

**NEATH PORT TALBOT COUNTY BOROUGH COUNCIL**  
**SOCIAL CARE HEALTH & WELL-BEING SCRUTINY COMMITTEE**

**REPORT OF DIRECTOR OF SOCIAL SERVICES, HEALTH &  
HOUSING – Andrew Jarrett**

**23rd January 2020**

**SECTION A – MATTER FOR SCRUTINY**

**WARDS AFFECTED: ALL**

**CONSULTATION ON SOCIAL SERVICES, HEALTH &  
HOUSING BUDGET AND DRAFT SAVINGS 2020/21**

**1. Purpose of Report**

To provide Members of the Social Care Health & Well-being Scrutiny Committee with supplementary information regarding the savings proposals for the Social Services Directorate, set out in the Cabinet Report of 10<sup>th</sup> January 2020, with a view to aiding the scrutiny of those proposals.

**2. Background**

As members are aware Neath Port Talbot Council's net revenue budget for 2019/20 is £288.168m and together with grants and income results in a gross investment or budget of some £433m in Council services across the County Borough. The Council also invests circa £45m per annum through its capital programme.

On the 10<sup>th</sup> January 2020 the Council's Cabinet approved to commence public consultation on draft budget savings, cuts and income generation proposals for 2020/21 to 2022/23. As Members are aware the 2020/21 Provisional Local Government Settlement provides an all Wales increase in Local Government funding of 4.3% with this Council benefiting from a higher than average increase at 4.5%.

This is the first 'above inflation' settlement since 2007/08 and whilst it is welcome news it still doesn't cover the total cost of

assumed pay awards, inflation and pressures resulting from rising demands on Council Services.

After taking account of the above settlement the Council is still required to deliver savings of £2.148m to set a balanced budget for next year rising to £2.684m for the next three years to 2022/23.

This report deals in more detail specifically with those savings strategies which fall under the remit of this Scrutiny Committee.

### 3. Executive Summary

The Social Services Directorate budget for 2019/20 total's £79.68m, this report includes details of potential savings/cuts/income generation of £638k for 2020/21. Details of these savings by Division are show in the table below:

| Division            | 2019/20<br>Revised<br>Budget<br>£'000 | Savings Proposals |                  |                  |
|---------------------|---------------------------------------|-------------------|------------------|------------------|
|                     |                                       | 2020/21<br>£'000  | 2021/22<br>£'000 | 2022/23<br>£'000 |
| Children's Services | 22,254                                | 450               |                  |                  |
| Adult Services      | 52,527                                | 188               |                  |                  |
| Other               | 4,890                                 | 0                 |                  |                  |
| <b>Total</b>        | <b>79,681</b>                         | <b>638</b>        | <b>0</b>         | <b>0</b>         |

### 4. Draft savings for consultation

This report sets out for Members further details of those savings proposals required of Social Services functions for 2020/21 as incorporated within the Social Services budget (see also Appendix 1).

Please find below specific information from each Head of Service relating to the draft savings, cuts and income generation proposals for 2020/21 and subsequent years:-

#### 4.1. Head of Adult Services – Angela Thomas

The Adult Services 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;
- 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.

### Budget Summary

| <b>Service</b>                             | <b>Revised Budget 2019/20 £'000</b> | <b>Staffing FTE</b> |
|--|-------------------------------------|---------------------|
| <b>Elderly Services</b>                    |                                     |                     |
| Residential Care - External Provision      | 13,877                              |                     |
| Domiciliary Care                           | 8,605                               | 140.21              |
| Community Resource Team                    | 2,262                               | 86.72               |
| Other Community Care/Direct Payments       | 1,081                               |                     |
| <b>Physical &amp; Sensory Disabilities</b> |                                     |                     |
| External Placements                        | 2,262                               |                     |
| Other Community Care/WILG                  | 2                                   |                     |
| Aids & Equipment                           | 451                                 |                     |
| <b>Learning Disabilities</b>               |                                     |                     |
| Residential Care - Trem y Mor / Respite    | 2,112                               | 77.47               |
| External Placements                        | 12,489                              |                     |
| Community Independence Service             | 148                                 | 20.90               |
| Day Opportunities - Employment & Training  | 488                                 | 13.28               |
| Day Opportunities - Care & Support         | 410                                 | 12.21               |
| Day Opportunities - Complex Needs          | 1,115                               | 38.32               |
| Transport                                  | 100                                 |                     |
| Other Community Care                       | 48                                  |                     |
| <b>Mental Health</b>                       |                                     |                     |
| Community Mental Health Team               | 715                                 | 17.34               |
| Residential Care - Unit Homes              | 4                                   |                     |
| External Placements                        | 1,908                               |                     |

