurance/Pension	1	5
Legislation/Court	1	1
Social Care Pressures	2	3
Other Services Pressures	2	5
Less savings from prior years		-8
<b>Funding Gap</b>	<b>£23m</b>	<b>£50m</b>

### **How have officers approached the task: Priorities and Values?**

12. As last year, our starting point was the Council's Corporate Plan 2014-17. Not everything can be a priority; but the retention of our six improvement objectives (listed below in Table 3) provides important continuity of purpose. However, the context has changed in certain respects due to the extent of the ongoing cuts.

*Table 3*

1. Improve outcomes for children in need and children looked after by improving the performance of the Council's Children and Young People Services Department.	This remains our joint top priority; but can no longer be exempted from the requirement to produce savings (see Part 2 below).
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2. Raise educational standards and attainment for all young people.	Our other joint top priority. Some protection is retained; but less than previously as large cuts have already been made/or are proposed in the area of Leisure and Lifelong Learning.
3. Maximise the number of adults who are able to live independently with or without support within the home of their choice within their community.	The Western Bay collaborative seeks to improve and integrate services; but local changes to the delivery of services are also essential.
4. Support and invest in our town centres and communities to promote economic growth, regeneration and sustainability to maximise job opportunities and improve access to employment.	Increasingly, the objective will be to continue to lever in resources from elsewhere as the Council does not have the money itself. This is a continuation of an existing approach e.g. Neath Town Centre.
5. Increase the percentage of waste recycled and composted.	The next target is 58% by 2015/16. The roll-out of our Waste Strategy is proceeding (within the constraints of reduced grant funding – see above).
6. Improve customer/citizen access to services and functions provided by the Council, or on behalf of the Council, and to improve the efficiency of those services and functions.	This is increasingly about better services from fewer buildings, transferring more services online and bearing down on the costs of employment (e.g. sickness absence).

13. Certain values, clearly articulated by Members over time, have also guided officer thinking. These include the following:

- The Council's business is to protect the vulnerable and disadvantaged and invest in our young people to the maximum extent possible. This remains a touchstone for our approach;

- However, such has been the impact of cuts in previous years on “visible services” (largely run by Environment Directorate e.g. grass cutting, winter maintenance and school crossing patrols) and the level of public concern, this package of proposals does not contain further disproportionate cuts in these areas. Further savings are necessary; but the focus is equally on the other two front-line Directorates and the corporate centre as they now account for over 80% of the Council’s revenue budget between them;
- The Council provides public services for public benefit. However, it is clear that it will be difficult to sustain some in-house services in the short to medium term. Although invariably high quality, they are also higher cost and, if retained in-house, could well result in greater cuts being made to other services. These include the following (and need to be read against the section of this report at page 16 below entitled “The Impact on Council Staff”):
  - Adult Social Care where the Council is engaged with the Wales Council for Voluntary Action (WCVA) and NPT CVS to create a not-for-profit Social Enterprise model or Local Authority Trading Company (LATC) for the future delivery of services. This would involve the transfer of Council services to the Social Enterprise and, over time, reclaiming contracts from the independent sector where providers prove unable to meet the increasing complexity of service user needs (thus freeing up resources by eliminating the profit element in these contracts). It would also be predicated upon protecting existing terms and conditions to the maximum extent possible and for as long as possible. Thus, public value is secured from a different model;
  - Some services are increasingly uncompetitive e.g. the Print & Graphics Unit recently lost the last of its major external contracts;
  - The Welsh Government is changing its own service models e.g. consulting on a new arms-length model for the South Wales Trunk Road Agency (SWTRA);
  - An expansion of the remit of Celtic Leisure to include a greater range of Council services; and
  - Delivery of services by third parties (e.g. adult community learning – see Part 2 below).

14. Basically, the longer the status quo prevails, the greater the risk to employment. Not all these changes are deliverable by 1 April 2015; but some will be needed during the course of the next financial year. A further report will be submitted to the Cabinet on more detailed options for future service delivery.

### **How does this process stand up against external assessment?**

15. The basis for this analysis is the Auditor General's report of 28 January 2014. This summarised how Councils in Wales were responding to the budgetary challenge. A summary of the key findings are reproduced in the table at Appendix 2 with the Council's self assessment alongside. Many of these issues will be covered in the Corporate Assessment of the Council conducted by the Wales Audit Office (WAO) earlier this year (that report is imminent); but they are relevant here as context - and several are factors in this report.

### **The Budget process going forward**

16. Against the background described above, there are a number of considerations which need to be taken into account:

- This report assumes that savings identified in the Forward Financial Plan (FFP) 2013-18 will be delivered. The proposals here are, by necessity, on top of existing savings – not instead of them. Appendix 1 lists the new savings; but an updated version of the FFP as a whole will be submitted to Council in due course;
- It is essential that the Director of Finance (and the Corporate Directors Group) is in a position immediately after Christmas to offer Members definitive advice to finalise the 2015/16 Budget, including the level of Council Tax going forward. It is therefore necessary to secure guidance from Members now;
- Some key reports have already been presented to the Cabinet Scrutiny Committee and Cabinet<sup>2</sup> – and further reports are in the pipeline. A further Member Seminar took place on 25 September;

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<sup>2</sup>A range of reports have been/or will shortly be presented to Cabinet and the Cabinet Scrutiny Committee. These have broadly been grouped by Directorate. Those covering the Environment Directorate and Corporate Services on 10 September; Education and Lifelong Learning Directorate on 25 September and Social Services Health & Housing subsequently.

