

# NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

## CABINET

### REPORT OF THE CORPORATE DIRECTORS GROUP

31 JANUARY 2017

#### SECTION A – MATTERS FOR DECISION

WARDS AFFECTED: ALL

#### REVENUE BUDGET MONITORING REPORT 2016/17

##### 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 £138k, but this is partly offset by a projected underspend of

£1.648m in the other elements of the budget (inclusive of proposed net transfer to/from reserves). The net projected under spend is therefore £1.510m, as outlined in the table below.

	<b>Original budget 2016/17</b>	<b>Revised budget 2016/17</b>	<b>Projected Outturn 2016/17</b>	<b>Variance</b>
	£'000	£'000	£'000	£'000
ELLL Schools	79,616	79,616	79,616	<b>0</b>
ELLLL other	23,592	23,943	24,383	<b>440</b>
SSHH	75,138	75,173	74,717	<b>-456</b>
ENVT	31,458	31,719	32,005	<b>286</b>
CORP	16,635	16,546	16,414	<b>-132</b>
<b>Directly controlled</b>	<b>226,439</b>	<b>226,997</b>	<b>227,135</b>	<b>138</b>
Other	44,457	43,899	42,251	-1,648
<b>Budget Requirement</b>	<b>270,896</b>	<b>270,896</b>	<b>269,386</b>	<b>-1,510</b>

2.2 The following paragraphs provide details of significant variances (>£50k) from the agreed budget for 2016/17, 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 £79.616m for Schools and £23.943m for other Education, Leisure and Lifelong Learning services. The ELLL budget contains savings targets of £1.438m (6%), and is currently projected to overspend by £440k.

The main variances contributing to the overspend are:-

- **School Meals £148k overspend**

The budget includes a savings target of £100k (ELLLL506) to be achieved following a review of the school meals catering service. The rest of the overspend (£48k) is due to additional cost of sickness cover.

- **Margam Park £180k overspend**

The original budget included an additional income target of £135k (£55k filming, £50k special events and £30k Twyn Yr Hydd lease income) which has not been realised, and also additional staff costs have been incurred. Work is ongoing to maximise income and reduce expenditure wherever possible to reduce this pressure by the end of the year.

**The Education Leisure and Lifelong Learning budget is currently projected to overspend by £440k. Work is ongoing to monitor expenditure in order to identify further savings to offset the pressures identified, to reduce the overspend as much as possible.**

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

The Directorate has a budget of £75.173m which includes savings targets of £6.711m (8.9%), and is currently projected to underspend by £456k.

The main variances contributing to the under spend are:-

- **Children – Social Work £326k underspend**

The under spend is due to vacant posts/hours.

- **Children Residential Care – External Provision £240k overspend**

The budget is based on 11 children and there are currently 10 in residential care, the overspend is due to an increase in the cost of some packages, since the budget was set. Work is ongoing to find alternative accommodation for 2 children currently based at Hillside, in order to reduce the overspend.

- **Hillside – Secure Accommodation £150k underspend**

The under spend is due to savings on staff costs, and increased income as a result of an increase in the number of welfare placements.

- **Children Internal Fostering Service £308k underspend**

An under spend has arisen due to a reduction in the number of children in internal foster placements, the budget is based on 221, currently there are 209.

- **Adoption Service £104k underspend**

The Western Bay Regional Adoption Service underspent by £547k in 2015/16, with NPT's share being £64k, which has now been refunded.

- **Children - External Foster Placements £398k underspend**

An under spend has arisen due to a reduction in the number of children in external foster placements, the budget is based on 80, currently there are 68. The average cost of a placement has also reduced since the budget was set.

- **Child & Family Management £119k underspend**

The underspend is due to a reduction in projected cost of legal fees.

- **Domiciliary Care - External Provision £283k overspend**

The budget includes combined FFP savings targets (SSHH 566& SSHH608) of £1.3m, which have not yet been delivered. However it is expected that as packages of care are reviewed savings can be realised through right sizing, reducing double handed cases and by reducing demand for the service.

- **LD – External Placements £489k overspend**

The budget contains an FFP savings target of £750k which has not yet been achieved in full. Part of the overspend can also be attributed to an increase in demand for placements. The number of placements has increased from 373 in April to £388 in December. Work is ongoing to identify further savings by right sizing packages of care.

**The Social Services Budget is currently projected to under spend by £456k.**

## **Environment**

The Directorate has a budget of £31.719m which includes savings targets of £1.661m (5.2%), and is currently projected to overspend by £286k.

