

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

CABINET

REPORT OF THE CORPORATE DIRECTORS GROUP

26th JULY 2017

SECTION A – MATTERS FOR DECISION

WARDS AFFECTED: ALL

BUDGET MONITORING REPORT 2017/18

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 £769k, but this is partly offset by a projected underspend of £186k in the other elements of the budget (inclusive of proposed net

transfer to/from reserves). The net projected over spend is therefore £583k, as outlined in the table below.

	Original budget 2017/18	Revised budget 2017/18	Projected Outturn 2017/18	Variance
	£'000	£'000	£'000	£'000
ELLL - Schools	79,952	79,952	79,952	0
ELLL - Other	23,547	23,652	23,795	143
SSHH	76,444	76,194	76,657	463
ENVT	32,710	32,520	32,863	343
CORP	16,554	16,754	16,574	-180
Directly controlled	229,207	229,072	229,841	769
Other	45,470	45,605	45,419	-186
Budget Requirement	274,677	274,677	275,260	583

- 2.2 The following paragraphs provide details of significant variances (>£50k) from the agreed budget for 2017/18, 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 £79.952m for Schools and £23.652m for other Education, Leisure and Lifelong Learning services. The ELLL budget contains savings targets of £1.248m (5.3%), and is currently projected to overspend by £143k.

The main variance contributing to the over spend is:-

- **Princess Royal Theatre £68k overspend**

An additional income target was included in the budget for 17/18, and additional marketing capacity has been recruited in order to improve the income generating capacity. However, based on bookings to date there is concern that the target will not be achieved in full.

The Education Leisure and Lifelong Learning budget is currently projected to overspend by £143k. 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 £76.194m which includes savings targets of £2.552m (3.3%), and is currently projected to over spend by £463k.

The main variances contributing to the over spend are:-

- **Children – Social Work £394k underspend**
The under spend is due to vacant posts/hours.
- **Children Residential Care – External Provision £534k overspend**
The budget is based on 9 children but there are currently 11 in residential care, with a further 2 placements anticipated. The projection assumes that the children will remain in their current placements until the end of the financial year.
- **External Foster Placements £83k underspend**
The under spend is due to a savings on placement costs.
- **Youth Offending Team £89k underspend**
The underspend is due to savings on staff costs across the Joint service.
- **Child & Family Management £136k underspend**
The underspend is due to staff savings and a reduction in projected cost of legal fees.
- **Community Care Social Work £239k overspend**
The overspend is as a result of increased staff costs including 6 new social work posts. It is anticipated that the increased capacity will enable more packages of care to be reviewed and “right sized” thereby generating savings on placements costs to offset this pressure.
- **Homecare – internal £491k underspend**
The underspend is due to vacant posts resulting in additional work carried out by externally provided domiciliary care providers.
- **Domiciliary Care - External Provision £763k overspend**

The budget includes combined FFP savings targets (SSHH 566& SSHH608) of £1.3m, which have not yet been delivered in full.

This overspend is partly offset by the under spend reported above against the internal homecare service. It is also 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. A dynamic purchasing system will go live on 14th August whereby providers bid for packages of care, and it is anticipated that this will also generate savings by reducing the costs paid.

- **Community Resource Team £129k underspend**

The underspend is due to savings on staff costs.

- **Other Community Care – Direct Payments £65k overspend**

The overspend is due to an increase in the number of service users which will require later in the year a budget virement from other service budgets. The council continues to seek to maximise the number of Direct Payments provided.

- **PD – Residential Care – External Provision £190k overspend**

The overspend is due to an increase in the number of service users.

- **PD – Other community Care – Third Sector/ILF £344k underspend**

The budget includes the Welsh Independent Living Grant (WILG) of £1.273m, which relate to Direct Payments to service users who are recipients of the former Independent Living Fund. The Authority currently has 64 recipients whose payments amount to £919k, the balance is available to offset the appointment of social workers carrying out a review of the care packages in line with Council policy. The outcome of these reviews is expected to produce cost savings ongoing into the next financial year. The grant is expected to be transferred into RSG in 2018/19.