|                              |               |               |
|------------------------------|---------------|---------------|
| Community Care Management    | 472           | 5             |
| Community Care - Social Work | 3,979         | 103.50        |
| <b>Total</b>                 | <b>52,527</b> | <b>521.74</b> |

## **Savings Proposals**

### **SSHH1001 – Saving on Adult Family Placement Fees - £20k 2020/21**

Adult Family Placements (AFP) provide family based care to adults in the community who need support, similar to children's foster care. Carer's are paid a weekly fee, NPT currently pay one of the highest rates in Wales at £459 per week. It is proposed to revise the rates based on an assessment of need.

The latest figures show that there are 23 placements with 18 carers

### **SSHH1002 - Contributions from Health Board towards the cost of continuing health care packages - £28k**

There are a number of 50/50 joint funded placements with Swansea Bay UHB which involve a contribution from service users. Currently the service user contribution is deducted from the total cost before it is split 50/50 between the Local Authority and Health. This implies that the service user is making a contribution towards the health element of the package of care, which goes against the principal of the NHS - being that it is free at the point of delivery.

This proposal seeks to correct this by splitting the total cost 50/50 first and then applying the service user contribution only to the social care element of the package of care. The increased cost will fall on Swansea Bay UHB. This has no impact on individual service users.

### **SSHH1003 - Increased income from financial assessments - £20k**

Additional income based on the increased number of service users that adult services is now supporting, service user contributions are based on a financial assessment of the individual.

### **SSHH1004 - Early Intervention and Prevention - £50k**

Divert demand through early intervention & prevention by identifying sources of community provision which will meet people's needs.

### **SSHH1005 - Reduction in NPT's contribution to the joint equipment service - £10k**

A new section 33 agreement for the joint equipment service has been signed by the three partners Neath Port Talbot, Swansea and Swansea Bay UHB. Included is a new calculation to split the costs which is based on each partners' usage of the service. Using the new formula Neath Port Talbot's share of the cost has reduced.

### **SSHH1006 - Accommodation - £20k**

The initial 5 year lease agreement for Cimla Hospital ended in August 2019. The number of teams based in Cimla has reduced and this has led to a reduced service charge.

### **SSHH1007 - Savings from external contracts - £40k**

Savings from external contracts, cancel or reduce service level agreements with providers that are not delivering value for money.

## **4.2 Head of Children's Services – Keri Warren**

The goal of children's services is to ensure that children and young people in Neath Port Talbot are safe, and living in families where they can achieve their potential and have their health, well-being and life chances improved within thriving communities.

Services include:

- Social work teams for children and young people
- Safeguarding
- Single Point of Contact
- Team Around the Family
- Youth Offending
- Hillside Secure Children's Home

## Budget Summary

| <b>Service</b>                        | <b>Revised Budget 2019/20 £'000</b> | <b>Staffing FTE</b> |
|---------------------------------------|-------------------------------------|---------------------|
| Social Work                           | 7,380                               | 147.75              |
| Residential Care - External Provision | 1,673                               |                     |
| Hillside - Secure Accommodation       | (386)                               | 90.58               |
| Day Care - External Provision         | 613                                 | 3                   |
| Supported Accommodation               | 131                                 |                     |
| Internal Fostering Service            | 7,937                               | 48.57               |
| Adoption Service                      | 1,335                               | 10.89               |
| External Foster Placements            | 2,103                               |                     |
| Youth Offending Team                  | 414                                 | 19.49               |
| Team Around The Family                | 33                                  | 16.37               |
| Child & Family Management             | 1,022                               | 10.72               |
| <b>Total</b>                          | <b>22,254</b>                       | <b>347.37</b>       |

## Savings Proposals

### **SSHH1008 - Staff turnover savings - £100k**

Over recent years significant efforts have been made in stabilising the workforce. This saving proposal is not actively downsizing this same workforce but represents the reduced capacity needed to support our children and young people from implementing the long term strategy of Children and Young People Services.