The main variances contributing to the overspend are:-

- **Community Services Transport Unit £280k underspend**  
The underspend has arisen due to savings on staff costs due to changes in the provision relating to Day Opportunity Services within Social Services.
- **Parking £231k overspend**  
The projected overspend is due to a reduction in car parking income and increased utility costs.
- **Pest Control £64k overspend**  
The overspend is due to a shortfall in fee income.
- **Waste Disposal & Recycling £57k overspend**  
The overspend has arisen due to additional costs associated with the implementation of the Waste strategy.

**The Environment budget is projected to over spend by £286k.**

### **Corporate Services**

The Directorate has a budget of £16.546m which includes savings targets of £1.630m (9.8%), and is currently projected to underspend by £132k.

The main variance contributing to the under spend is:-

- **Legal childcare £56k underspend**  
The underspend is due to salary savings from maternity leave, vacant posts and additional income

**The Corporate Services Directorate is projected to under spend by £132k.**

### **Other Services**

- **Levies – underspend £18k**
- **Council Tax Support – underspend £547k**
- **Contingency – underspend £167k**
- **Pay & Pension provision – underspend £742k** – the underspend is based on a provision of £550k being made to fund the pension shortfall.
- **Management of change - £168k underspend**

The cost of school based ERVR is less than anticipated at the time the budget was set.

- **Discretionary Business Rates Relief overspend £20k**  
Due to an increase in the cost of business rates relief this budget is projected to be overspent by £20k at £229k.

All Management teams will continue to review services in order to contain expenditure within cash limits.

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

### 3 Grants

The following grants have been awarded since the quarter 2 report

Value	Directorate	Service
£320k	SSHH	ICF grant – via Western Bay

### 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

Amount	Directorate	Service
-£255,000	SSHH	Hillside - Secure Accommodation
£255,000	SSHH	Central Services
-£40,000	SSHH	Housing Advice/Options
-£35,000	SSHH	Homeless Supported Tenancies

-£30,000	SSHH	Renovation Grants/ Renewals
-£98,530	SSHH	Supporting People
£203,530	SSHH	Hostels
-£60,000	SSHH	Business Support Services
-£330,000	SSHH	Community Resource Team
£180,000	SSHH	Community Care Management
£250,000	SSHH	Community Care - Social Work
£300,000	SSHH	Elderly residential Care - External Provision
-£290,000	SSHH	Day Opportunities - In house Provision
£100,000	SSHH	Other Community Care/Direct Payments
£75,000	SSHH	LD External Placements
-£40,000	SSHH	Day Opportunities - Employment & Training
-£85,000	SSHH	Day Opportunities - Care & Support
-£100,000	SSHH	Day Opportunities - Complex Needs
-£367,000	SSHH	Homecare Service
£367,000	SSHH	Domiciliary Care - External Provision

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

## 5 Reserve Movements

The following reserve movements are proposed as a result of changes arising during quarter 3.

<b>Amount</b>	<b>Reserve</b>	<b>Explanation</b>
£19,699	ERVR reserve	Transfer from reserve to fund redundancy costs in Homecare
£9,400	Homecare ECM equipment reserve	Reduce the planned transfer to the reserve, as less equipment will be required due to a reduction in the number of staff employed in the service.
-£30,000	Concessionary Fares - Bus pass replacement reserve	Transfer some of the underspend identified in community services transport to increase the reserve to the minimum recommended value.

£8,119	ERVR reserve	Transfer from reserve to fund redundancy costs in NNDR
-£26,000	Corporate Equalization Reserve	The planned transfer from reserves to fund the shared legal project is no longer required, as it can be funded from underspends instead.
-£50,000	Corporate Equalization Reserve	Transfer income from outsourced work in childcare legal to reserve
-£25,000	Corporate Equalization Reserve	The planned transfer from reserves to fund DBS project work is no longer required, as it can be funded from underspends instead.
-£100,000	Corporate Equalization Reserve	The planned transfer from reserves to balance the directorate budget is no longer required, as it can be funded from underspends instead.
-£43,000	Local Development Plan Reserve	The planned transfer from the reserve is not required in full due to slippage in the programme, and £43k can therefore be transferred back to the reserve
-£40,000	Economic Development Plan	The planned transfer from the reserve is not required in full, and £40k can therefore be transferred back to the reserve
£146,000	Vehicle Renewals reserve	A further transfer from reserves is require to fund expenditure incurred in 16/17
-£30,000	Corporate Equalization Reserve	Transfer to reserve the underspend in Training relating to a reduction in on line e-learning training
-£25,000	Health & Safety / Occupational Health Reserve	The planned transfer from reserves to fund maternity costs cover in OHU is no longer required as costs can be funded from underspends within the service
-£75,000	Corporate Equalization Reserve	The planned transfer from reserves to balance the Directorate budget can be reduced by a further £75k, due to underspends identified across the directorate.