- **LD – External Placements £382k overspend**

The budget contains an FFP savings target of £750k which has not yet been achieved in full. Work is ongoing to identify further savings by right sizing packages of care.

- **LD – Day Opportunities – Care & support £63k underspend**

The underspend is due to part year savings from vacant posts. It is anticipated that posts will be filled from September 2017.

- **MH – External Placements £160k overspend**

The budget includes a FFP savings target of £500k, which has only partially been achieved to date.

The Social Services Budget is currently projected to overspend by £463k. Work is ongoing to identify savings to reduce this projected position.

Environment

The Directorate has a budget of £32.520m which includes savings targets of £1.115m (3.4%), and is currently projected to overspend by £343k.

The main variances contributing to the overspend are:-

- **Public Lighting £204k overspend**

An overspend is projected as the actual inflationary increase (13%) on electricity exceeded the provision included in the budget. The projection is based on actual usage for 2016/17, however it is anticipated that a reduction in usage due to the installation of LED bulbs should help to reduce some of this pressure.

The Environment budget is projected to overspend by £343k.

Corporate Services

The Directorate has a budget of £16.754m which includes savings targets of £864K (5.2%), and is currently projected to underspend by £180k.

The main variances contributing to the under spend are:-

- **Housing Benefit administration £65k underspend**

The underspend is due to receipt of £69k additional grant from DWP for welfare reform new burdens.

- **Human Resources/ Unions £66k underspend**

The underspend is due to savings on staff costs due to vacant posts and reduced hours.

The Corporate Services Directorate is projected to under spend by £180k.

Other Services

- **Levies – underspend £18k**
- **Council Tax Support – underspend £168k**
- **Contingency –** virements are proposed later in this report which results in the contingency provision being reduced by £305k. At this early stage in the financial year it is assumed that the contingency, pay and pensions provision and management of change provision will be fully committed.

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
£16k	ELLL	Stepladder Transition Project – funded by the Gordon Cook Foundation for the advancement and promotion of education and training to promote character development and citizenship. The Authority will distribute funding to projects in 3 cluster schools – Cymmer Afan, Cefn Saeson, Dwr y Felin
£84k	ELLL	Small & Rural Schools Innovation Grant
£499k & £449k	SSHH	Social Care Workforce Grant – to support Living Wage costs and cost of sleep-ins.
£69k	CORP	Welfare Reform New Burdens
£20k	ELLL	Families First additional funding for parenting training
£25k	ELLL	Music – musical instruments, and development of regional/national database to enable effective sharing of instruments

£825k	ELLL	CAM Nesa – ESF funding – reduce number of young people Not in Education, Employment or Training (NEET)
£50k	ELLL	Additional Learning Needs Innovation funding

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
£249,900	SSHH	Children Social Work
-£341,070	SSHH	Day Care External Provision
£91,170	SSHH	Internal Fostering Service
-£250,000	SSHH	Elderly Residential Care – External Provision
£250,000	Other	Capital Financing
£105,000	ELLL	Home to School Transport
£200,000	CORP	ICT – re Microsoft Enterprise Licenses
-£305,000	Other	Contingency
-£190,022	ENVT	Highways roads & Transport- other works
£190,022	Other	Capital financing

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 1.