- A new departure this year was the Partnership Event on the Budget which was held on 8 September with more than 100 people in attendance. In addition to Members, a range of key partners were invited including all of the Local Service Board (LSB), other partners, Trade Unions, the regulators and others. The outcomes from the Event have informed this report and will do so equally in subsequent discussions in, for example, Scrutiny Committees;
- Extensive consultation is necessary with service users, partners, staff and trade unions on a range of issues. This dialogue is a two-way street - not just the Council initiating the discussion and there is national guidance to support this in some areas<sup>3</sup>;
- In terms of the workforce, the Staff Council remains a key forum for dialogue; but other meetings have been organised with trade unions and Joint Consultative Committees will also continue;
- The Leader of Council has put in place strengthened Scrutiny and governance arrangements (see the report to Council dated 2 July 2014). These are particularly relevant to the Budget process where Scrutiny Chairs are now developing their own work programmes in response so as to inform final decisions in the New Year;
- The Council must have regard to equality impact assessments in all decisions. Work is ongoing to ensure that budget proposals are assessed against guidance from the Equality and Human Rights Commission (EHRC). With this in mind, the Council also held a Community Cohesion event on 18 September (involving partners such as Cytun, the BME and LGBT Forums; the Older Persons Council and the Disability Network Advisory Group); and
- Typically, a three month notice period is required for service contracts with third parties. It is only fair and reasonable to allow those who may have reduced funding time to plan for a change of circumstances by notifying them early with the caveat that final decisions may not have been taken. The alternative would be last minute, short notice, remedial action providing no opportunity to properly plan for 1 April 2015. This is not in the interests of service users, partners or the Council and it has previously led to legal challenges to the decision making process elsewhere.

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<sup>3</sup> The Older Person's Commissioner for Wales "Effective Engagement with Local Authorities Toolkit for Older People": July 2014 (distributed in NPT through the Older Persons Council)

## **Part 2**

### **What it means for Council Services**

17. This section of the report explains the detail of the proposed cuts listed in full at Appendix 1 and grouped by Directorate.

18. The analysis that follows should be prefaced by three comments (which were relevant last year and are equally applicable now):

- It is not possible at this stage to identify the precise impact on an area or electoral ward because final decisions have not been taken. The principle is that services will be sustained to the maximum extent across the County Borough; but ever since the inception of the FFP in 2008/09 the Council has adopted a “use it or lose it” approach to service delivery which is in sharper focus now;
- There is no point in pretending that the impact will not eventually be felt in terms of performance in some areas. In key areas of the Corporate Improvement Plan, performance continues to improve (e.g. children’s services on the 8 priority measures agreed with CSSIW and on recycling); but elsewhere performance is more variable. With much less money and fewer staff, some services will stop (e.g. tourism services and special events last year) and others will take longer to deliver;
- Some commentators predict that as the squeeze continues the ability of Councils to meet statutory duties will be at risk. Some policy makers seem to regard the existence of statutory duties as a guarantee of service delivery. This is wrong; but Council staff have demonstrated their professionalism and commitment time and again in difficult circumstances. This is evidenced by the latest (2013/14) all-Wales performance data. The Council has 18 indicators (out of 44) in the top quartile compared to 10 the previous year whilst the position in the bottom quartile is the exact reverse. At the time of writing, a full report was scheduled for the Policy & Resources Scrutiny Committee and Council shortly; and
- What follows is not an exhaustive list. There are further details in the appendices; but additional cuts will be needed if these savings are not delivered and/or the overall position deteriorates further. On the other hand, all of what follows is subject to the on-going

consultation and statutory processes described above and cannot therefore be regarded as definitive.

- 19. Again, whilst not seeking final decisions now, Members are invited to note that this analysis is also based on a Council Tax increase of 4.99% for 2015/16. This is the maximum permissible before the Welsh Government's "cap" would very probably be applied.**

### **Environment**

20. The key issues were reported to Cabinet and Cabinet Scrutiny Committee on 10 September; but are summarised below for completeness.
21. It is proposed to end all local authority bus subsidies (saving £234,000). This proposal is currently out for public consultation; but there are wider, more fundamental, policy issues alluded to in Part 3 of this report below.
22. At Gnoll Country Park, the proposal here is to reduce the subsidy/increase charges to reduce the budget by £142,000 per annum.
23. On Biodiversity and Countryside, there would be an £88,000 cut in funding for this activity. This reduces the services to align more with statutory requirements.
24. It is proposed to remove the subsidy on the two staff canteens in Port Talbot and Neath on the basis that there are alternative outlets nearby for staff to use (saving £100,000). This could involve closure of both if the subsidies cannot be removed in another way. Effectively, these facilities compete with local businesses in both the Aberafan Centre and in Neath Town Centre. The option of also closing the Quays canteen has been discarded as the above considerations do not apply and there is no subsidy involved.
25. As one off (non-recurring) income generation, the Council proposes to dispose of a limited number of paintings and artefacts plus Twyn yr Hydd House. Earlier proposals to find an alternative use for the latter (e.g. a training centre) have not proved commercially viable. Together, these disposals could raise approximately £1 million.