£25,297	ERVR reserve	Transfer from reserve to fund redundancy costs in Financial Services
-£67,115	Digital Modernisation	The planned transfer from the reserve is no longer required as costs can be funded from underspends instead
-£30,000	Digital Modernisation	Transfer underspend relating to savings re one member of staff to the reserve to fund future costs
£22,904	ERVR reserve	Transfer from reserve to fund redundancy costs in Electoral Services
-£100,000	Building Maintenance	Transfer underspend to reserve to fund works originally planned for 16/17 that will now slip into 17/18
£3,931	Gwalia Abortive costs reserve	Transfer unused reserve to the corporate contingency
£727	Education Equalization reserve	Transfer remaining balance on reserve to offset directorate overspend.
£1,100,000	ERVR reserve	Transfer from reserve the anticipated cost of staff leaving during 2016/17.

	£'000
<b>Opening balance on specific reserves 1/4/16</b>	<b>(31,465)</b>
Budgeted contributions (to) /from reserves	1,328
Additional movements already approved	2,279
Additional reserve movements this quarter	716
<b>Estimated closing balance on specific reserve 31/3/17</b>	<b>(27,142)</b>

Details of all the above are included in Appendix 3

#### 5.1 General Reserve

	£'000
<b>Opening balance on the general reserve 1/4/16</b>	<b>(16,590)</b>
Budgeted contributions (to) /from reserves	(755)
Additional reserve movements this quarter	0
<b>Estimated closing balance on the general reserve 31/3/17</b>	<b>(17,345)</b>

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

## **6 Forward Financial Plan Monitoring 2017/18 to 2019/20**

- 6.1 The list of savings strategies included in the budget for 2016/17 are outlined in Appendix 5.

Further work to update the FFP for 2017/18 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 grants received
- the proposed reserve movements and budget virements are recommended for approval by Cabinet and that those exceeding £500,000 be commended to Council for approval

## **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 2016/17

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 2016/17

## 14. **Officer Contact**

For further information on this report item, please contact:

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

Amount	Directorate	Service
£25,961	ELLL	Schools Early Retirement costs
-£41,606	ELLL	Parent/Pupil and governor support
£95,400	ELLL	Physical Activity & sport (PASS)
£12,900	ELLL	Physical Activity & sport (PASS)
-£95,400	ELLL	Management & Admin
£41,606	ELLL	Management & Admin
-£12,900	Other	Corporate contingency
-£25,961	Other	Corporate management of change
-£5,000	ENVT	Highways maintenance - network management
-£8,653	ENVT	Drainage services - day to day
£7,653	ENVT	Network Management
£9,275	ENVT	Development control
-£89,000	ENVT	Community services Transport
£3,673	ENVT	Road Safety
£6,000	ENVT	Coastal Protection
£89,000	ENVT	Management Support
£10,000	ENVT	Management support
-£12,948	ENVT	Support services
-£5,658	ENVT	Environmental Health Management & support
£5,658	ENVT	Trading Standards
-£10,000	ENVT	European Unit
£26,000	CORP	Legal services
-£26,000	CORP	Legal - Childcare service
£37,000	ENVT	Trading standards - reallocation of FFP saving
-£37,000	ENVT	Pest control - reallocation of FFP saving
£24,449	ENVT	Dog & Litter Wardens - realignment of staff costs
-£24,449	ENVT	Refuse Collection - realignment of staff costs

Amount	Directorate	Service
-£45,000	CORP	Accountancy Capital & FIS - utilise underspend to balance directorate budget
-£50,000	CORP	Housing Benefit Admin- utilise underspend to balance directorate budget
-£80,000	CORP	Legal services childcare - utilise underspend to balance directorate budget
£175,000	CORP	Contribution from reserves no longer required - directorate savings identified to balance budget
-£1,439	Other	Margam Crematorium
£1,439	Other	Contingency
£9,759	ELLL	School Early Retirement costs
£19,701	ELLL	Education Welfare Service
-£29,460	Other	Corporate Management of change
£63,463	ELLL	Pontardawe Arts Centre
-£63,463	ELLL	Arts Administration
£35,900	SSHH	Internal Fostering Service
-£15,000	SSHH	Team Around The Family
-£15,000	SSHH	External Foster Placements
-£5,900	SSHH	Day Care - External Provision
-£1,260	SSHH	Community Care Management
£1,260	SSHH	Community Care Social work
-£100,000	SSHH	Children Social work
£100,000	SSHH	Service Strategy & Regulation