Amount	Specific Reserve	Explanation
£10,000	ELLL Equalisation Reserve	Utilise funds transferred to the reserve in 16/17 to fund match funding required for the Arts Council of Wales Grant at Pontardawe Arts Centre
£10,000	ELLL Equalisation Reserve	Utilise funds transferred to the reserve in 16/17 to fund costs at Cefn Coed Colliery Museum.
£17,367	LAWDC Reserve	Utilise funds held in reserve to fund aftercare costs at Giants Grave
£40,000	ENVT Equalisation Reserve	Utilise funds transferred to the reserve in 16/17 to fund costs of reusable green bags for waste.
£55,498	ENVT Equalisation Reserve	Utilise funds transferred to the reserve in 16/17 to fund the extra match funding required due to the delay in the start of the Workways scheme.
£19,545	ERVR Reserve	Transfer from reserve to fund costs of VR in Accountancy
£65,000	Corporate Equalization Reserve	Utilise part of the £125k transferred to the reserve in 16/17 to fund the purchase and software license costs for the Corporate Performance Management system
£18,075	Voluntary Organisation Reserve	Transfer from reserve to fund additional grants awarded in 17/18

Specific Reserves Summary

	£'000
Opening balance on specific reserves 1/4/17	(30,628)
Budgeted contributions (to) /from reserves	2,263
Additional reserve movements this quarter	236

Estimated closing balance on specific reserve (28,129)
31/3/18

Details of all the above are included in Appendix 3

5.1 General Reserve

	£'000
Opening balance on the general reserve 1/4/17	(19,737)
Budgeted contributions (to) /from reserves	(665)
Additional reserve movements this quarter	0
Estimated closing balance on the general reserve	(20,402)
31/3/18	

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

6 Forward Financial Plan Monitoring 2018/19 to 2019/20

- 6.1 The list of savings strategies included in the budget for 2017/18 are outlined in Appendix 5. Any variation to delivering the budget including the savings for 2017/18 are included in relevant narrative above.

Further work to update the FFP for 2018/19 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.

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 2017/18

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 2017/18

14. Officer Contact

For further information on this report item, please contact:

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Summary
at Quarter 1 30th June 2017

	Original Budget 2017/18 £	Virements			Revised Budget 2017/18 £	Projected Outturn 2017/18 £	Variance 2017/18 £
		Quarter 1	Quarter 2	Quarter 3			
Education, Leisure and Lifelong Learning - Schools	79,952,000	0	0	0	79,952,000	79,952,000	0
Education, Leisure and Lifelong Learning - Other	23,547,000	105,000	0	0	23,652,000	23,794,811	142,811
Social Services Health & Housing	76,444,000	-250,000	0	0	76,194,000	76,656,912	462,912
Environment	32,710,000	-190,022	0	0	32,519,978	32,863,486	343,508
Corporate Services	16,554,000	200,000	0	0	16,754,000	16,573,860	-180,140
Directly Controlled Expenditure	229,207,000	-135,022	0	0	229,071,978	229,841,069	769,091
Swansea Bay Port Authority	53,000				53,000	44,637	-8,363
Fire Authority	7,104,000				7,104,000	7,098,848	-5,152
Margam Crematorium	1,000				1,000	559	-441
Archives	92,000				92,000	88,400	-3,600
Magistrates Court	14,000				14,000	13,237	-763
Capital Financing	17,830,000	440,022			18,270,022	18,270,022	0
Council Tax Support	17,397,000				17,397,000	17,228,964	-168,036
Contingency	1,550,214	-305,000			1,245,214	1,245,214	0
Pay & Pensions Provision	650,000				650,000	650,000	0
Management of Change	800,000				800,000	800,000	0
Miscellaneous	0				0	0	0
Cont from Fire Authority Reserve	-21,000				-21,000	-21,000	0
Net Budget Requirement	274,677,214	0	0	0	274,677,214	275,259,950	582,736
RSG	-161,547,001				-161,547,001	-161,547,001	0
NNDR	-46,023,812				-46,023,812	-46,023,812	0
Discretionary rates relief	211,536				211,536	211,536	0
Council Tax	-67,317,937				-67,317,937	-67,317,937	0
Total Funding	-274,677,214	0	0	0	-274,677,214	-274,677,214	0