## **Education, Leisure & Lifelong Learning**

26. Budgets here are being squeezed by a number of factors (in addition to those outlined above). The 1%+ commitment – see below – and the requirement to increasingly delegate to schools in recent years (the figure is now at 84%) means that there is much reduced resource available to fund central services which were previously provided to schools free or heavily subsidised. The scope for realising savings on the non-schools proportion of the total budget (approximately 25%) is also very limited and a number of measures have already been introduced in these areas (e.g. the transfer of libraries to the community). These proposals were reported to Cabinet Scrutiny and Cabinet on 25 September, where more detail is to be found.
27. Against this background, the proposal is to reduce funding to schools to a level where the commitment to provide 1% above the settlement received by the Welsh Government from Westminster is met at least over the totality of the current National Assembly term. This produces a saving of £774,000 on the schools delegated budget.
28. Various school-based and central services would be cut. These include outdoor education (field studies); the Physical Activity and Sport Service (PASS); music tuition; the school counselling service; governor training, school cleaning and minor school adaptations. The cost of the Welsh translation service would be recovered from other budgets. These (and other measures) would realise approximately £750,000 of savings. In addition, funding streams including Families First would be reduced to save a further £80,000.
29. Youth Service provision would be cut to save £100,000 with the focus in future on areas of greatest identified need (largely the most deprived areas);
30. A further £190,000 of savings have been identified in the Library Service including the decommissioning of a mobile library.
31. The Summer Play Schemes would cease saving £90,000.
32. Adult Community Learning provision would transfer to NPTC Group (NPT College). Welsh Government funding was cut by circa 25% for the current financial year. This won't save money of itself; but with large cuts expected again for next year and the service, as currently configured, is no longer viable.



33. The Leisure Trust subsidy would be reduced by the closure of Cymmer Swimming Pool and Hengwrt Barn where usage/footfall is very low. At Pontardawe Swimming Pool, the facility is reaching the end of its natural life despite high usage. The cost of repairs – at over £2m – is unaffordable. Any future replacement depends, in part, upon the robustness of the Council's new contract with Celtic Leisure and the ability of the Trust to generate sufficient surpluses to fund future borrowing<sup>4</sup>.
34. Other leisure/arts services would face cuts totalling some £300,000. Those affected include the Gwyn Hall, the Princess Royal Theatre, Pontardawe Arts Centre and grants to various community and voluntary organisations.
35. Community and other facilities would also be closed, scaled back or transferred to third parties during the course of the next financial year. This would save some £400,000.

### **Social Services, Health & Housing**

36. On Children's Services, a year-on-year target reduction of 26 Looked After Children (LAC) per annum is proposed. This is something the Council has delivered during the last year and should continue to aspire to regardless of the budgetary position. The Council has had far too many LACs at double the Welsh average and three times the English average. Hence the emphasis on better working relationships with the courts and improved permanency planning in the intervening period. Whilst the care of LACs has been (and always will be) the guiding priority; a reduction in numbers is now essential for budgetary reasons also as LAC placements are very expensive, particularly the out-of-county variety. A reduction of 26 would yield annual savings of approximately £700,000.
37. The Transforming Adult Social Care (TASC) programme has been at the heart of the Council's change programme for several years. The cost of these services is £44m annually plus managements costs of £5.6m. A number of initiatives are proposed.
38. Strengthened contracting and commissioning arrangements to ensure optimal outcomes and value for money. This is an area of significant

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<sup>4</sup> NB A separate report on the renegotiation of the Council's contract with Celtic Leisure will follow, although the contract will allow for the Council to vary the provision of services provided by the Trust.

weakness in the past where further improvements must be made. It is also linked to the Western Bay programme.

39. The Director of Social Services, Health and Housing is developing restructuring options designed to save an estimated £1.2m per annum on the costs of production.
40. The Council consulted widely on modernising day services and service user assessments are now complete. These changes are now being implemented and the target saving is approximately £500,000 per annum.
41. In other related services, proposals are being put forward to save a further £500,000+. These include Mental Health plus “Pathways To Independence” - including placement budgets and a significant increase in those service users utilising direct payments (currently less than 10%; but needs to be at least 40% by the end of 2015/16).
42. The Integrated Community Care teams (the Western Bay business case was approved in May 2014) are likely to attract further support from the Intermediate Care Fund or its successor.
43. A further £250,000 saving is targeted from the new Supporting People Commissioning arrangements.
44. The decommissioning of the under-occupied and out dated Gelligron residential and respite unit realising savings of £200,000 per annum.
45. Further reports will be submitted to Cabinet/Cabinet Board as required.

### **Corporate or cross-Directorate**

46. *Senior Management/Trade Union facility time*: Continuing the trend of recent years, reductions in senior management posts are proposed. In the ELLL department, 3 Heads of Service would be reduced to 2. In the Environment Directorate, 4 would be reduced to 3. In addition, the newly appointed Head of Human Resources has been advised that one senior management post would be lost as an indirect consequence of her promotion. It is also proposed to achieve a saving in relation to the Council’s trade union facilities time agreement by reducing or discontinuing one full-time Green Book secondment position and by

reducing some time off arrangements for teaching association representatives (funded by the ELL Directorate).

- 47.**Sickness absence:** It is proposed to introduce tougher improvement targets for areas of the Council<sup>5</sup> where the level of sickness persists above the Council average of 9.19 days. The additional cost of those services with above average sickness rates is £1.2 million per annum and this is a significant factor in why many of these services are increasingly uncompetitive. The Council cannot sustain this position and the target saving is £500,000 per annum.
- 48.**Procurement:** There are a range of savings proposed across service areas (notably in Social Services) designed to reduce expenditure on goods and services.
- 49.**Digital/Online services:** What this means is a move towards more on line services with less telephone and face-to-face contact. Public information would be produced in downloadable format not printed and new technology in the call centre to promote this way of working.
- 50.**Other issues:** It is proposed to reduce opening hours for the cashiers' service in line with a move to more on line services. That would realise a saving of £50,000.
51. There are a range of savings proposals covering ICT, legal services, financial services and others (although the Welfare Rights Team is currently exempt) plus further cuts to CCTV, customer service functions, stationery and other minor budgets. These would realise £300,000 plus.
- 52.**Reserves:** Officers have conducted a full analysis of reserves (both specific and general). There has been media comment suggesting that at a total of £700 million across Wales, there is considerable scope for Councils to deploy these reserves to alleviate the need for cuts.
53. Whilst a judicious use of reserves has a part to play (they did last year and will continue to be applied to funding the VR scheme), this analysis is flawed for three main reasons:

- First, the Auditor General has said<sup>6</sup>:

<sup>5</sup> ELLL (Schools, Catering & Cleaning and other support services); Community Care & Housing; Engineering & Transport; Property & Regeneration and Street Care.