## SCHEDULE OF SPECIFIC RESERVES

Description	Updated Reserve Balance at 1/4/16	2016/17 Budgeted Contribution to reserve	2016/17 Budgeted Contribution from reserve	Changes already agreed	Changes proposed in Period	Estimated Reserve Balance at 31/3/17
	£'000	£'000	£'000	£'000	£'000	£'000
<b>EDUCATION, LEISURE &amp; LIFELONG LEARNING</b>						
<i>Delegated Schools Cash Reserves</i>						
Primary Schools Reserve A/C	-2,322	0	0	0	0	-2,322
Secondary Schools Reserve A/C	-763	0	0	0	0	-763
Special Schools Reserve A/c	-131	0	0	0	0	-131
ER Reserve Primary	-31	-1	0	-11	0	-44
Repair and Maintenance Reserve	-161	0	0	0	0	-161
	<b>-3,409</b>	<b>-1</b>	<b>0</b>	<b>-11</b>	<b>0</b>	<b>-3,421</b>
<i>Education, Leisure and Lifelong Learning</i>						
Education Equalisation Reserve	-1	0	0	0	1	0
Home to School Transport	-92	0	92	0	0	0
	<b>-93</b>	<b>0</b>	<b>92</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>Total Education Leisure &amp; Lifelong Learning</b>	<b>-3,501</b>	<b>-1</b>	<b>92</b>	<b>-11</b>	<b>1</b>	<b>-3,421</b>
<b>SOCIAL SERVICES, HEALTH &amp; HOUSING</b>						
<i>Hillside Secure Unit</i>						
Hillside General Reserve	-1,776	-135	303	0	0	-1,608
<i>Other</i>						
Substance Misuse Joint Committee	-34	0	0	0	0	-34
Asset Recovery Incentive Scheme	-86	0	0	86	0	0
Homecare ECM Equipment Reserve	-33	-19	0	0	9	-43
Community Care Transformation Reserve	-37	0	0	0	0	-37
Social Services Equalisation	-40	0	0	0	0	-40
Residential Care - Rent Provision	-312	-78	0	0	0	-390
Youth Offending Team - Equalization	-133	0	0	0	0	-133
<b>Total Social Services, Health and Housing</b>	<b>-2,451</b>	<b>-232</b>	<b>303</b>	<b>86</b>	<b>9</b>	<b>-2,285</b>

## SCHEDULE OF SPECIFIC RESERVES

Description	Updated Reserve Balance at 1/4/16	2016/17 Budgeted Contribution to reserve	2016/17 Budgeted Contribution from reserve	Changes already agreed	Changes proposed in Period	Estimated Reserve Balance at 31/3/17
	£'000	£'000	£'000	£'000	£'000	£'000
<b>ENVIRONMENT</b>						
<i>Directorate</i>						
Concessionary Fare - Bus Pass Replacement Reserve	-122	0	0	0	-30	-152
Asset Recovery Incentive Scheme	0	0	0	-86	0	-86
Local Development Plan	-126	0	126	-83	-43	-126
Economic Development	-85	-200	200	85	-40	-40
Winter Maintenance Reserve	-536	0	0	0	0	-536
Building Maintenance Reserve	-87	0	0	87	-100	-100
Environment Equalization Reserve	-148	0	0	59	0	-89
Environment Legacy Reserve (SWTRA)	-60	0	0	0	0	-60
	<b>-1,164</b>	<b>-200</b>	<b>326</b>	<b>63</b>	<b>-213</b>	<b>-1,188</b>
<i>Operating Accounts</i>						
Fleet Sentinel Maintenance Reserve	-100	0	0	15	0	-85
Vehicle Tracking	-12	0	0	0	0	-12
Operating Accounts -Vehicle Renewals	-1,744	0	0	820	146	-778
	<b>-1,856</b>	<b>0</b>	<b>0</b>	<b>835</b>	<b>146</b>	<b>-875</b>
<b>Total Environment</b>	<b>-3,020</b>	<b>-200</b>	<b>326</b>	<b>898</b>	<b>-67</b>	<b>-2,064</b>
<b>FINANCE /CHIEF EXEC</b>						
Elections Equalisation Fund	-202	-15	0	0	0	-217
Health & Safety/Occupational Health	-60	0	25	0	-25	-60
Development Fund for Modernisation	-90	-5	0	0	0	-95
IT Renewals Fund	-1,642	0	250	0	0	-1,392
Corporate Services Equalisation Reserve	-732	0	513	-10	-306	-536
Building Capacity	-231	0	175	0	0	-56
Digital Modernisation	-400	0	97	160	-97	-240



