

# NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

## CABINET

### REPORT OF THE CORPORATE DIRECTORS GROUP

13<sup>th</sup> February 2019

#### 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 £1.423m, but this is offset by a projected underspend of £987k in

the other elements of the budget (inclusive of proposed net transfer to/from reserves). The net budget is therefore projected to overspend by £436k, as outlined in the table below.

	<b>Original budget 2018/19</b>	<b>Revised budget 2018/19</b>	<b>Projected Outturn 2018/19</b>	<b>Variance</b>
	£'000	£'000	£'000	£'000
ELLL - Schools	81,708	81,708	81,708	<b>0</b>
ELLL - Other	23,816	24,582	24,911	<b>329</b>
SSHH	78,632	78,713	79,619	<b>906</b>
ENVT	34,755	35,741	36,239	<b>498</b>
CORP	17,433	17,471	17,161	<b>-310</b>
<b>Directly controlled</b>	<b>236,344</b>	<b>238,215</b>	<b>239,638</b>	<b>1,423</b>
Other	46,511	44,640	43,653	-987
<b>Budget Requirement</b>	<b>282,855</b>	<b>282,855</b>	<b>283,291</b>	<b>436</b>

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.

### 2.2.1 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 £66k 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 £298k 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. The full year effect of the pressure is estimated to be £461k.

- **School Meals £163k underspend**

Welsh Government has allocated £253k to the Council to fund the additional cost of Free School Meals arising as a result of the roll out of Universal Credit.

- **Cleaning - £53k overspend**

The projected overspend is due to the cost of overtime to cover sickness absence.

- **Strategic Schools Investment Programme £62k overspend**

The overspend is due to additional costs of preparing business cases in support of a capital grant bid in line with the 21<sup>st</sup> Century Schools Band B Programme. The bid for Welsh Medium Schools funding was successful and the Council has been awarded £3.5m.

- **Out of County Placements £103k 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 £329k. Work is ongoing to identify savings to reduce the projected overspend.**

The Welsh Government has indicated that £3m will be made available to fund music services over the next two years. The NPT share is expected to be £50k in 2018/19 and £50k in 2019/20. The 2019/20 grant will be used in year whilst the 2018/19 share will be carried forward at year end to underpin the Music Service budget in 2020/21.

## **2.2.2 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 £906k.

The main variances contributing to the over spend are:-

- **Children – Social Work £60k underspend**  
The under spend is due to vacant hours/posts.
- **Children Residential Care – £501k 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 they step down to another form of care.
- **Fostering service £109k overspend**  
An overspend is due to payments for 2 Looked after Children in high cost supported living placement (£240k), an increase in the cost of transport (£49k), which are partly offset by savings on staff costs, route 16 discretionary payments, and from a reduction in the number of foster placements.
- **Adoption £527k underspend**  
The budget was based on payment of allowances for 57 children. An underspend is projected as payments are currently being made for 46 children.  
The joint service is projected to underspend by £600k and NPT's share of placements has also reduced from 33% to 20%. Therefore the contribution that the Council is required to make to the Joint services is projected to be £500k less than the budget provision.
- **External Foster Placements £202k underspend**  
The budget was based on 57 children, and an underspend is projected as 50 are currently in foster care.
- **Youth Offending Service £96k underspend**  
The underspend is due to savings on staff costs.
- **Community Care – Social Work £166k underspend**  
The underspend is due to saving on staff costs.
- **Business Support Services £84k underspend**  
The underspend is due to savings on staff costs.
- **Domiciliary Care - £1.635m overspend**  
The domiciliary care service has achieved savings greater than the targets specifically relating to domiciliary care (SSHH811 £85k, SSHH812 £800k), some of which has been offset by additional demand.  
The budget also includes savings targets relating to Direct Payments (SSHH801 £950k) and Asset Based Approach (SSHH802 £685k) which have not been achieved, and which result in the over spend reported.
- **Community Resource Team - £200k underspend**  
The underspend is due to staff savings, and additional Integrated Care Fund (ICF) grant.
- **Other Community Care – WILG £68k overspend**

The Welsh Independent Living Grant (WILG) was transferred into the settlement for 2018/19, 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 (£68k) is because work is ongoing to ensure that appropriate care packages are provided to service users. As packages are reassessed the ongoing costs are transferred from the WILG budget to the mainstream placements budget.

- **LD Day Opportunities – Employment & Training £63k underspend**

The underspend is due to savings on staff (£37k) and transport costs.

- **Day Opportunities Care & Support £63k underspend**

The underspend is due to savings on staff costs.

- **MH External Placements £103k 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.

- **Housing Advice/Supported Tenancies £94k underspend**

The underspend is due to savings on staff costs (£138k) and additional grant received (£25k), which have been partly offset by an increase in the cost of B&B placements (£90k).