Virements Agreed by Corporate Directors – during Quarter 1

<u>Value</u>	<u>Dir</u>	<u>Service</u>
-6,294	ELLL	Pontardawe Arts Centre
6,294	ELLL	Princess royal Theatre
-28,420	SSHH	Children -social work
-47,000	SSHH	Adoption service
47,000	SSHH	External foster Placements
-29,400	SSHH	Central Services
-4,240	SSHH	Child & Family Management
-10,650	SSHH	Community care Management
50,540	SSHH	Business Support Services
-73,960	SSHH	Community Care Social work
20,420	SSHH	Other Community care - Direct Payments
43,000	SSHH	PD - Residential Care- External Provision
-3,070	SSHH	Residential Care Trem y Mor / Respite
28,150	SSHH	LD External Placements
35,370	SSHH	Day Opportunities - complex Needs
-32,300	SSHH	Transport
4,560	SSHH	MH - External Provision
-30,770	SSHH	Housing Advice Options
-14,230	SSHH	Homeless Supported Tenancies
45,000	SSHH	Hostels
37,560	ENVT	Highways Maintenance - Reactive
-37,560	ENVT	Highways Maintenance - Streetworks
35,784	ENVT	Dog & Litter Wardens
-35,784	ENVT	Pest Control
-1,315	ENVT	Asset & energy Management
-7,757	ENVT	Strategic Development
41,222	ENVT	Corporate Services & Best Value
-32,150	ENVT	Support services
82,211	ENVT	General Environmental Health
-11,581	ENVT	Food Health & Safety
-2,114	ENVT	Trading Standards
-68,516	ENVT	Pollution control services
64,347	CORP	Communications & Marketing - Digital

<u>Value</u>	<u>Dir</u>	<u>Service</u>
-64,347	CORP	One Stop shop/Customer Services
12,471	ELLL	Parent /Pupil and Governor support
-12,471	ELLL	Education Welfare Service
4,380	SSHH	Social Work - Children & Family
-54,000	SSHH	Community Care Social Work
10,540	SSHH	Elderly - Other Community Care/ direct payments
22,200	SSHH	PD- Residential Care - external provision
14,530	SSHH	LD - External Placements
2,350	SSHH	MH - External Placements
-44,000	SSHH	Children & Family - adoption service
44,000	SSHH	Children & Family - external foster placements
6,300	CORP	HR - reallocation of FFP savings across HR division
-1,800	CORP	HR training
-4,500	CORP	HR - OHU

SCHEDULE OF SPECIFIC RESERVES

Description	Actual Reserve Balance at 1/4/17	2017/18 Budgeted Contrib. to reserve	2017/18 Budgeted Contrib. from reserve	2017/18 In-year Changes already agreed	2017/18 In-Year Changes proposed in Period	Estimated Reserve Balance at 31/3/18
	£'000	£'000	£'000	£'000	£'000	£'000
EDUCATION, LEISURE & LIFELONG LEARNING						
<i>Delegated Schools Cash Reserves</i>						
Primary Schools Reserve A/C	-2,059	0	0	0	0	-2,059
Secondary Schools Reserve A/C	-569	0	0	0	0	-569
Special Schools Reserve A/c	-127	0	0	0	0	-127
ER Reserve Primary	-48	0	0	0	0	-48
Repair and Maintenance Reserve	-161	0	0	0	0	-161
	-2,963	0	0	0	0	-2,963
<i>Education, Leisure and Lifelong Learning</i>						
Education Equalisation Reserve	-55	0	0	0	20	-35
Home to School Transport	0	0	0	0	0	0
	-55	0	0	0	20	-35
Total Education Leisure & Lifelong Learning	-3,018	0	0	0	20	-2,998
SOCIAL SERVICES, HEALTH & HOUSING						
<i>Hillside Secure Unit</i>						
Hillside General Reserve	-1,713	-139	202	0	0	-1,650
<i>Other</i>						
WB Safeguarding Board Reserve	-100	0	0	0	0	-100
Substance Misuse Joint Committee	-27	0	0	0	0	-27
Homecare ECM Equipment Reserve	-43	-10	0	0	0	-53
Community Care Transformation Reserve	-108	0	0	0	0	-108
Social Services Equalisation	-40	0	0	0	0	-40
Youth Offending Team - Equalization	-153	0	0	0	0	-153
Total Social Services, Health and Housing	-2,184	-149	202	0	0	-2,131