## SCHEDULE OF SPECIFIC RESERVES

Description	Updated Reserve Balance at 1/4/16	2016/17 Budgeted Contribution to reserve	2016/17 Budgeted Contribution from reserve	Changes already agreed	Changes proposed in Period	Estimated Reserve Balance at 31/3/17
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Total Finance /Chief Exec</b>	<b>-3,358</b>	<b>-20</b>	<b>1,060</b>	<b>150</b>	<b>-428</b>	<b>-2,596</b>
<b>CORPORATE RESERVES</b>						
Insurance-Claims Reserve	-3,679	-280	280	0	0	-3,679
Swansea Bay City Deal	-50	0	0	0	0	-50
Gwalia Abortive Costs Reserve	-390	0	0	386	4	0
Income Generation Project Reserve	-200	0	0	0	0	-200
Housing Warranties	-220	0	0	0	0	-220
Fire Authority Reserve	-73	0	0	0	21	-52
Waste Reserve	-423	0	0	0	0	-423
LAWDC Contingency Reserve	-988	0	0	0	0	-988
Treasury Management Equalisation Reserve	-2,419	0	0	0	0	-2,419
ER/VR - Transitional Reserve	-7,773	0	0	636	1,176	-5,962
Accommodation Strategy	-2,919	-50	50	135	0	-2,783
<b>Total Corporate Reserves</b>	<b>-19,134</b>	<b>-330</b>	<b>330</b>	<b>1,157</b>	<b>1,201</b>	<b>-16,776</b>
<b>TOTAL ALL REVENUE RESERVES</b>	<b>-31,465</b>	<b>-784</b>	<b>2,111</b>	<b>2,280</b>	<b>716</b>	<b>-27,142</b>

	<b>Original Estimate 2016/17</b>	<b>Revised Estimate 2016/17</b>	<b>Difference 2016/17</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Opening balance 1st April</b>	<b>Cr 14,267</b>	<b>Cr 16,590</b>	<b>Cr 2,323</b>
Council Tax increased income	Cr 1,400	Cr 1,400	<b>0</b>
Capital - Phase II Accommodation financing costs	360	360	<b>0</b>
Doubtful Debt Provision	160	160	<b>0</b>
Contributions to the Economic Development Fund	200	200	<b>0</b>
Community Councils Grant Scheme	25	25	<b>0</b>
Contribution to reserve re change in timing Env556 from 2015-16	Cr 100	Cr 100	<b>0</b>
<b>Estimated Closing balance 31st March</b>	<b>Cr 15,022</b>	<b>Cr 17,345</b>	<b>Cr 2,323</b>

New Ref	Board	Description	Lead	Main Impacts	2016/17 £000
ELLL502	CYPE	Home to School/College Transport	Chris Millis	Continue to rationalise home to school transport routes as per agreed policy.	95
ELLL506	CYPE	Catering Review - Implementation of decisions taken by Cabinet	Andrew Thomas	Savings identified as a result of the Catering Review / and as a result of the reduction in number of schools.	100
ELLL524	ECR	Leisure Services	Aled Evans	Reduction in Celtic Leisure contract sum via contract efficiencies	150
ELLL566	ECR	Remove remaining contribution to Blaengwynfi Miners Hall	Chris Millis	No subsidy to facility, placing responsibility on Trustees to manage provision more effectively and efficiently.	25
ELLL601	ECR	Part time replacement of Sports Disability Co coordinator / efficiency review in PASS service	Andrew Thomas	Sports Disability Co-ordinator will only be replaced part time within the Authority. Reduced access to users	30
ELLL602	ECR	Reduce costs for Arts & culture, Pontardawe Arts Centre and Princess Royal Theatre	Andrew Thomas	Reduced staffing and increased income through ticket levy	149
ELLL604	ECR	Restructure of library service / further reduction or transfer of library provision	Andrew Thomas	Potential sales of redundant mobile vehicle, shared use of active mobile vehicle and negotiate transfer of Skewen and Baglan Library.	25
ELLL606	ECR	Transfer of Taibach and Cwmavon community centre into a community group	Andrew Thomas	Discussions with community groups progressing	54
ELLL608	CYPE	NPT Works to become self-financing	Chris Millis	Contract is currently out performing targets enabling the Authority to self-finance this service.	55
ELLL609	CYPE	Skills and Training Unit become income generating	Chris Millis	Additional income and continuity of the service to be maintained following restructure.	100
ELLL610	CYPE	Adult Community Learning become income generating	Chris Millis	Increased income and cost savings	100