<sup>6</sup> Report of 28 January at paragraph 1.6 – see list of Background Papers.

*“A growing concern is that some authorities may be over-relying on balancing their budgets by using reserves, rather than restructuring services to reflect budget reductions”*

The implication is clear. Councils who over-deploy reserves can expect criticism or even intervention in extreme circumstances.

- Second, as Table 2 above illustrates, the projected level of the Council’s budget gap over the next now exceeds the total level of reserves anyway; and
- Third, reserves by their very nature are non-recurring. Accordingly, they do not solve budget problems and, to a large extent, only “kick the can down the road”.

### **The Impact on Council Staff**

54. Appendix 1 contains a column identifying the number of posts at risk, and full-time equivalents, as a consequence of the savings proposed.

55. So far, the Council has largely avoided compulsory redundancies (outside of schools) mainly as a consequence of the 2013 Workforce Agreement; but each passing year and the increasing magnitude of the cuts makes that job harder. However, this remains the objective and the Council will continue to deploy its Voluntary Redundancy scheme (recently modified and re-launched); restrict recruitment to essential exceptions only and continue to apply redeployment policies in an attempt to achieve that goal. **However, it should be noted that whilst the Council’s priority is to protect jobs, the trade unions nationally see the priority as to protect terms and conditions.** Doing both is next to impossible in the circumstances we face as staff costs account for some 60% of the Council’s total budget.

56. In line with a commitment given to the trade unions, officers have reviewed the position on the implementation of the Living Wage (currently £7.65 per hour outside of London); but have concluded that it is not affordable in the current financial climate as a straight additional cost (although an alternative mechanism for achieving it is identified in Part 3 of this report below).

### Part 3

#### Savings considered but not included in the proposals

57. The purpose of this section is to illustrate the full extent of the work done by officers over the summer period by listing some areas which have been explored but, for the reasons explained, **NOT** included in the package of savings proposals:

Reducing Social Services Expenditure to the Standard Spending Assessment (SSA) levels	This would produce major savings; but would represent too blunt an instrument and potentially risk service delivery and the discharge of statutory obligations.
Further cuts to delegated schools budget	The 1%+ commitment described in this report is essentially political not legal; but failure to meet it is likely to result in criticism of the Council.
A reduction in the Council's working week from 37 to 36 hours per week	Possible savings of up to £2m p.a. (part of which could be used to fund the implementation of the Living Wage – see above). This is likely to be strongly opposed by staff and the trade unions as it would involve a reduction in pay of 2.7% at a time when Unison, GMB and Unite members are nationally taking strike action to secure an improvement in this year's national pay offer of circa 1%. Implementation of this measure in NPT would require a collective agreement (through trade union ballots) or unilateral imposition through dismissal and re-engagement.
Declining Welsh Government funding where the cost of delivering the service exceeds the funding to deliver it.	The Concessionary Fares scheme is one example. This costs the Council £300,000 more than we receive to administer. This is unsustainable and, arguably, the cuts in these subsidies (national and local) question the future viability of the scheme.

<p>Redirecting Community Benefit Funds (e.g. wind farms) to sustain front-line public services</p>	<p>This may be an option in future; but the rules around existing funds largely preclude the option. There would strong localised opposition in all probability; but the argument in favour is that there is no point in funding new services if existing ones are being lost.</p>
<p>Collaboration</p>	<p>Some initiatives are important and others will be taken forward for non-financial reasons; but increasingly the cost of participation in most Beecham/Simpson-style activities is greater than any return.</p>
<p>Further closures of community and leisure facilities based upon building conditions and usage</p>	<p>For example, the Vale of Neath Leisure Centre where usage has dropped sharply.</p>
<p>Withdrawal from the Welsh Local Government Association (WLGA) and other subscriptions</p>	<p>Savings could total £100,000+; but subscriptions typically involve a notice period, so many are not deliverable for 1 April 2015 in any event.</p>

## **Part 4**

### **Recommendations**

That Members:

- 1.(a): Note the extent of budget shortfall facing the Council for 2015/16 and the three years to 2017/18, based upon Part 1 of this report;
- 1(b): Note that officers will provide further advice based following the Provisional Local Government Settlement on 8 October 2014 and the Final Local Government Settlement on 10 December 2014 where the proposals in this report may need to be modified;
- 1(c): Comment, as thought fit, on the various assumptions and analysis contained in this report (Parts 1 to 3);
2. Agree that officers prepare a budget proposal to bridge this gap informed by the analysis in Part 2 of this report (or alternatives of equal monetary value);
3. Authorise officers to conduct the various consultation/engagement processes with service users and external partners plus Trade Unions and staff to be completed by Christmas to enable the Council to achieve a balanced budgetary position in the New Year; and
4. Refer this report to the Scrutiny Committee Chairs for further discussion as thought appropriate (including the next meeting of the Policy & Resources Scrutiny Committee).

