

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

CABINET

REPORT OF THE CORPORATE DIRECTORS GROUP

31st October 2018

SECTION A – MATTERS FOR DECISION

WARDS AFFECTED: ALL

REVENUE BUDGET MONITORING REPORT 2018/19

1 Purpose of Report

1.1 This is a monitoring report which provides details for Cabinet to scrutinise and review the overall Authority budget position.

1.2 The report is set out as follows:-

Section	Description
2	Current year financial position identifying the major variances for scrutiny by members
3	Grants awarded – outlining any changes in grant funding for member information
4	Budget virements – identifying those virements which require approval from members
5	Reserve movements –outlining proposed changes in the use of reserves for member approval
6	Future year FFP savings – identification of risks identified regarding current year savings strategies

1.3 Members are invited to request further detailed reports relating to the issues raised, for consideration by the relevant scrutiny board.

2 Current Year Financial Position

2.1 The Net Directly Controlled Budget is projected to over spend by £2.456m, but this is offset by a projected underspend of £806k in

the other elements of the budget (inclusive of proposed net transfer to/from reserves). The net budget is therefore projected to overspend by £1.650m, as outlined in the table below.

	Original budget 2018/19	Revised budget 2018/19	Projected Outturn 2018/19	Variance
	£'000	£'000	£'000	£'000
ELLL - Schools	81,708	81,708	81,708	0
ELLL - Other	23,816	24,582	25,359	777
SSHH	78,632	78,713	80,213	1,500
ENVT	34,755	35,645	36,035	390
CORP	17,433	17,471	17,260	-211
Directly controlled	236,344	238,119	240,575	2,456
Other	46,511	44,736	43,930	-806
Budget Requirement	282,855	282,855	284,505	1,650

- 2.2 The following paragraphs provide details of significant variances (>£50k) from the agreed budget for 2018/19, together with an explanation of the ways in which these variances are being managed.

Education, Leisure and Lifelong Learning

The Directorate has a budget of £81.708m for Schools and £24.582m for other Education, Leisure and Lifelong Learning services. The ELLL budget contains savings targets of £849k (3.5%).

The main variances are:-

- **Specific Contingencies £69k underspend**

A management decision has been taken to minimise all non-essential expenditure against this budget, in order to reduce the Directorate overspend.

- **Home to School Transport £313k overspend**

The overspend is due to new routes and increased demand for transport from September 2018. The increase is partly attributable to the establishment of 2 new SENC units, and additional costs of

transporting school age children to attend the Junior Apprentice Programme at Neath Port Talbot College.

- **Post 16 Transport - £73k overspend** – the overspend is due to an increased demand for transport to Ammanford and Afan College from Sept 2018.
- **School Meals £96k overspend**
The budget includes a savings target (ELLL715) of £100k to be achieved from implementing a new pay scale, but a delay in implementation means that the savings will not be delivered in full during 2018/19.
- **Cleaning - £51k overspend**
The projected overspend is based on the actual costs incurred in the first three months of the year, and is due to high levels of sickness, and the associated cost of overtime to date.
- **Strategic Schools Investment Programme £67k overspend**
The overspend is due to a one off costs of preparing a business case in support of a capital grant bid for Welsh Medium Schools in line with the 21st Century Schools Programme. The bid was successful and the Council has been awarded £3.5m to fund the scheme.
- **Out of County Placements £226k overspend**
The overspend is due to additional children being placed in independent sector schools. Work is continuously being undertaken to ensure that all out of county placements continue to meet the needs of the children and that the costs reflect the education provision being provided.

The Education Leisure and Lifelong Learning budget is currently projected to overspend by £777k. Work is ongoing to identify savings to reduce the projected overspend.

Social Services Health & Housing

The Directorate has a budget of £78.713m which includes savings targets of £4.550m (5.8%), and is currently projected to overspend by £1.5m.

The main variances contributing to the over spend are:-

- **Children – Social Work £106k underspend**
The under spend is due to vacant hours/posts.