New Ref	Board	Description	Lead	Main Impacts	2016/17 £000
ELLL611	CYPE	Merger of ACL and Skills and Training Unit	Chris Millis	Co-locating a number of services will realise further savings in premises costs	24
ELLL612	CYPE	Remove contribution to regional learning partnership	Chris Millis	Cease annual contribution to regional learning partnership.	5
ELLL613	ECR	Sub-let Twyn Yr Hydd	Andrew Thomas	Additional income generating opportunity for the Authority-Linked to regeneration of Park	25
ELLL614	CYPE	Relocate Youth Service into Tir Morfa	Chris Millis	Further reduction in premises costs by co-locating services from Llandarcy.	17
ELLL615	CYPE	Reduction in Youth Service budget	Chris Millis	Rationalisation of Youth service staffing and better utilisation of grant funding together with some additional contributions from schools participation in the Duke of Edinburgh scheme.	145
ELLL616	CYPE	Self-financing of cleaning in schools	Chris Millis	Increase current costs to primary and special schools.	60
ELLL618	CYPE	Review of specific grants	Andrew Thomas	Further maximise the benefits of grant funding, e.g. LAC PDG funding	100
ELLL619	CYPE	Management and Admin / ER:VR offers	Aled Evans	Reduction in base budget	21
ELLL620	ECR	Margam Park	Andrew Thomas	Internal restructure within Margam Park has led to favourable income generation	50
ELLL621	CYPE	Recharge to schools for mini bus insurance	Andrew Thomas	Increase cost to schools	8
ELLL623	CYPE	School Improvement Service	Chris Millis	Reduce core team in line with school reorganisation proposals	60
ELLL625	CYPE	Secure efficiencies in EWS and School and Family Support Service	Andrew Thomas	Achieved through voluntary redundancy	20
ELLL626	CYPE	Review of Welsh translation unit	Chris Millis	Cost efficiencies and service charges	20
SSHH514	SCHH/CYPE	Workforce Strategy Savings	All SSHH	Implement new grading structure	136

New Ref	Board	Description	Lead	Main Impacts	2016/17 £000
SSHH516	SSHH	Homecare - Review of savings opportunities	N Jarman	Continue to improve the efficiency of the Homecare Service	338
SSHH518	SCHH	Community Care Older Persons	N Jarman	Cease the operation of the council's Community Meals service and develop alternative arrangements where existing customers can be signposted.	50
SSHH539	SCHH	Savings arising from transfer of Elderly Residential Care Homes	N Jarman	Savings to be realised as a result of renegotiated contract and commissioning less beds from Gwalia, net of additional pension costs	1,258
SSHH540	CYPE	Children Services	A Jarrett	Savings arising from ongoing reductions in Looked After Children	966
SSHH543	SCHH	Restructure of Social Work Teams	N Jarman	Review of Social Work workforce to operate as efficiently as possible	208
SSHH551	SCHH	Learning disabilities	N Jarman	Additional savings from the Pathways to Independence project(PTI) reducing the cost of care packages	500
SSHH553	SCHH	Gelligron Residential and Respite unit for people with Mental Health problems	N Jarman	Full year savings following facility closure and service amendments in 2015. Alternative service provision has been put in place for service users.	100
SSHH566	SCHH	Reduce Placements budgets	N Jarman	Reduce Placements budgets (extend the PTI approach to all packages of care) and implement Local Area Co-ordination model	1,000
SSHH601	CYPE	Hillside Secure Unit	N Jarman	Combination of reduce costs and move to full cost recovery, increasing revenue through greater numbers of welfare placements	320
SSHH602	SCHH	Housing	A Thomas	More efficient use of grant funding	210
SSHH605	SCHH	Respite and day care	N Jarman	Modernisation of LD and OP respite and day care-rationalisation of premises and increase capacity utilisation (particularly Trem-y-Mor respite)	325