### **Reason for Proposed Decisions**

To achieve a balanced budget position for 2015/16 and discharge the Council's statutory duties in this regard and those of the Section 151 officer.

**Appendices:**

1. List of Proposed Budget Savings 2015/16
2. Council self assessment against the Auditor General's report on factors local authorities should take account of in responding to the budget challenge

**List of Background Papers (in chronological order)**

Modernising Day Services Business Case: Social Care, Health & Housing  
Cabinet Board: 12 December 2013

*Meeting the Financial Challenges Facing Local Government in Wales:*  
Wales Audit Office: 28 January 2014

Social Services Health and Housing Cabinet Board: Western Bay  
Community Services Business Case: 14 May 2014

Strengthening and Modernising Arrangements in Neath Port Talbot  
County Borough Council: Report to Council 2 July 2014

Letter from Lesley Griffiths AM: 24 June 2014

Letter from the Chief Executive to Elected Members: 11 July 2014

Presentation by the Director of Finance & Corporate Services to the  
Member Budget Seminars: 14 & 17 July 2014

Budget Monitoring Report (Quarter 1) – Cabinet & Cabinet Scrutiny: 30  
July 2014

Corporate Improvement Plan: 2014-17

Cabinet/Cabinet Scrutiny Committee Agendas and reports: 10 & 25  
September 2014

**Wards Affected**

All



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## **COMPLIANCE STATEMENT**

### **A Budget Strategy for 2015/16**

#### **(a) Implementation of Decisions**

The decision is proposed for implementation after consultation with the relevant Scrutiny Committee and consideration and approval by Cabinet.

#### **(b) Sustainability Appraisal**

Economic Prosperity	-	Negative
Education & Lifelong Learning	-	Negative
Better Health & Wellbeing	-	Negative
Environment & Transport	-	Negative
Crime & Disorder	-	Negative

#### **Other Impacts**

Welsh Language	-	Probably negative
Sustainable Development	-	Probably negative
Equalities	-	Negative
Social Inclusion	-	Negative

#### **(c) Consultation**

These matters are subject to comprehensive internal and external consultation as discussed in the report.

## Appendix 1

### Budget Saving Strategies for Consultation

Ref	Description		Lead Officer	Main Impacts	2015/16 £000	2016/17 £000	2017/18 £000	est staff no	est staff fte
ELLL1	CYPE	Delegated Schools Funding	AT	Cash limiting the Schools Delegated Budget Quantum to 1% above the Welsh Government Settlement, this would lead to a reduction in Budget Shares for all of our schools.	774.0				
ELLL2	ECR	Review the current stock of 12 community centres or community education/enterprise centres	AE	Where maintenance or transfer is not achieved closure of facilities would result in less educational, community events, sporting, healthy living, family contact and youth and playgroup facilities across the County Borough.	450.0			5	
ELLL3	ECR	Reduce the current Physical Activity and Sports Service core budget.	AT	Reduced activity within the Physical Activity and Sports Service. Reduce or withdraw subsidies to sport associations and governing bodies. Grant funded activities will continue.	150.0			8	
ELLL4	ECR	Withdraw community arts activities	AT	Reduced community arts provision across the County Borough.	35.0			2	
ELLL5	CYPE	Core funding to the Youth Service to be reduced.	AE	Rationalise youth club provision with fewer opportunities for young people to participate in youth provision	100.0				
ELLL6	CYPE	Welsh translation service to recover 100% of costs through increased charges to service users	AT	Service users will incur an increased cost based on charges for this service being revised in line with market rates	70.0				1.25
ELLL7	ECR	Negotiate the transfer of Arts Administration service to Celtic Leisure at a reduced cost	AE	Possible displacement of staff. Transfer of responsibility of marketing to leisure trust which leads to ELLL9 below.	68.0			0	0
ELLL8	ECR	Reduction in subsidies to theatres and arts centres.	AT	Potential Reduction to opening hours of these facilities and/or a reduction of performance programme.	140.0				
ELLL9	ECR	Secure NNDR Savings through transfer of facilities to either community ownership or Celtic Trust	AT		46.0			0	0
ELLL10	ECR	Reduce subsidy to Celtic Leisure.	AE	Celtic Leisure will be required to secure greater efficiency and commercial return on investment.	75.0			0	0
ELLL11	ECR	Range of efficiency measures to library services to include reduction in book fund, decommission of one mobile library and reduction in cleaning costs.	AE	Reduce book lending provision across the County Borough.	190.0			1	
ELLL12	CYPE	Vacancy management - Reduction of one Head of Service	AE	This will result in increased managerial responsibilities for the Senior Management Team.	100.0			1	1
ELLL13	CYPE	Renegotiate union facilities time to realise 50% reduction	AT		25.0			0	0
ELLL14	ECR	Reduce core budget at Margam Park	AT	Potential impact on opening hours and range of services provided.	100.0				