- **Children Residential Care – £447k overspend**
 The budget was based on 7 children, while the projection is based on the current number (10), and assumes that they will remain in placement until the end of the year, or until their 18th birthday, if earlier. The average cost of a residential placement is £190k.
- **Children –Day care £59k underspend**
 The underspend is due to a reduction in NPT's contribution to the Western Bay Integrated Family Support Service, because of vacancies within the service.
- **Children Supported accommodation £75k underspend**
 The supported lodgings contract will expire in October 2018, and an additional provision of £75k was included in the budget to fund any increased costs arising from the re-tender exercise. Given the pressures identified across the Directorate, options are being explored to contain expenditure for this service at current cost, and therefore the additional funding provided will not be required.
- **Fostering service £93k overspend**
 An overspend is due to payments for 2 Looked after Children in high cost supported living placement (£230k) and a projected increase in special guardianship orders (£143k), which is partly offset by savings on staff costs, route 16 discretionary payments and savings arising from a reduction in fostering placements.
- **Adoption £249k underspend**
 The budget was based on payment of allowances for 57 children. An underspend is projected as payments are currently being made for 45 children. Further savings of £150k are anticipated in respect of the contribution made to the Western Bay Adoption service.
- **External Foster Placements £172k underspend**
 The budget was based on 57 children, and an underspend is projected as 52 are currently in foster care.
- **Youth Offending Team £112k underspend**
 The underspend is due to savings on staff costs.
- **Community Care – Social Work £172k underspend**
 The underspend is due to saving on staff costs.
- **Elderly Residential Care – external provision - £422k overspend**
 The budget includes FFP savings SSHH806/807 of £280k, which have not yet been fully achieved. Discussions are ongoing to utilise vacant short term beds in Pobl for long term residents, in order to offset this pressure.
- **Domiciliary Care - £1.351m overspend**
 The budget includes FFP savings targets of £2.5m (SSHH 801, 802, 805, 811, 812). Savings of £700k (£500k re internal homecare

staff vacancies, and £200k due to reduction in packages of care) have been delivered, but have been offset by the cost of new packages of care. Changes in client needs and new care packages are being managed in line with total resources and on the basis of assessed need.

- **Community Resource Team - £274k underspend**
The underspend is due to staff savings.
- **Other Community Care/direct Payments £61k overspend**
The overspend is due to an increase in the number of direct payments for elderly service users.
- **Other community Care – WILG £119k overspend**
The Welsh Independent Living Grant (WILG) was transferred into the settlement for 18/19, and a FFP savings target of £500k (SSHH808) was included in the budget, to be achieved by reviewing all packages of care previously funded through WILG. The remaining pressure (£119k) is because the FFP savings target has not yet been fully achieved.
As packages are reassessed the ongoing costs are transferred from the WILG budget to the mainstream placements budget.
- **Aids & Equipment £59k overspend**
The overspend is the NPT share of the projected overspend of the joint service. A new agreement between CCoS, NPTCBC and ABMU is currently being negotiated, in which the NPT share of costs and overspend is expected to reduce. It has not yet been confirmed when the new agreement will be agreed and implemented.
- **LD External Placements £375k overspend**
The budget includes an FFP savings target (SSHH804) of £500k, which has not yet been achieved in full. In addition there has been an increase in the number of placements. The projection assumes that ABMU will pay agreed sums in respect of sleep in uplifts and changes to placement costs.
Work will continue to be undertaken throughout the year to identify further savings from reviewing packages of care, reducing the cost of night time support and by creating more effective models of care & support.
- **LD Day Opportunities – Employment & Training £72k underspend**
The underspend is due to savings on staff and transport costs.
- **MH External Placements £92k overspend**
This budget contains an FFP savings target of £100k, which has not yet been fully achieved, as a result of additional placements being made.

Work will continue to be undertaken throughout the year to identify further savings from reviewing packages of care, and by creating more effective models of care & support.

- **Housing Advice/Supported Tenancies £82k underspend**

The underspend is due to savings on staff costs.

- **Renovation Grants/ Renewal Area £86k overspend**

The budget includes an income target (£100k) which has not yet been achieved, but which is partly offset by staff savings (£14k).

Work will continue to be undertaken throughout the year to identify further savings from reviewing packages of care, reducing the cost of night time support and by creating more effective models of care & support, but at this stage it is projected that the Social Services Budget is overspending by circa £1.5m.

Environment

The Directorate has a budget of £35.645m which includes savings targets of £688k (1.9%).

The main variances contributing to the overspend are:-

- **Parking Strategy £80k overspend**

The overspend is projected due to a delay in implementing increased charges which were originally planned to take effect from 1st April 2018. The overspend also includes the additional cost of replacement pay machines at Aberafan seafront.

- **Waste Disposal & Recycling £142k overspend**

The projected overspend is due to an increase in the disposal of waste from council Operations (i.e. street sweeping, gully waste, litter) in the first 5 months of the year. This is a volatile budget and work is being done to ensure that waste arising from capital works are charged against the capital budget.

- **Household Waste Recycling Centres £68k overspend**

The budget includes a savings target of £100k to be achieved from the closure of the Pwllfawatkin site. However the closure has been delayed by a year resulting in the overspend.