New Ref	Board	Description	Lead	Main Impacts	2016/17 £000
SSHH607	SCHH	Community Care Business Support	A Thomas	Reduce non staffing budgets in line with staff reductions implemented in 2015/16	100
SSHH608	SCHH	Reduce placement budgets	N Jarman	Increase Direct Payments (Personal Assistant) proportion of new community care packages	300
SSHH609	SCHH	Homecare Income	N Jarman	Revise arrangements for processing domiciliary care financial risk assessments- reduce time lag for new assessments and annual re-assessments by 1st April	100
SSHH611	SCHH	Complex needs assessments	N Jarman	Improve assessment processes to meet need for people with complex needs	250
SSHH612	SCHH	Direct Payments	N Jarman	Recovery of under-utilised funds from current DP accounts. This will prompt a review of the care plan and over provision of funds	50
SSHH614	SCHH	Intermediate Care	N Jarman	Intermediate Care - more efficient use of grant funding	500
ENV508	E&H/ECR	Workforce Strategy Savings	All ENVT	Implement new grading structure	74
ENV513	E&H	Non replacement of staff on retirement	All ENVT	Non replacement of staff on retirement	75
ENV525	E&H	Programme Management	D Griffiths	Reduce base budget staff costs	10
ENV550	E&H	Public Lighting	M Roberts	Dimming of overnight in residential areas	50
ENV638	E&H	Public Lighting	M Roberts	Replace existing lamps with LED lamps which last 20 years. £800k built into the capital programme and funded via the capital financing budget	89
ENV556	E&H	Waste Disposal	M Roberts	Anticipated procurement savings	140
ENV639	E&H	Waste Collection	M Roberts	Review to introduce a side waste restriction	60
ENV574	ECR	LDP	N Pearce	Savings at end of plan include reduction in staff	60
ENV576	ECR	Contaminated Land reduce monitoring	N Pearce	Reduce contaminated land and air quality monitoring	5
ENV604	ECR	Planning Policy	N Pearce	Increase income from roundabout sponsoring	3

New Ref	Board	Description	Lead	Main Impacts	2016/17 £000
ENV605	ECR	Gypsy	S Brennan	Increase rent income and reduce expenditure, following the extension of Caegarw	25
ENV606	ECR /E&H	Civic Building	S Brennan	Additional rental Income at Pontardawe one stop shop	8
ENV607	E&H	Car Parking	D Griffiths	Increase Car Parking Income following Tariff Review / season tickets	30
ENV608	E&H	Trade Waste Income	M Roberts	Above inflation increase	20
ENV609	E&H	Bulk Collection	M Roberts	Increase charge from £15 to £20 for any number of items	25
ENV610	E&H	Gnoll Park	M Roberts	New income opportunities being pursued	25
ENV612	ECR	Sandfields Young Business Centre	S Brennan	Increase Income	10
ENV623	ECR	Energy - Management/business support fund	S Brennan	Decrease Professional Fees Budget	5
ENV624	ECR /E&H	Marketing	G Nutt	Reduce expenditure	5
ENV625	E&H	Road safety	D Griffiths	Reduced hours, reduce car allowances and rent	21
ENV631	E&H	Stores	M Roberts	Reduce staff costs	34
ENV632	E&H	Network Management	M Roberts	Reduce staff costs	58
ENV633	E&H	Drainage	M Roberts	Reduce staff costs	89
ENV634	E&H	Waste Policy	M Roberts	Reduce staff costs	49
ENV636	E&H	Car Parking	D Griffiths	Parking staff to collect cash and reduce litter picking in car parks	65
ENV637	E&H	Community Transport	D Griffiths	Savings from Social Service Day Service review resulting in reduced transport costs	100
ENV642	E&H	Tennis	M Roberts	Stop service or transfer to Communities	5
ENV643	E&H	Dog fouling	M Roberts	Cease provision of dog mess bags	9
ENV645	E&H	Management of stray dogs	M Roberts	Reduce to the statutory minimum - will reduce service	90
ENV646	E&H	Road repairs	M Roberts	Reductions in material costs	40