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Ref	Description		Lead Officer	Main Impacts	2015/16 £000	2016/17 £000	2017/18 £000	est staff no	est staff fte
ELLL15	CYPE	Reduce school based counselling and restructure current service	AT	Reduce access to school based counselling service across all Secondary Schools.	25.0				
ELLL16	CYPE	Summer playscheme provision to be withdrawn.	CM	Reduced access to play for children across the borough during the summer holidays	90.0				12.49
ELLL17	CYPE	Reduce families first base budget	AE	Expectation of increased efficiencies in the allocation and administration of grant funding	80.0				
ELLL18	ECR	Reduced contribution to Blaengwynfi Miners Hall	AE	Potential closure of the facility with current activities displaced to other local community facilities e.g. Penafan Community School.	45.0			0	0
ELLL19	CYPE	Withdraw the adaptations and improvements budget	AT	These cost will have to be met by schools	93.0			0	0
ELLL20	ECR	Reduce contributions to voluntary organisations	CM	Potential decrease in community activity within the borough	20.0			0	0
ELLL21	CYPE	Renegotiate contribution to Field Studies Council	AT	This will lead to increased charges for pupils attending the Outdoor Education Centre.	130.0			0	0
ELLL22	CYPE	Full cost recovery on cleaning service to schools	AT	Increased costs funded from primary and special schools budgets.	130.0			0	0
ELLL23	CYPE	Transfer the costs of School Licence fees to schools	CM	Costs would have to be met by schools	50.0			0	0
ELLL24	ECR	Review residual management post.	AE	Possible displacement of member of staff.	67.0			1	1
ELLL25	CYPE	Review financial support for LLAN Coordinator/Governor Training	CM	Apply full cost recovery principle to governor training via SLA. Increased cost to schools.	30.0			0	0
ELLL26	CYPE	Reduce music tuition base budget.	CM	Reduced access to music provision across the county borough	50.0				
ELLL27	ECR	Potential reduction in budget at Cefn Coed Colliery museum	CM	Potential further reduction in public opening hours	20.0			0	0
ELLL28	CYPE	ERVR trawl	AE	Reduction in capacity and/or expertise	200.0			TBC	TBC
ELLL29	CYPE	Reduced base budget for School Improvement Service	CM	The service will prioritise its support for schools according to identified the need.	70.0			0	0
SSHH1	SCHH	Workforce - Senior management restructure	C Marchant	Review of senior management structures	290.0			6.0	5.8
SSHH2	SCHH	Establish common commissioning unit incorporating community care, supporting people and children's commissioning functions	C Marchant	Review structure and reduction in capacity	90.0			3.0	2.4

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Ref	Description		Lead Officer	Main Impacts	2015/16 £000	2016/17 £000	2017/18 £000	est staff no	est staff fte
SSHH3	SCHH	Social workers/OT's - review of skill mix and intensive OD programme to move social work teams from a focus of care management to well being and community connection	C Marchant	Better use of non-social work qualified workforce	82.5	82.5		10.0	10.0
SSHH4	SCHH	Reduction of number posts per social work team	C Marchant	Need to minimise the impact on quality and timeliness of response	150.0			5.0	5.0
SSHH5	SCHH	Day Opportunities - review of workforce skill mix	C Marchant	Use of Apprentices	75.0	75.0		5.0	5.0
SSHH6	SCHH	Sickness Management cover costs	C Marchant	Target reduction in sickness costs	250.0				
SSHH7	SCHH	Amalgamate the social work QA function within the adult safeguarding team	C Marchant		35.0			1.0	1.0
SSHH8	SCHH	Restructure within housing options and housing renewals and adaptations	C Marchant		150.0			4.0	4.0
SSHH9	SCHH	Additional Savings from the Pathways to Independence project (PTI), reducing the cost of care packages	C Marchant	Mental Health	122.0				
SSHH10	SCHH	Additional Savings from the Pathways to Independence project (PTI), reducing the cost of care packages	C Marchant	Physical & Sensory Support	45.0				
SSHH11	SCHH	Additional Savings from the Pathways to Independence project (PTI), reducing the cost of care packages	C Marchant	Learning Disabilities	500.0	250.0			
SSHH12	SCHH	Review of contracts with Hafal and Shaw Trust	C Marchant		80.0				
SSHH13	SCHH	Gelligron residential and respite unit for people with mental health problems	C Marchant	The current services are consistently under occupied and the service model is to be modernised.	100.0	100.0		4.0	4.0
SSHH14	SCHH	Supporting people grant, review of specific services	C Marchant	Welsh Government have advised Authorities to prepare for a substantial cut in the SP grant for 2015/16 so there maybe a degree of risk in identifying further savings	250.0				
SSHH15	SCHH	Reduce subsidy from COASTAL Housing for extra care	C Marchant		49.0				
SSHH16	SCHH	Work with providers to minimise the impact through active exploration of alternatives to sleep-ins.	C Marchant	Ensure appropriate service delivery arrangements are in place to reduce costs and eliminate pressure	580.0				
SSHH17	SCHH	Maximise housing rental income	C Marchant		35.0				

## Budget Saving Strategies for Consultation

Ref	Description		Lead Officer	Main Impacts	2015/16 £000	2016/17 £000	2017/18 £000	est staff no	est staff fte
SSHH18	SCHH	Increased income from care home residents	C Marchant		100.0				
SSHH19	SCHH	Reduce transport expenditure by 10%	C Marchant		115.0				
SSHH20	SCHH	Assistive Technology	C Marchant	Reduce Costs	14.0				
SSHH21	SCHH	Assistive Technology	C Marchant	Increase charges	23.0				
SSHH22	SCHH	Remove care home quality scheme	C Marchant	Quality scheme implemented will be good practice and supported by a recognition scheme rather than any financial incentive	259.0				
SSHH23	SCHH	Cap fee levels paid to Mental Health and all Disability service providers to current or lower level.	C Marchant	Adverse Service Providers Response	259.0				
SSHH24	SCHH	Implement full cost recovery model for community meals	C Marchant	Transfer staff from Environment	150.0			3.0	3.0
SSHH25	SCHH	Modernise Day Opportunities Disability Services	C Marchant	Generate income via micro enterprises and reduced costs	100.0			3.0	3.0
SSHH26	SCHH	Reduce placements budgets (including increased uptake of direct payments) and implement Local Area Co-ordination model	C Marchant	This will result in reduce demand on in house services		1,000.0			
SSHH27	CYPE	Children's Services - Reduce placements budget to reflect fewer LAC per annum from 2015	A Jarrett	Reduction of 26 Looked After Children per annum	700.0				
SSHH28	SCHH	Review and restructure of services within the Business Services Division.	A Thomas	Preserve right number and mix of foundation apprentices to experienced staff	60.0			4.0	4.0
SSHH29	SCHH	Remodel the administration of the Complaints Service	A Thomas	Reduction of 1 fte	30.0			1.0	1.0