- **Planning Policy £50k overspend**

The budget includes an FFP savings target (ENV706) of £75k income generation from asset sponsorship. However there is concern that this target cannot be fully achieved.

The Environment budget is projected to overspend by £390k.

Corporate Services

The Directorate has a budget of £17.471m which includes savings targets of £648K (3.7%).

There are currently no major variances (over £50k) to report. The Directorate underspend is largely due to savings on staff costs across a range of services.

The Corporate Services Directorate is projected to under spend by £211k.

Other Services

- **Council Tax Support – underspend £546k**
- **Contingency** - It is assumed that following the virements included in this report, the remaining contingency budget of £868k will be fully committed by year end.
- **Pay & Pension – £193k underspend**
- **Management of change** – it is assumed that this provision (£500k) will be fully utilised to fund the cost of ERVR or used to replenish the reserve.
- **Miscellaneous £65k underspend** – the underspend is largely due to savings arising from the AVC salary sacrifice scheme.

A summary of the overall Net Authority budget is included in Appendix 1

3 Grants

The following grants have been awarded since the budget was set.

Value	Directorate	Service
£4k	CORP	High street Relief scheme
£9k	CORP	Substance Misuse – Take home Naloxene

£6k	CORP	Substance Misuse – Bursary scheme
£9k	ELLL	Heritage Lottery Fund – Lest We Forget – to create a gallery of local heroes, and poppy tribute at Margam Park
£342k	ELLL	Early Implementation Childcare Grant
£39k	ELLL	Arts Council for Wales – to fund a feasibility study into developing a cinema at Pontardawe Arts centre
£132k	SSHH	Homelessness Prevention Grant Programme

4 Budget Virements

- 4.1 The Council's Constitution requires the prior approval of any virement that does not involve a significant variation in the level or nature of the delivery of the service agreed by Council in the Revenue Budget as follows:-

Less than £100,000 – Corporate Directors

More than £100,000 but less than £500,000 – Cabinet

More than £500,000 – Council

- 4.2 Virements agreed by Corporate Directors are identified in Appendix 2
- 4.3 Virements requiring **Cabinet** approval are outlined below

Value	Dir	Service
£150,000	ELLL	Education Improvement Grant
£400,000	ENVT	Waste Disposal & Recycling
-£550,000	Other	Corporate Contingency
-£200,000	ENVT	Neighbourhood Services
£200,000	ENVT	Parks & Open Spaces

The net effect of all of the above virements are summarised in Appendix 1.

5 Reserve Movements

The following reserve movements are proposed

Amount	Specific Reserve	Explanation
£25,000	Building Capacity Reserve	Elections Administration - to fund future year pressures
£25,000	Building Capacity Reserve	Corporate Strategy - to fund future year pressures
£25,000	ICT Renewals Reserve	Transfer underspend to reserve to fund anticipated pressures in 19/20
-£19,158	ERVR reserve	Transfer from reserve to fund cost of redundancy in the Print Commissioning Unit

Specific Reserves Summary

	£'000
Opening balance on specific reserves 1/4/18	(38,578)
Budgeted contributions (to) /from reserves	3
Additional reserve movements already approved	417
Additional reserve movements proposed this quarter	(56)
Estimated closing balance on specific reserve 31/3/19	(38,213)

Details of all the above are included in Appendix 3

General Reserve

	£'000
Opening balance on the general reserve 1/4/18	(19,980)
Budgeted contributions (to) /from reserves	(61)
Additional reserve movements already approved	
Additional reserve movements proposed this quarter	
Estimated closing balance on 31/3/19	(20,041)

Details of all budgeted movements against the general reserve are included in Appendix 4.

6 Forward Financial Plan Monitoring 2019/20 to 2022/23

- 6.1 The list of savings strategies included in the budget for 2018/19 are outlined in Appendix 5. Any variation to delivering the budget including the savings for 2018/19 are included in relevant narrative above.

Further work to update the FFP for 2019/20 and beyond will be separately reported to members.

7. Members Scrutiny

Scrutiny Members are invited to request further reports on selected items from within this report for consideration at the individual Scrutiny Committee.

8. Consultation

This item is not subject to external consultation.

9. Recommendations

It is recommended that:

- the budget monitoring information is scrutinised and management arrangements put in place to minimise overspends and the adverse impact on reserves.
- Members note the additional grant received
- the proposed reserve movements and budget virements are recommended for approval by Cabinet.

10. Reason for Proposed Decision

To update the Council's budget for additional grants received, budget virements and reserve movements in line with the Council's Constitution.

11. Implementation of Decision

The decision is proposed for implementation after consultation with the scrutiny committee and then consideration and approval by Council.