SCHEDULE OF SPECIFIC RESERVES

Description	Actual Reserve Balance at 1/4/17	2017/18 Budgeted Contrib. to reserve	2017/18 Budgeted Contrib. from reserve	2017/18 In-year Changes already agreed	2017/18 In-Year Changes proposed in Period	Estimated Reserve Balance at 31/3/18
	£'000	£'000	£'000	£'000	£'000	£'000
ENVIRONMENT						
Directorate						
Concessionary Fare - Bus Pass Replacement Reserve	-152	0	0	0	0	-152
Asset Recovery Incentive Scheme	-86	0	0	0	0	-86
Local Development Plan Economic Development	-126	0	39	0	0	-87
Winter Maintenance Reserve	-40	-200	200	0	0	-40
Building Maintenance Reserve	-764	0	0	0	0	-764
Environment Equalization Reserve	-100	0	100	0	0	0
Environment Legacy Reserve (SWTRA)	-184	0	50	0	95	-39
	-60	0	0	0	0	-60
	-1,512	-200	389	0	95	-1,228
Operating Accounts						
Stock Reserve	-36	0	0	0	0	-36
Operating Account -Equalisation	0	0	0	0	0	0
Fleet Maintenance Reserve	-100	0	15	0	0	-85
Vehicle Tracking	-12	0	0	0	0	-12
Operating Accounts -Vehicle Renewals	-1,705	0	498	0	0	-1,207
	-1,853	0	513	0	0	-1,341
Total Environment	-3,365	-200	901	0	95	-2,568
FINANCE /CHIEF EXEC						
Elections Equalisation Fund	-367	0	200	0	0	-167
Health & Safety/Occupational Health	-104	0	30	0	0	-74
Development Fund for Modernisation	-145	0	90	0	0	-55
IT Renewals Fund	-1,512	0	500	0	0	-1,012
Corporate Services Equalisation Reserve	-805	0	436	0	65	-304
Building Capacity	-72	0	21	0	0	-51

SCHEDULE OF SPECIFIC RESERVES

Description	Actual Reserve Balance at 1/4/17	2017/18 Budgeted Contrib. to reserve	2017/18 Budgeted Contrib. from reserve	2017/18 In-year Changes already agreed	2017/18 In-Year Changes proposed in Period	Estimated Reserve Balance at 31/3/18
	£'000	£'000	£'000	£'000	£'000	£'000
Digital Modernisation	-270	0	211	0	0	-59
Voluntary Organisation Reserve	-51	0	0	0	19	-32
Total Finance /Chief Exec	-3,327	0	1,488	0	84	-1,755
CORPORATE RESERVES						
Insurance-Claims Reserve	-4,724	-280	280	0	0	-4,724
Swansea Bay City Deal	-50	0	0	0	0	-50
Income Generation Project Reserve	-200	0	0	0	0	-200
Housing Warranties	-220	0	0	0	0	-220
Fire Authority Reserve	-52	0	21	0	0	-31
Waste Reserve	-423	0	0	0	0	-423
LAWDC Contingency Reserve	-988	0	0	0	17	-971
Treasury Management Equalisation Reserve	-3,075	0	0	0	0	-3,075
ER/VR - Transitional Reserve	-6,243	0	0	0	20	-6,224
Accommodation Strategy	-2,760	0	0	0	0	-2,760
Total Corporate Reserves	-18,735	-280	301	0	37	-18,677
TOTAL ALL REVENUE RESERVES	-30,628	-629	2,892	0	236	-28,129