ENVT1	ECR	Reduce subsidy to Canteens	G.Nutt	Potential closure of 2 Canteens	100			19	7.5
ENVT2	E&H	Reduced subsidies to bus operators	D.Griffiths	Potential reduction in Public Transport, inevitably some residents will have difficulty accessing jobs and services.	234			0	0
ENVT3	E&H	Reduce subsidy for Gnoll Country Park	M.Roberts		142			8	4.9
ENVT4	E&H	Public Lighting	M.Roberts		126			0	0
ENVT5	E&H	Bus Shelter	M Roberts	Reduce maintenance by 10%	5			0	0
ENVT6	E&H	Street Naming	M Roberts	Reduce maintenance by 10%	5			0	0
ENVT7	ECR	Port Talbot Civic Centre NNDR	G Nutt	Saving re Princess Royal Theatre	40			0	0
ENVT8	ECR	Sandfields Young Business centre	G Nutt	Increase to Rental Income	5			0	0
ENVT9	ECR	Biodiversity and Countryside	N. Pearce		88			1	1.6
ENVT10	ECR	Building Control & Planning	N. Pearce	Reduce Costs/Increase Income	50			2	1.5
ENVT11	E&H	Reduction in Senior Management	G.Nutt	Will impact on capacity	100			1	1

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Ref	Description		Lead Officer	Main Impacts	2015/16 £000	2016/17 £000	2017/18 £000	est staff no	est staff fte
ENVT12	E&H	ER/VR	All Env	This is in addition to the existing £150k target	275			13	13
ENVT13	E&H	Feasibility budget	G Nutt	15% budget cut	24			0	0
ENVT14	E&H	Staff training budget	All Env	Further cut to reflect decrease in staff numbers	5			0	0
ENVT15	ECR	Neath Civic Centre	G Nutt	Income from Solar Panels	5			0	0
ENVT16	E&H	Community Transport	D. Griffiths	Fuel efficiency	25			0	0
ENVT17	E&H	Pelenna Mine	G Nutt	Potential transfer of responsibility to Coal Authority	26			0	0
ENVT18	E&H	Corporate Capacity	D Griffiths	Reduce budget by 10%	24			0	0
ENVT19	E&H	Cemeteries	M Roberts	Reduction in casual staff	10			0	0
ENVT20	E&H	Savings to be developed	All Env		225				
CORP 520	P&R	Corp 520 cannot be achieved due to delays by the DWP in implementing their proposed changes to benefits administration	D Rees	Alternative savings have had to be found and are included as part of 2015/16 - see below.	-57.0	-27.0	-27.0	0	0
FS1	P&R	Increased income generation from the Court Deputy service	D Rees	Introduction of new charges and development of a joint adult family placement scheme with Bridgend, which will require the establishment of a new post at grade 5	30.0			0	0
FS2	P&R	Reduce the opening hours of the cash offices at both Neath and Port Talbot Civic Centres, plus efficiency savings in the cashiering service.	D Rees	Reduced hours of service available to the public, and customers having to wait longer to be served. The aim will be to achieve the reduction in hours via the VR scheme; if this is not achievable then reduced hours of work offered to staff and/or redeployment of staff	50.0			3	2
FS3	P&R	Review and re-structure of services within the financial services division to allow a number of staff to leave on VR.	D Rees	This will mean a significant reduction in terms of the staff resources available within the Finance Division. This can only be achieved by thoroughly reviewing the services provided. Whilst these reviews create efficiencies, there will still be an inevitable diminution of the services provided alongside increased workloads and pressure on the staff that remain.	165.0			7	4.5
FS4	P&R	Wales Audit Office (WAO) fees	D Rees	Reviews of working practices to create greater efficiencies which will lead to the reduced requirement for inspection and hence charges from WAO.	30.0			0	0
FS5	P&R	Use of 2014/15 underspend to meet savings target in 2015/16.	D Rees	The 2015/16 shortfall will be met in 2016/17.	32.0	-32.0			
FS6	P&R	savings to be identified	D Rees	Staff ER/VR over 2 years		259.0	227.0	22	16
CORP528	P&R	re modelling of functions/services	K Jones		-61.0	-54.0	-50.0		
CORP531	P&R	de clustering of customer services officer posts	K Jones		-13.0				