12. Appendices

Appendix 1 – Revenue Budget Summary 2018/19

Appendix 2 – Virements approved by Corporate Directors

Appendix 3 – Schedule of Specific Reserves

Appendix 4 – Schedule of General Reserve

Appendix 5 – Forward Financial Plan Savings Monitor

13. **Background Papers**

Budget working papers 2018/19

14. **Officer Contact**

For further information on this report item, please contact:

Mr Hywel Jenkins – Director of Finance and Corporate Services

☐ 01639 763251

E-mail: h.jenkins@npt.gov.uk

Mr Huw Jones – Head of Financial Services

☐ 01639 763575

E-mail: h.jones@npt.gov.uk

Mrs Sue Gorman, Chief Accountant - Financial Services

☐ 01639 763937

E-mail: s.gorman@npt.gov.uk

Summary 2018-19

at Quarter 2 (30th Sept)

	Original Budget 2018/19 £	Virements - Cab 23/5/18	Quarter 1	Quarter 2	Quarter 3	Revised Budget 2018/19 £	Projected Outturn 2018/19 £	Variance 2018/19 £
Education, Leisure and Lifelong Learning - Schools	81,708,000	0	0	0	0	81,708,000	81,708,000	0
Education, Leisure and Lifelong Learning - Other	23,816,000	615,970	0	150,000	0	24,581,970	25,359,273	777,303
Social Services Health & Housing	78,632,000	80,500	0	0	0	78,712,500	80,212,562	1,500,062
Environment	34,755,000	262,500	120,841	507,021	0	35,645,362	36,034,683	389,321
Corporate Services	17,433,000	38,000	0	0	0	17,471,000	17,260,262	-210,738
Directly Controlled Expenditure	236,344,000	996,970	120,841	657,021	0	238,118,832	240,574,780	2,455,948
Swansea Bay Port Authority	46,000					46,000	46,011	11
Fire Authority	7,288,000					7,288,000	7,287,654	-346
Margam Crematorium	1,000					1,000	559	-441
Archives	91,000					91,000	91,700	700
Magistrates Court	13,000					13,000	11,006	-1,994
Capital Financing	18,573,000					18,573,000	18,573,000	0
Council Tax Support	17,841,000					17,841,000	17,294,843	-546,157
Contingency	989,000		-120,841	-657,021		211,138	211,138	0
Pay & Pensions Provision	1,190,000	-996,970				193,030	0	-193,030
Management of change	500,000					500,000	500,000	0
Miscellaneous						0	-64,980	-64,980
Cont. from Fire Authority Reserve	-21,000					-21,000	-21,000	0
Net Budget Requirement	282,855,000	0		0	0	282,855,000	284,504,711	1,649,711
	-							
RSG	166,732,844					-166,732,844	-166,732,844	0
NNDR	-45,607,965					-45,607,965	-45,607,965	0
Discretionary rate relief	216,432					216,432	216,432	0
Council Tax	-70,730,623					-70,730,623	-70,730,623	0
	-							
Total Funding	282,855,000	0		0	0	-282,855,000	-282,855,000	0

Virements Agreed by Corporate Directors – during Quarter 2

<u>Value</u>	<u>Directorate</u>	<u>Service</u>
11,509	ENVT	Highways Maintenance - Reactive, Winter & Emergency Response - re Pantteg
-3,990	ENVT	School Crossing Patrol - vacancy mgmt.
-30,000	ENVT	Estates- re-alignment pasta
26,828	ENVT	Regeneration & Strategic Development - vacancy mgmt./photocopying
10,000	ENVT	Markets - maintenance
-10,000	ENVT	Non Operational Land - markets maintenance
34,860	ENVT	Management Support - vacancy mgmt.
-26,449	ENVT	Support Services - vacancy mgmt./photocopying
-1,000	ENVT	Planning Development control - photocopying
-1,000	ENVT	Policy - photocopying
-1,000	ENVT	Trading standards - photocopying
3,500	ENVT	Building Control - photocopying
-500	ENVT	Pollution Control services - photocopying
-1,249	ENVT	Business Support & Research - vacancy mgmt.
-82,169	CORP	Procurement
82,169	CORP	Legal
-11,509	CORP	Contingency - Pantteg
-19,481	ELLL	Children & young People Partnership
19,481	ELLL	Playschemes
68,512	ENVT	Highways Maintenance - Reactive, winter Maintenance & emergency Response - re Pantteg
-6,059	ENVT	Road Safety
-15,000	ENVT	Neighbourhood services
-11,738	ENVT	Parks & Open spaces
20,000	ENVT	Gypsy sites
-20,000	ENVT	Non Operational Land
6,059	ENVT	Management Support
-22,000	ENVT	Environmental Health
22,000	ENVT	Building Control
26,738	ENVT	Cemeteries
19,000	CORP	Accountancy Technical - Corp & Risk Management