- **Renovation Grants/ Renewal Area £129k overspend**

The budget includes an income target (£170k) which has not yet been achieved, but which is partly offset by staff savings.

**The Social Services Budget is projected to overspend by £906k.**

### 2.2.3 Environment

The Directorate has a budget of £35.741m which includes savings targets of £688k (1.9%).

The main variances contributing to the overspend are:-

- **Parking Strategy £54k overspend**

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

- **Waste Disposal & Recycling £175k overspend**  
The projected overspend is due to an increase in the cost of disposal of bagged green waste, and increase in the disposal of waste from Council operations (i.e. street sweeping, gully waste, fly tipping and capital works) due to a change in the disposal facility used for builders rubble.
- **Household Waste Recycling Centres £52k overspend**  
The budget includes a savings target of £100k which will not be realised in full in 2018/19. The waste volumes received at the sites are extremely volatile and are being closely monitored by enforcement officers.

**The Environment budget is projected to overspend by £498k.**

#### **2.2.4 Corporate Services**

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

- **Housing Benefit £51k underspend**  
The underspend is due to staff savings arising from maternity leave and vacant posts (£16k), and additional grant received from DWP.
- **Legal childcare £56k underspend**  
The underspend is mainly due to staff savings arising from maternity leave and vacant posts (£44k).
- **One stop shop /customer services £74k underspend**  
The underspend is due to savings on staff costs from vacant posts.

**The Corporate Services Directorate is projected to under spend by £310k.**

#### **2.2.5 Other Services**

- **Capital Financing – £100k underspend**
- **Council Tax Support – £618k underspend**
- **Contingency – £65k underspend**
- **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 £20k 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 during the quarter.

Value	Directorate	Service
£409k	ELLL	Childcare Early Implementation Grant
£725k	ELLL	Local Authority Education Grant – Teachers' Pay award
£253k	ELLL	Local Authority Education Grant – Free School Meals
£90k	ELLL	All Wales Play Opportunities Grant
£696k	SSHH	Sustainable Social Services Grant
£25k	SSHH	Homeless - Cold Weather Programme
£14k	CORP	Substance Misuse – Take Home Naxolone

### 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 during quarter 3 are identified in Appendix 2

- 4.3 Virements requiring **Cabinet** approval are outlined below

Value	Dir	Service
-£300,000	ENVT	Neighbourhood services
£300,000	ENVT	Parks & Open Spaces
-£200,000	ENVT	Non-operational Land
£200,000	ENVT	Industrial workshops

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

## 5 Reserve Movements

The following reserve movements are proposed

<b>Amount</b>	<b>Specific Reserve</b>	<b>Explanation</b>
£43,284	Members Community Fund Reserve	Transfer from reserve to fund costs committed
£40,000	Economic Development Reserve	Transfer from reserve to fund identified pressure
-£41,100	Corporate Equalisation Reserve	Planned contribution from reserve to fund 2 apprentices in IT is no longer required due to underspends within the service
-£83,000	Corporate Equalisation Reserve	Planned contribution from reserve (£113k) in HR is no longer required in full due to underspends within the service
-£7,500	Corporate Equalisation Reserve	Planned contribution from reserve re HR Training is no longer required due to underspends within the service
-£100,000	Corporate Equalisation Reserve	Planned contribution from reserve (£200k) to fund the Corporate services Directorate budget is no longer required in full due to underspends within the service
-£11,154	Local Development Plan Reserve	Transfer 2018/19 savings to the reserve to fund anticipated future costs
-£654,000	Education Equalisation Reserve	Transfer to reserve to fund the cost of the additional teachers' pay & GDPR in 2019/20
-£30,000	General Reserve	The planned contribution from the general reserve is no longer required in full due to savings realised in the NPT Works programme.

Amount	Specific Reserve	Explanation
£500,000	Hillside Reserve	Transfer from reserve to offset shortfall in income, due to under occupancy
-£200,000	IT Renewals Reserve	The planned contribution from the reserve is no longer required due to savings achieved by the IT service.
£27,409	ERVR Reserve	Transfer from reserve to fund the cost of ERVR in Accountancy Financial Services
-£39,700	General Reserve	The planned contribution from the reserve to Communications and Media is no longer required due to savings achieved by the service
£6,040	Voluntary Organisations Reserve	Transfer from reserve to fund approved grant awards
£1,177,600	Vehicle Renewals Reserve	Transfer from reserves to fund the cost of vehicles purchased

### Specific Reserves Summary

	£'000
<b>Opening balance on specific reserves 1/4/18</b>	<b>(38,578)</b>
Budgeted contributions (to) /from reserves	3
Additional reserve movements already approved	361
Additional reserve movements proposed this quarter	623
<b>Estimated closing balance on specific reserve 31/3/19</b>	<b>(37,591)</b>