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Ref	Description		Lead Officer	Main Impacts	2015/16 £000	2016/17 £000	2017/18 £000	est staff no	est staff fte
CPRP533	P&R	reduce staff as services are placed on line	K Jones		-30.0				
CORP538	P&R	Reduce stationery budget	K Jones		-10.0				
CORP541	P&R	modernise democratic services - reduce staff costs	K Jones		-25.0				
CSDS1	P&R	Performance Audit Fees	K Jones	Reduced cost of WAO performance audit fees	26.0			0	0
CSDS2	P&R	Reduce Elections Team Staffing Resource	K Jones	Less resilience within elections team.	7.0			1	0.5
CSDS3	P&R	Income Target for Division	K Jones	Seek out income opportunities, mainly grant funding, to reduce pressure on council revenue budget	15.0			0	0
CSDS4	P&R	Reduce stationery budget in Democratic Services	K Jones	Streamlined committee administration and greater reliance on electronic methods of working for both officers and elected members	10.0			0	0
CSDS5	P&R	Complete winding up of Change Management and Innovation Unit	K Jones	No dedicated corporate capacity to support the council's change agenda	170.0			5	5
CSDS6	P&R	Reduce capacity in customer services	K Jones	Reduction in service performance	40.0			2	2
CSDS7	P&R	Introduce revised access to services policy across council	K Jones	Move to a digital by default policy. This will mean minimising the public information printed with people expected to use downloadable information; increasing the number of service available on line and increasing public take up of those services; introducing new technologies in the corporate contact centre to minimise the number of call handling staff required there.		200.0	100.0	10	10
CSDS8	P&R	Further review of CCTV operation to further reduce costs	K Jones	Options could include reducing the availability of the service further, recharging the cost to partners with a view to full cost recovery or transferring the service to another provider at no/minimal cost to the council		80.0	80.0	8	8
CSDS9	P&R	Further streamlining of democratic and corporate support following completion of modernisation programme	K Jones	Efficiency savings from modernisation programme			50.0	1	1
CSDS10	P&R	Use of 2014/15 underspend to meet savings target in 2015/16.	K Jones	The 2015/16 shortfall will be met in 2016/17.	121.0	-121.0			
CSDS11	P&R	Strategies to be identified	K Jones			95.0	20.0		
CORP525	P&R	HR - rationalisation and remodelling of functions and service	Sheenagh Rees	Staff reductions	-43.0	-38.0	-36.0		
CORP526	P&R	HR/Unions	Sheenagh Rees	Staff reductions	-33.0				



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Ref	Description		Lead Officer	Main Impacts	2015/16 £000	2016/17 £000	2017/18 £000	est staff no	est staff fte
HR1	P&R	Increase income from Hillside SLA to reflect level of service demand. Current provision of £8k per annum does not reflect the service required.	Sheenagh Rees	With increased income the HR team will be able to continue to provide the service required by Hillside. Without increased income the service will reduce to match funding provision.	25.0				
HR2	P&R	Reduce Corporate Training & Development Management Development / Leadership Development budget	Sheenagh Rees	Reduced provision of management and leadership development. This will adversely impact upon the Council's ability to deliver the Council's change programme.	20.0				
HR3	P&R	Reduce administrative support staff and professional support staff across HR / Health & Safety / Occupational Health / Training & Development NB: this includes planned FFP reductions of £31k / £38k / £35k over the 3 years (3 FTE)	Sheenagh Rees	Significantly reduced capacity across the 4 teams. Some work will be transferred to managers, a less flexible service will be available, some work will not be done and delayed response times in relation to some parts of the service. There are some significant risks attached to reducing capacity that will impact on supporting Disciplinary Grievance Investigations, supporting Managers in relation to Sickness Management, reducing the ability to support construction design and management projects together with other Health & Safety work and reducing Corporate Training and Development activity.	156.0	131.0	129.0	15	12.72
HR4	P&R	Reduction in seconded trade union representatives budget	Sheenagh Rees	Reduced capacity within the seconded trade union team to participate in the Council's business - delays in formal processes and restrict TU ability to engage with the Council / work in partnership		7.0	7.0		
LS1	P&R	General Admin Savings	David Michael		20.0				
LS2	P&R	Reduction Coroner budget	David Michael	Joint Service with Swansea Council potential variation caseload	20.0				
LS3	P&R	Staffing Child Care	David Michael	Loss of trainee post	25.0			1	1
LS4	P&R	Legal Services	David Michael	Loss of trainee post	25.0			1	1
LS5	P&R	Increase income target Registrar	David Michael		10.0				
LS6	P&R	Recharge to Licensing/ increased income	David Michael		10.0				
LS7	P&R	Staffing	David Michael	Risk of destabilising teams. Need to reduce workload		115.0		4	4
LS8	P&R	Staffing	David Michael	Risk of destabilising teams. Need to reduce workload			100.0	3	3

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Ref	Description		Lead Officer	Main Impacts	2015/16 £000	2016/17 £000	2017/18 £000	est staff no	est staff fte
LS9	P&R	Use of 2014/15 underspend to meet savings target in 2015/16.	David Michael	The 2015/16 shortfall will be met in 2016/17.	15.0	-15.0			
ICT1	P&R	ERVR - realised in 2014/15	Steve John		64.0			2	2
ICT2	P&R	Reduce supplies & services budget	Steve John	increased risk and reduce the ability to develop systems and undertake training on new software releases. Will impact on service delivery			37.0		
ICT3	P&R	Reduce contribution to IT renewals reserve	Steve John	Reduce ability to replace infrastructure and hardware, to support service delivery and implement new technology. Will place demand on councils capital programme.		77.0			
ICT4	P&R	Efficiencies	Steve John	Recharge costs to projects, bring future year savings forward	60.0	-30.0	-30.0	2	2
ICT5	P&R	Strategies to be identified	Steve John	Realising the further savings identified for each of the following years will require staff reductions and a re-configuration of support contract spend; the exact detail of which is yet to be determined. The remaining budget will be directed at the Council's priority projects with the result that some works will be delayed whilst others will be removed from the programme altogether.	126.0	153.0	193.0	11	11
<b>TOTAL</b>					<b>10,630.5</b>	<b>2,307.5</b>	<b>800.0</b>	<b>209.0</b>	<b>179.2</b>

It should be noted that there remains a budget gap of £2.8m even if all of the current potential savings values are delivered.

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