<u>Value</u>	<u>Directorate</u>	<u>Service</u>
-19,000	CORP	Accountancy Capital /Systems/Projects
-100,000	CORP	Housing Benefits Administration
100,000	CORP	Contribution from Corporate Equalisation Reserve
11,480	SSHH	Children - Social Work
28,970	SSHH	Community Care Social Work
-16,450	SSHH	Other Community Care - WILG
16,450	SSHH	Learning Disability External Placements
-40,450	SSHH	Community Mental Health Team
27,000	ENVT	Highways Maintenance - Reactive, Winter & Emergency Response
12,720	ENVT	Management Support
-12,720	ENVT	Tourism
-27,000	Other	Corporate Contingency

SCHEDULE OF SPECIFIC RESERVES

Description	Updated Reserve Balance at 1/4/18 £'000	2018/19 Budgeted Cont. to reserve £'000	2018/19 Budgeted Cont from reserve £'000	Changes already agreed £'000	Changes proposed in Period £'000	Estimated Reserve Balance at 31/3/19 £'000
EDUCATION, LEISURE & LIFELONG LEARNING						
<i>Delegated Schools Reserves</i>						
ER Reserve Primary	-19	-1	0	0	0	-20
Primary Schools Reserve A/C	-2,433	0	0	0	0	-2,433
Secondary Schools Reserve A/C	-274	0	0	0	0	-274
Special Schools Reserve A/c	-161	0	0	0	0	-161
Repair and Maintenance Reserve	-161	0	0	0	0	-161
	-3,048	-1	0	0	0	-3,049
<i>Education, Leisure and Lifelong Learning</i>						
Education Equalisation Reserve	-96	0	0	52	0	-44
Home to School Transport	-60	0	60	0	0	0
	-156	0	60	52	0	-44
Total Education Leisure & Lifelong Learning	-3,204	-1	60	52	0	-3,093
SOCIAL SERVICES, HEALTH & HOUSING						
Homecare ECM Equipment Reserve	-53	-10	0	0	0	-63
Community Care Transformation Reserve	-108	0	0	0	0	-108
Social Services Equalisation	-540	0	0	0	0	-540
Hillside General Reserve	-1,687	-143	238	0	0	-1,592
Youth Offending Team - Equalization	-153	0	0	0	0	-153
Adoption service	-100	0	0	0	0	-100
Total Social Services, Health and Housing	-2,641	-153	238	0	0	-2,556

SCHEDULE OF SPECIFIC RESERVES

Description	Updated Reserve Balance at 1/4/18	2018/19 Budgeted Cont. to reserve	2018/19 Budgeted Cont from reserve	Changes already agreed	Changes proposed in Period	Estimated Reserve Balance at 31/3/19
	£'000	£'000	£'000	£'000	£'000	£'000
ENVIRONMENT						
<i>Directorate</i>						
Concessionary Fare - Bus Pass Replacement Reserve	-152	0	0	0	0	-152
Asset Recovery Incentive Scheme	-126	0	0	0	0	-126
Local Development Plan	-142	0	0	0	0	-142
Economic Development	-40	-200	200	0	0	-40
Winter Maintenance Reserve	-764	0	0	0	0	-764
Baglan Bay innovation dilapidation reserve	-78	0	0	0	0	-78
Environment Equalization Reserve	-353	0	0	0	0	-353
BSSG Grant	-128	0	0	128	0	0
Renewable energy	-4	0	0	0	0	-4
Environmental Health - housing equalisation	-20	0	0	0	0	-20
Operating Account -Equalisation	-36	0	0	0	0	-36
Vehicle Tracking	-92	0	0	0	0	-92
Operating Accounts -Vehicle Renewals	-1,465	-1,063	0	0	0	-2,528
Total Environment	-3,399	-1,263	200	128	0	-4,334
FINANCE /CHIEF EXEC						
Elections Equalisation Fund	-202	-15	0	0	0	-217
Health & Safety/Occupational Health	-94	0	54	0	0	-41
Development Fund for Modernisation	-110	-5	0	0	0	-115
IT Renewals Fund	-1,495	0	421	0	-25	-1,098
Corporate Services Equalisation Reserve	-662	0	424	0	0	-238
Building Capacity	-80	0	0	0	-50	-130
Voluntary Organisation Reserve	-23	0	10	0	0	-13
Total Finance /Chief Exec	-2,666	-20	909	0	-75	-1,853