The saving will be achieved by deleting vacant posts.

### **SSHH1009 - Savings from reduced numbers of LAC - £250k**

It is proposed that Children and Young People Services continue to follow its long-term strategy to 'ensure that only those children who need to be in care are admitted and remain and that those in care have safe and stable placements'.

It is also proposed to pursue an additional strategy to assist in achieving the safe reduction of LAC; that is to identify those LAC aged 16 and 17, whom "what matters to them" is to return home. In these

instances, it is proposed to undertake bespoke pieces of work to determine if this is both practicable and in the best interests of the young person in question.

The £250k represents the cost savings following the safe reduction of LAC in 2019/20.

### **SSHH1010 - Savings in legal budgets - £100k**

Reduced number of Looked After Children enabling savings from a reduction in commissioned reports and use of external legal services for court proceedings.

## **5. Crime and Disorder Impact**

The Council has a legal duty under Section 17 of the Crime and Disorder Act 1998 to carry out all its various functions with “due regard to the need to prevent Crime and Disorder in its area”.

Individual proposals are being assessed as to their impact on crime and disorder and should any specific impact be identified these will be identified against individual proposals and summarised in final proposals.

## **6. Integrated Impact Assessment**

Integrated Impact Assessments for the 2020/21 Budget are being developed in two stages: stage one involves making an initial assessment of the impact of the budget proposals on a range of statutory duties that the Council is required to meet. Those duties include: the Equality Act 2010; the Welsh Language Standards; the Well-being of Future Generations (Wales) Act 2015; duties in respect of Bio-diversity and a range of other factors.

The Equality Act 2010 requires public bodies to “pay due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
  - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- and

- foster good relations between persons who share a relevant protected characteristics and persons who do not share it

The Well-being of Future Generations Act 2015 (“the 2015 Act”) requires the Council to think about the long-term impact of their decisions, to work better with people, communities and each other and to prevent persistent problems such as poverty, health inequalities and climate change. The 2015 Act imposes a duty on all public bodies in Wales to carry out “sustainable development”, defined as being, “The process of improving the economic, social, environmental and cultural wellbeing of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the wellbeing goals.” The action that a public body takes in carrying out sustainable development includes setting and publishing wellbeing objectives, and taking all reasonable steps in exercising its functions to meet those objectives.

The 10<sup>th</sup> January report identified the need for the Council to make budget savings of £2.148m for 2020/21 and as such many of these will have a negative impact on services provided across the whole of the county borough.

The first stage of the integrated impact assessment process highlights the following proposals as having material impacts:

- SSHH1004 – Early Intervention and Prevention (BSRC)

## **7. Workforce Impacts**

The workforce will be impacted by the reduction in budget funding available to run services. The Council wishes to minimise compulsory redundancies and has launched its early retirement/voluntary redundancy scheme. Staff leaving under this scheme will assist in delivering some of the financial savings set out in this report.

The workforce proposals set out in this report result in job losses either via natural staff turnover, retirement or voluntary redundancy.

## **8. Consultation**

Public Consultation on all of the draft savings proposals set out in the Cabinet report of 10<sup>th</sup> January 2020 has commenced and will run until 4<sup>th</sup> February 2020.

## **9. Risk Management**

It is now becoming more difficult to continue to deliver year on year savings in some service areas. Some efficiencies via new working arrangements have and continue to be achievable. New income generation opportunities and fees are also under consideration to reduce the financial funding gap. However, given that the demand for some services continue at a pace that exceed capacity further work is being carried out to ensure that the best possible services can be provided within the reduced budgets and reduced capacity.

## **10. Recommendation**

It is recommended that Members review and scrutinise the savings proposals included in this report.