Details of all the above are included in Appendix 3

### General Reserve

	£'000
<b>Opening balance on the general reserve 1/4/18</b>	<b>(19,980)</b>
Budgeted contributions (to) /from reserves	(60)
Additional reserve movements already approved	0
Additional reserve movements proposed this quarter	326
<b>Estimated closing balance on 31/3/19</b>	<b>(19,714)</b>

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:

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### Virements Agreed by Corporate Directors – during Quarter 3

<b>Amount</b>	<b>DIR</b>	<b>Service</b>
22,146	ENVT	Highways Maintenance Reactive - re Pantteg
15,816	ENVT	Drainage Services
-15,816	ENVT	Development Control
-10,000	ENVT	Community Services Transport Unit
-31,060	ENVT	Dog & Litter Wardens
20,000	ENVT	Estates
-20,000	ENVT	Asset & Energy Management
9,000	ENVT	Markets
-9,000	ENVT	Non-operational Land
41,060	ENVT	Management Support
5,657	ENVT	Food & Health & Safety
-24,143	ENVT	Environmental Health Management & Support
18,486	ENVT	Trading Standards
-22,146	Other	Corporate Contingency
-55,058	CORP	Legal Services
55,058	CORP	Corporate Procurement
22,875	CORP	Legal Services
-22,875	CORP	Corporate Support Services
25,391	ENVT	Highways Maintenance Reactive - re Pantteg
-25,391	Other	Corporate Contingency
70,000	ELLL	ELLL Contingency
-70,000	ELLL	NPT Works
45,000	SSHH	Children - Social Work
-45,000	SSHH	Children - Supported Accommodation
80,000	SSHH	Internal Fostering Service
-80,000	SSHH	Adoption Service
-18,910	SSHH	Other Community Care WILG
18,910	SSHH	External Placements
-25,650	SSHH	Day Opportunities - Employment & Training
25,650	SSHH	Day Opportunities - Care & Support
48,160	ENVT	Highways Maintenance - reactive - re Pantteg

<b>Amount</b>	<b>DIR</b>	<b>Service</b>
-28,000	ENVT	Public Lighting & Signal Control
28,000	ENVT	Refuse Collection
35,000	ENVT	Biodiversity
-35,000	ENVT	Pollution Control Services
-48,160	Other	Corporate contingency

## SCHEDULE OF SPECIFIC RESERVES

## Revenue Reserves - Budget Monitoring 2018/19

Description	Updated Reserve Balance at 1/4/18	2018/19 Budgeted Cont to reserve	2018/19 Budgeted Cont from res.	Changes already agreed	Changes proposed in Period	Estimated Reserve Balance at 31/3/19
	£'000	£'000	£'000	£'000	£'000	£'000
<b>EDUCATION, LEISURE &amp; LIFELONG LEARNING</b>						
<b><i>Delegated Schools Reserves</i></b>						
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
	<b>-3,048</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-3,049</b>
<b><i>Education, Leisure and Lifelong Learning</i></b>						
Education Equalisation Reserve	-96	0	0	52	-654	-698
Home to School Transport	-60	0	60	0	0	0
	<b>-156</b>	<b>0</b>	<b>60</b>	<b>52</b>	<b>-654</b>	<b>-698</b>
<b>Total Education Leisure &amp; Lifelong Learning</b>	<b>-3,204</b>	<b>-1</b>	<b>60</b>	<b>52</b>	<b>-654</b>	<b>-3,747</b>
<b>SOCIAL SERVICES, HEALTH &amp; HOUSING</b>						
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	500	-1,092
Youth Offending Team - Equalization	-153	0	0	0	0	-153
Adoption service	-100	0	0	0	0	-100
<b>Total Social Services, Health and Housing</b>	<b>-2,641</b>	<b>-153</b>	<b>238</b>	<b>0</b>	<b>500</b>	<b>-2,056</b>

## SCHEDULE OF SPECIFIC RESERVES

## Revenue Reserves - Budget Monitoring 2018/19

Description	Updated Reserve Balance at 1/4/18	2018/19 Budgeted Cont to reserve	2018/19 Budgeted Cont from res.	Changes already agreed	Changes proposed in Period	Estimated Reserve Balance at 31/3/19
	£'000	£'000	£'000	£'000	£'000	£'000
<b>ENVIRONMENT</b>						
<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	-11	-153
Economic Development	-40	-200	200	0	40	0
Winter Maintenance Reserve	-764	0	0	0	0	-764
Baglan Bay innovation dilapidation reserve	-78	0	0	0	0	-78
Building Maintenance Reserve	0	0	0	0	0	0
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	1,178	-1,351
<b>Total Environment</b>	<b>-3,399</b>	<b>-1,263</b>	<b>200</b>	<b>128</b>	<b>1,206</b>	<b>-3,128</b>