SCHEDULE OF SPECIFIC RESERVES

Description	Updated Reserve Balance at 1/4/18	2018/19 Budgeted Cont. to reserve	2018/19 Budgeted Cont from reserve	Changes already agreed	Changes proposed in Period	Estimated Reserve Balance at 31/3/19
	£'000	£'000	£'000	£'000	£'000	£'000
CORPORATE RESERVES						
Insurance-Claims Reserve	-6,618	-280	280	0	0	-6,618
Income Generation Project Reserve	-750	0	34	0	0	-716
Members Community Fund Reserve	-672	0	0	0	0	-672
Community Resilience Fund	-2,000	0	0	0	0	-2,000
Housing Warranties	-220	0	0	0	0	-220
Fire Authority Reserve	-31	0	0	0	0	-31
Pantteg Landslip Reserve	-500	0	0	0	0	-500
Waste Reserve	-393	0	0	0	0	-393
LAWDC Contingency Reserve	-971	0	0	0	0	-971
Treasury Management Equalisation Reserve	-5,755	0	0	0	0	-5,755
ER/VR - Transitional Reserve	-6,074	0	0	26	19	-6,029
Accommodation Strategy	-2,484	-50	50	210	0	-2,274
Total Corporate Reserves	-26,468	-330	364	236	19	-26,179
JOINT COMMITTEE RESERVES						
Environment Legacy Reserve (SWTRA)	-60	0	0	0	0	-60
WB Safeguarding Board Reserve	-99	0	0	0	0	-99
Substance Misuse Joint Committee	-27	0	0	0	0	-27
Intermediate Care Pooled Fund Reserve	-14	0	0	0	0	-14
	-199	0	0	0	0	-199
TOTAL ALL REVENUE RESERVES	-38,578	-1,768	1,771	417	-56	-38,213

	Original Estimate 2018/19	Revised Estimate 2018/19	Difference 2018/19
	£'000	£'000	£'000
Opening balance 1st April	Cr 20,613	Cr 19,980	633
Council Tax increased income	Cr 1,000	Cr 1,000	0
Capital - Phase II Accommodation financing costs	340	340	0
Doubtful Debt Provision	200	200	0
Contributions to the Economic Development Fund	200	200	0
Community Councils Grant Scheme	25	25	0
Pantteg landslip - media support	40	40	0
NPT Works contract termination	135	135	0
Contribution from /to revenue	0	0	0
Estimated Closing balance 31st March	Cr 20,673	Cr 20,041	633

Budget Saving Strategies

Ref	Board	Description	Lead	Main Impacts	2018/19 £000	2019/20 £000
ELLL704	ES&C	Out of county placements	Andrew Thomas	No major impact, pupils will have reached school leaving age. Also savings in special school transport costs	213	72
ELLL707	ES&C	Pontardawe Arts Centre - Reduce Subsidy	Andrew Thomas	Further reduction in funding to theatres, possibly a reduction in opening times. Investigating other income generation opportunities to compensate for reduced subsidy.	40	40
ELLL708	ES&C	Gwyn Hall -Reduce Subsidy	Andrew Thomas	More efficient management of Celtic Leisure contract.	40	40
ELLL712	ES&C	Reduction in management costs.	Andrew Thomas	Full year impact of 2017/18 decision	19	0
ELLL714	ES&C	Disability Sport - Withdraw match support for Disability Sports Coordinator's post	Chris Millis	Full year effect of 2017/18 decision. No decrease in provision as grant terms and conditions met.	15	0
ELLL715	ES&C	School Catering - Implementation of the review recommendations	Chris Millis	Savings from implementing new pay scale	100	0
ELLL801	ES&C	Re-negotiate current contract to deliver outdoor education at the Discovery Centre, Margam Park.	Andrew Thomas	Likely increased cost for NPT pupils - more in line with what other users pay. Every effort will be made to protect financially disadvantaged pupils from price increases.	0	250
ELLL802	ES&C	Celtic Leisure Contract - negotiate a reduction in subsidy	Andrew Thomas	More efficient management of Celtic Leisure contract.	50	100