New Ref	Board	Description	Lead	Main Impacts	2016/17 £000
ENV648	E&H	Other Parks - Woodlands	M Roberts	Stop maintenance and return land as surplus or transfer to a community group	28
ENV650	E&H	Bowls	M Roberts	Transfer of bowls pavilions and maintenance to Community Groups	104
ENV651	E&H	Neighbourhood Services	M Roberts	Alternative procurement for some service areas	50
ENV652	ECR	Environmental Health	N Pearce	Merger of Environmental Health/Trading Standards with Environment Directorate relevant service areas.	200
CORP503	PRB	Workforce Strategy Savings	All CORP	Implement new grading structure	88
CORP576	PRB	Introduce revised access to service policy across council	K 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. The channel shift will reduce the staffing requirement across customer services and change the skills mix. New voice technology to provide opportunities to automate a significant element of the switchboard function.	200
CORP577	PRB	Review of CCTV operation to further reduce costs	K Jones	Savings from the decision taken by Members to reduce the number of cameras across the County Borough to ensure all cameras meet the “necessity test”.	5
CORP591	PRB	Legal Staffing	David Michael	Reduction in staffing via ER/VR.	100
CORP595	PRB	ICT - Reduce supplies & services budget	Steve John	Requires strict efficiency savings to be made through the division	37
CORP596	PRB	ICT - Reduce contribution to IT renewals reserve	Steve John	The consequence will result in the depletion of the reserve by March 2018, and hence all future ICT investment will need to be fully funded including potential call from the capital programme	77



New Ref	Board	Description	Lead	Main Impacts	2016/17 £000
CORP598	PRB	ICT - Strategies to be identified	Steve John	Identify new income streams - but if these cannot be identified will result in reduction of staff.	139
CORP601	PRB	Reduce Employment Support Team / Occupational Health administration teams	Sheenagh Rees	Move to a digital by default service. All correspondence / paperwork in relation to recruitment, employment and Occupational Health will be issued electronically (including schools) other than in exceptional circumstances. Prior Consideration Bulletin will no longer be printed and the Relief Teacher Register will cease to be administrated by the HR team w.e.f. 1st April 2016.	84
CORP602	PRB	Human Resources	Sheenagh Rees	Reduce non salary budget lines, e.g. car allowances, printing expenses, postage costs, etc.	32
CORP603	PRB	Reduce Corporate training budgets	Sheenagh Rees	Reduced provision of corporate management development and equalities training.	10
CORP604	PRB	Reduce Occupational Health Professional fees budget	Sheenagh Rees	Introduction of Occupational Health on line referral system and the referral hotline number will reduce unnecessary referrals to the service and increase capacity of professional nursing team, reducing the need for externally purchased service.	20
CORP606	PRB	ICT - Salary savings	Steve John	No flexibility to increase the workforce to meet an increased demand. All new work and projects will need to be incorporated into the existing work programme resulting in deferred timescales and/or work with a lesser priority being dropped altogether.	200
CORP607	PRB	Reduce Performance Audit Fees	Karen Jones	Reduce cost of WAO performance audit fees	5
CORP608	PRB	Democratic Services	Karen Jones	Reduce budgets to reflect actual costs across a range of headings	30

New Ref	Board	Description	Lead	Main Impacts	2016/17 £000
CORP609	PRB	Corporate strategy	Karen Jones	Reduce staffing This has been replaced by alternative savings from reduced staffing across Electoral and Democratic Services following the introduction of Modern Gov.	30
CORP610	PRB	Corporate strategy	Karen Jones	Reduce community engagement budget	40
CORP611	PRB	Financial Services - reduce training budgets	Dave Rees	Centralise training budget and tailor individual training packages	5
CORP612	PRB	Financial Services - reduce non staffing budget expenditure	Dave Rees	Requires strict efficiency savings to be made throughout the division.	120
CORP613	PRB	Financial Services - increase Income generation	Dave Rees	Limited scope for income generation	15
CORP614	PRB	Financial Services - reduce staffing across the division	Dave Rees	Staff turnover and ER/VR savings achieved for 2016/17. Reduced capacity to provide services to the public and other Directorates. Performance in key areas is likely to fall. Future year savings will increase risk that statutory functions are not delivered in full. Loss of experience.	269
CORP616	PRB	Legal	David Michael	Reduce staff & non staffing expenditure. Will impact on capacity and resources	114
CORP617	PRB	Third Sector Grants	Hywel Jenkins	Savings arising from review of funding for 2016/17	10
OTH601	PRB	Pensioners Grant	Hywel Jenkins	Pensioners will continue to receive support in line with the 100% funded WG council tax support scheme. Withdrawal of additional council tax of up to £50 funding for pensioners receiving partial benefit support to pay their council tax.	112
				<b>Total</b>	<b>11,552</b>

The strategies highlighted in amber are currently at risk, and the one highlighted in red will not be delivered - the impact is included in the variances identified section 2.2 of the report.