## SCHEDULE OF SPECIFIC RESERVES

## Revenue Reserves - Budget Monitoring 2018/19

Description	Updated Reserve Balance at 1/4/18	2018/19 Budgeted Cont to reserve	2018/19 Budgeted Cont from res.	Changes already agreed	Changes proposed in Period	Estimated Reserve Balance at 31/3/19
	£'000	£'000	£'000	£'000	£'000	£'000
<b>FINANCE /CHIEF EXEC</b>						
Elections Equalisation Fund	-202	-15	0	-25	0	-242
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	-25	-200	-1,298
Corporate Services Equalisation Reserve	-662	0	424	0	-232	-470
Building Capacity	-80	0	0	-25	0	-105
Voluntary Organisation Reserve	-23	0	10	0	6	-7
<b>Total Finance /Chief Exec</b>	<b>-2,666</b>	<b>-20</b>	<b>909</b>	<b>-75</b>	<b>-426</b>	<b>-2,278</b>
<b>CORPORATE RESERVES</b>						
Insurance-Claims Reserve	-6,618	-280	280	0	0	-6,618
Swansea Bay City Deal	0	0	0	0	-75	-75
Income Generation Project Reserve	-750	0	34	0	0	-716
Members Community Fund Reserve	-672	0	0	0	43	-629
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	45	27	-6,001
Accommodation Strategy	-2,484	-50	50	210	0	-2,274
<b>Total Corporate Reserves</b>	<b>-26,468</b>	<b>-330</b>	<b>364</b>	<b>255</b>	<b>-4</b>	<b>-26,183</b>

### SCHEDULE OF SPECIFIC RESERVES

#### Revenue Reserves - Budget Monitoring 2018/19

Description	Updated Reserve Balance at 1/4/18	2018/19 Budgeted Cont to reserve	2018/19 Budgeted Cont from res.	Changes already agreed	Changes proposed in Period	Estimated Reserve Balance at 31/3/19
	£'000	£'000	£'000	£'000	£'000	£'000
<b>JOINT COMMITTEE RESERVES</b>						
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
	<b>-199</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-199</b>
<b>TOTAL ALL REVENUE RESERVES</b>	<b>-38,578</b>	<b>-1,768</b>	<b>1,771</b>	<b>361</b>	<b>623</b>	<b>-37,591</b>

	<b>Original Estimate 2018/19</b>	<b>Revised Estimate 2018/19</b>	<b>Difference 2018/19</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Opening balance 1st April</b>	<b>Cr 20,613</b>	<b>Cr 19,980</b>	<b>633</b>
Council Tax increased income	Cr 1,000	Cr 1,000	<b>0</b>
Capital - Phase II Accommodation financing costs	340	340	<b>0</b>
Doubtful Debt Provision	200	200	<b>0</b>
Contributions to the Economic Development Fund	200	160	<b>-40</b>
Community Councils Grant Scheme	25	25	<b>0</b>
Pantteg landslip - media support	40	0	<b>-40</b>
NPT Works contract termination	135	105	<b>-30</b>
Contribution from /to revenue	0	436	<b>436</b>
<b>Estimated Closing balance 31st March</b>	<b>Cr 20,673</b>	<b>Cr 19,714</b>	<b>959</b>

FFP Savings, Cuts and Income Generation

Appendix 5

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
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

FFP Savings, Cuts and Income Generation

Appendix 5

Ref	Board	Description	Lead	Main Impacts	2018/19 £000	2019/20 £000
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
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

Ref	Board	Description	Lead	Main Impacts	2018/19 £000	2019/20 £000
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
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

Ref	Board	Description	Lead	Main Impacts	2018/19 £000	2019/20 £000
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
SSHH807	SCHWB	Reconfigure assessment & re-ablement beds within block contract	Angela Thomas	Review the use of assessment and re-ablement 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

Ref	Board	Description	Lead	Main Impacts	2018/19 £000	2019/20 £000
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
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, re-ablement 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 Pwllfawatin 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

Ref	Board	Description	Lead	Main Impacts	2018/19 £000	2019/20 £000
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
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

Ref	Board	Description	Lead	Main Impacts	2018/19 £000	2019/20 £000
CORP802	CAB	Financial Services - Non staff savings	Huw Jones	Further pressure to reduce spend on non staff expenditure heads.	15	0
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

## FFP Savings, Cuts and Income Generation

## Appendix 5

Ref	Board	Description	Lead	Main Impacts	2018/19 £000	2019/20 £000
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