Budget Saving Strategies

Ref	Board	Description	Lead	Main Impacts	2018/19 £000	2019/20 £000
ELLL803	ES&C	Youth Service - secure 5% efficiencies on core budget	Chris Millis	Reduced provision, resulting in less capacity to support young people. Aim to target more strategic activity	25	0
ELLL804	ES&C	School meals	Chris Millis	Savings identified as a direct result of the reduction in the number of schools	50	0
ELLL805	ES&C	Music - set 10% efficiency target	Chris Millis	Reduced access to music provision across the County Borough.	17	0
ELLL806	ES&C	Cut ERW additional funding	Chris Millis	Cease annual contribution to ERW and reduce core funding on the basis there are now far fewer schools in NPT	80	0
ELLL807	ES&C	School cleaning - full cost recovery	Chris Millis	Increase current costs to primary and special schools. Possible risk of outsourcing.	70	0
ELLL808	ES&C	Margam Park - market test with a view to appoint an operator for the catering functions.	Andrew Thomas	No impact to service users. Possible TUPE issues for staff for the very small number of staff who may be affected	0	75
ELLL809	ES&C	Inclusion services - efficiency savings	Andrew Thomas	Further review of all areas of expenditure to secure efficiencies, e.g. vacancy management, out of county placements of pupils, maximising income	50	0
ELLL810	ES&C	Cefn Coed Museum - reduce subsidy	Chris Millis	Consult and work with Friends of Cefn Coed Museum to identify income generation opportunities and volunteer contributions.	5	5
ELLL811	ES&C	Home to School Transport - 1% savings target	Chris Millis	Home to school transport route re-tender savings.	50	0

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Ref	Board	Description	Lead	Main Impacts	2018/19 £000	2019/20 £000
ELLL812	ES&C	Children and Young People - 5% efficiency on core budget costs	Chris Millis	Reduced provision, resulting in less capacity to support young people.	25	0
SSHH801	SCHWB	Direct Payments	Andrew Jarrett/ Angela Thomas	The Social Services and Wellbeing Act 2014 requires Councils to promote Direct Payments (DP). Social Workers will actively promote DP's to offer choice and control over the services they require. Savings will be made against the total placements budget.	950	0
SSHH802	SCHWB	Asset Based Approach	Andrew Jarrett	The asset based approach is a successful strategy for reducing costs of social care by diverting demand and avoiding costs by earlier intervention & prevention; in addition to the very successful early intervention that already goes on. This means identifying sources of community provision which will meet people's needs in different ways. Savings will be made against the total adult placements budgets	685	0
SSHH803	SCHWB	Children's Services	Keri Warren	Savings will be made against the total children placements budget and will encompass a focus on ensuring that children who can live at home do so, and those that cannot are provided with stability in care.	500	0

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Ref	Board	Description	Lead	Main Impacts	2018/19 £000	2019/20 £000
SSHH804	SCHWB	Learning Disabilities reconfiguration	Angela Thomas	Review of Independent Living packages of care, with a planned approach to re-assessing people's needs, to enable individuals to be as independent as possible. Explore how the use of assistive technology can support people in different ways, especially during the night. Work with the whole sector to create more effective models of care/support and promote greater independence. Savings will be made against the Learning disability placement budget	500	0
SSHH805	SCHWB	Review of domiciliary care packages of care	Angela Thomas	Carry out reviews for packages of independent sector domiciliary care within the community to ensure that people are supported to achieve greater independence and are not being over supported.	85	0
SSHH806	SCHWB	Maximise usage of block booked residential care beds	Angela Thomas	Ensure the utilisation for the block contracted beds are maximised to the 80% contracted amount with the service provider - POBL. Manage the allocations into Pobl beds from a central point to ensure full occupancy, savings based on a reduction of independent sector placements due to maximising contracted beds. Savings will be made against the elderly residential care budget.	200	0

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Ref	Board	Description	Lead	Main Impacts	2018/19 £000	2019/20 £000
SSHH807	SCHWB	Reconfigure assessment & reablement beds within block contract	Angela Thomas	Review the use of assessment and reablement beds, convert a proportion of the capacity to long terms beds to maximise utilisation. Savings will be made by better use of the elderly residential care budget	80	0
SSHH808	SCHWB	Welsh Independent Living Grant (WILG) Service Reviews	Angela Thomas	Review of all placements receiving WILG funding to create greater independence. Savings will be made against the WILG budget.	500	0
SSHH809	SCHWB	Beaufort House	Angela Thomas	Reopen Beaufort house as a homeless hostel to increase homelessness provision in the Borough.	150	0
SSHH810	SCHWB	Mental Health placements	Angela Thomas / Beverly Cannon	Carry out a review of people's needs, within mental health residential services, to support people to access community based support and achieve greater independence. Savings will be made against the mental health placements budget.	100	0
SSHH811	SCHWB	Double handling programme	Angela Thomas	Occupational Therapists to carry out a review of people receiving double handling care calls from the external homecare sector. Creating greater independence, with the right support and equipment. Savings will be achieved in the external domiciliary care service.	300	0