## **11. Appendices**

Appendix 1- Draft savings for consultation  
Appendix 2 – First Stage Integrated Impact Assessments

## **12. Background Papers**

Budget working files

### **13. Officer Contact**

For further information on this report item, please contact:

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## Draft Budget Saving Strategies

## Appendix 1

| Ref No.  | Board | Description   | Lead          | Main Impacts   | Net Budget 2019/20 | % saving | 2020/21 £000 | 2021/22 £000 | 2022/23 £000 |
|----------|-------|---|---------------|--|--------------------|----------|--------------|--------------|--------------|
| SSHH1001 | SCHWB | Savings re Adult Family Placement fees  | Angela Thomas | Adult Family Placements (AFP) provide family based care to adults in the community who need support, similar to children's foster care. Proposal to reduce the rates paid to AFP carers in line with the rates paid to children's foster carers.       | 14,753             | 0%       | 20           | 0            | 0            |
| SSHH1002 | SCHWB | Contributions from Health Board towards the cost of continuing health care packages * | Angela Thomas | NPT to contribute 50% of cost less service user contribution. Increased cost will fall on Swansea Bay UHB. Net saving following additional investment of £80k to take legal advice and recover debt. This has no impact on individual service users. * | 28,630             | 0%       | 28           | 0            | 0            |
| SSHH1003 | SCHWB | Increased income from financial assessments   | Angela Thomas | Need to ensure that all income due is collected  | 28,630             | 0%       | 20           | 0            | 0            |

## Draft Budget Saving Strategies

## Appendix 1

| Ref No.  | Board | Description   | Lead                      | Main Impacts   | Net Budget 2019/20 | % saving | 2020/21 £000 | 2021/22 £000 | 2022/23 £000 |
|----------|-------|---|---------------------------|--|--------------------|----------|--------------|--------------|--------------|
| SSHH1004 | SCHWB | Early Intervention and Prevention (Building Safe & Resilient Communities). Low level care provided by the community | Angela Thomas             | Need to support the development of community activity and volunteering opportunities, to prevent/delay the need for statutory service intervention | 48,220             | 0%       | 50           | 0            | 0            |
| SSHH1005 | SCHWB | Reduction in NPT's contribution to the joint equipment service  | Angela Thomas             | The contribution rate is based on usage of the equipment service, and may result in pressure if usage increases.                                   | 451                | 2%       | 10           | 0            | 0            |
| SSHH1006 | SCHWB | Accommodation   | Angela Thomas             | Accommodation savings due to reduction in the number of teams in Cimla hospital has led to a reduced service charge.                               | 95                 | 20%      | 20           | 0            | 0            |
| SSHH1007 | SCHWB | Savings from external contracts   | Angela Thomas             | Savings from external contracts, cancel or reduce service level agreements with providers that are not delivering value for money.                 | 48,220             | 0%       | 40           | 0            | 0            |
| SSHH1008 | SCHWB | Staff turnover savings  | Angela Thomas/Keri Warren | Staff vacancy management savings   | 37,584             | 0%       | 100          | 0            | 0            |

## Draft Budget Saving Strategies

## Appendix 1

| Ref No.  | Board | Description   | Lead        | Main Impacts  | Net Budget 2019/20 | % saving | 2020/21 £000 | 2021/22 £000 | 2022/23 £000 |
|----------|-------|---|-------------|---|--------------------|----------|--------------|--------------|--------------|
| SSHH1009 | SCHWB | Savings achieved in 2019/20 rolling into 2020/21 from reduced number of LAC | Keri Warren | Continue to implement and manage the LAC strategy. Ensure that only those children who need to be in care are admitted and remain, and that those in care will always remain a top priority | 21,252             | 1%       | 250          | 0            | 0            |
| SSHH1010 | SCHWB | Savings in legal budgets  | Keri Warren | Reduced number of Looked After Children enabling savings from a reduction in commissioned reports and use of external legal services for court proceedings.                                 | 480                | 21%      | 100          | 0            | 0            |

\*Please note change to the description of SSHH1002 following Cabinet of the 10th January 2020