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Ref	Board	Description	Lead	Main Impacts	2018/19 £000	2019/20 £000
SSHH812	SCHWB	Internal homecare review	Andrew Jarrett/ Angela Thomas	Carry out an in-depth review of the current homecare provision to explore the optimum operating model. Retain complex, reablement and rapid response elements, and explore ways to commission generic homecare from the independent sector. Savings will be achieved by deleting vacant post and reducing the flexible cover budget.	500	0
ENV706	CS&PP	Asset Sponsorship	Nicola Pearce	Income generation	75	0
ENV801	S&E	Car Parking	Dave Griffiths	Alignment and increase in charges. Retention of 1 hour free parking in Pontardawe. Introduction of mobile CCTV camera van enforcement with focus on dangerous parking outside schools and bus bays.	175	0
ENV802	S&E	Waste Disposal Procurement	Michael Roberts	Subject to the outcome of procurement	200	0
ENV803	S&E	Household Waste Recycling Centres	Michael Roberts	Alternative service delivery in the Upper Swansea Valley, but extend current service contract at Pwllfawatkin for 2018/19.	100	0
ENV804	all	Staff redundancies /deletion of posts	All	Reduced staff capacity	30	0
ENV805	CS&PP	Planning	Nicola Pearce	Reduced staff	30	0
ENV806	R&SD	Crynant Business Centre	Simon Brennan	Increase rentals	18	0
ENV807	S&E	Gnoll Country Park	Michael Roberts	Increase in charges including car parking	30	0

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Ref	Board	Description	Lead	Main Impacts	2018/19 £000	2019/20 £000
ENV808	S&E	Survey Team	Michael Roberts	Service Review to ensure all costs are recovered from clients	30	0
CORP576	CAB	Introduce revised access to service policy across council	Karen Jones	Implement the digital by choice strategy, moving more customers to self-serve options thus reducing the volume of telephone and face to face enquiries.	0	36
CORP577	CAB	CCTV - cost savings	Karen Jones	Savings at the end of the current CCTV Maintenance contract period.	0	30
CORP604	CAB	Occupational Health - reduce professional fees budget	Sheenagh Rees	Full year impact of savings from introducing Occupational Health on line referral system and the referral hotline number.	10	0
CORP702	CAB	Staff reductions	S John	Development capacity will fall and service requests will take longer to effect. Income generation and/or collaborative opportunities may offset some job losses/service issues. A number of posts are funded from reserves which will be exhausted by March 2020	200	100
CORP705	CAB	Human Resources - occupational health, health & safety	Sheenagh Rees	Delete partial hours where post holders have reduced their working hours.	15	0
CORP801	CAB	Financial Services - Staff reductions in various teams across the Finance Division	Huw Jones	These reductions will require re-structuring of the relevant sections which may impact on performance levels. It is expected that the staff reduction should be achieved via ER/VR.	163	95
CORP802	CAB	Financial Services - Non staff savings	Huw Jones	Further pressure to reduce spend on non staff expenditure heads.	15	0

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CORP803	CAB	Legal services	Craig Griffiths	Staff savings	32	0
CORP804	CAB	Land charges	Craig Griffiths	Staff savings	27	0
CORP805	CAB	Legal Services - corporate support services	Craig Griffiths	Staff savings	13	0
CORP806	CAB	Health & safety - Staff reductions	Sheenagh Rees	Reductions in capacity to manage health and safety of projects and staff.	15	0
CORP807	CAB	HR - Staff reductions	Sheenagh Rees	Reduce capacity to respond to statutory data returns, implement personnel committee reports, data cleansing, resulting in delays in response to queries, compilation of FOI requests.	34	0
CORP808	CAB	Training	Sheenagh Rees	Non staff savings	2	0
CORP809	CAB	Corporate Services	Hywel Jenkins	Reduction in staff costs	30	0
CORP810	CAB	Community Safety	Karen Jones	Staff savings	8	0
CORP811	CAB	Community Safety	Karen Jones	Non staff savings	2	0
CORP812	CAB	Democratic services	Karen Jones	Transport savings	19	0
CORP813	CAB	Democratic services	Karen Jones	Staff savings	17	0
CORP814	CAB	Democratic services	Karen Jones	Non staff costs	3	0

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CORP815	CAB	Corporate strategy	Karen Jones	Increase income	23	0
CORP816	CAB	Corporate strategy	Karen Jones	Non staff savings	2	0
CORP817	CAB	One stop shop	Karen Jones	Staff savings	9	0
CORP818	CAB	One stop shop and contact Centre	Karen Jones	Non staff savings	7	0
CORP819	CAB	Communications	Karen Jones	Non staff savings	2	0
OTH801	CAB	Margam Crematorium	Hywel Jenkins	Contribution from Joint Committee	55	0
		Total			6,790	843