	Original Estimate 2017/18	Revised Estimate 2017/18	Difference 2017/18
	£'000	£'000	£'000
Opening balance 1st April	Cr 17,345	Cr 19,737	Cr 2,392
Council Tax increased income	Cr 1,400	Cr 1,400	0
Capital - Phase II Accommodation financing costs	350	350	0
Doubtful Debt Provision	160	160	0
Contributions to the Economic Development Fund	200	200	0
Community Councils Grant Scheme	25	25	0
Estimated Closing balance 31st March	Cr 18,010	Cr 20,402	Cr 2,392

Ref	Board as at Feb 2017	Description	Lead	Main Impacts	Net Budget 2016/17	% saving over 3 years	2017/18 £000	2018/19 £000	2019/20 £000
ELLL524	ECR	Leisure Services	Aled Evans	Reduction in Celtic Leisure contract sum via contract efficiencies	1,568	13%	200	0	0
ELLL604	ECR	Restructure of library service / further reduction or transfer of library provision	Andrew Thomas	Secure efficiencies in Baglan and Skewen Libraries. Explore further options by working closely with both communities. Savings proposals for 2017-18 reduced from £54k to £15k following consultation	1,555	1%	15	0	0
ELLL605	ECR	Reduction in subsidy for Cefn Coed Museum	Chris Millis	Continue consultation and working with the friends of Cefn Coed Museum to make efficiency savings.	65	15%	10	0	0
ELLL624	CYPE	Increase price of school meals by 10p from £2.30 from September 2017	Chris Millis	Increase price for school meals charged to parents	1,814	2%	30	0	0
ELLL626	CYPE	Review of Welsh translation unit and running costs	Chris Millis	Cost efficiencies and service charges moving towards full cost recovery over time	75	27%	20	0	0
ELLL701	CYPE	Reduction of Schools Base budget	Aled Evans	Less funding for schools.	79,616	1%	434	0	0

Ref	Board as at Feb 2017	Description	Lead	Main Impacts	Net Budget 2016/17	% saving over 3 years	2017/18 £000	2018/19 £000	2019/20 £000
ELLL702	CYPE	Reduce the DBS budget	Chris Millis	Traditionally the LA has paid for DBS checks on behalf of schools. This is no longer sustainable. Schools will be required to comply with the Safer Recruitment Policy. Regional working has reduced the unit costs.	251	11%	28	0	0
ELLL703	CYPE	School Cleaning - moving towards full cost recovery over time	Chris Millis	Risk that schools may choose to opt out of using the service.	173	44%	76	0	0
ELLL704	CYPE	Age profiles of children attending out of county placements	Andrew Thomas	No major impact, pupils will have reached school leaving age. Possible potential savings in special school transport costs	1,614	26%	135	213	72
ELLL705	CYPE / ECR	Vacancy Management	Andrew Thomas /Chris Millis	Additional workload for staff. Prioritised workloads.	19,000	0%	30	0	0
ELLL706	ECR	Increase Income Target - NPT Works	Chris Millis	Continued improvement in service delivery.	568	5%	30	0	0
ELLL707	ECR	Reduce Subsidy - Pontardawe Arts Centre	Andrew Thomas	Further reduction in funding to theatres, possibly a reduction in opening times. Following consultation in 2017-18 savings target reduced from £40k to £30k.	487	23%	30	40	40

FFP Savings

Appendix 5

Ref	Board as at Feb 2017	Description	Lead	Main Impacts	Net Budget 2016/17	% saving over 3 years	2017/18 £000	2018/19 £000	2019/20 £000
ELLL708	ECR	Reduce Subsidy - Gwyn Hall	Andrew Thomas	More efficient management of Celtic Leisure contract.	260	46%	40	40	40
ELLL709	ECR	Re-structure specific service delivery due to changes in level of service provision	Andrew Thomas	Two year redeployment of a member of staff to a grant funded post, thereby saving core cost.	146	27%	39	0	0
ELLL710	CYPE / ECR	Innovative use of grant funding	Andrew Thomas /Chris Millis	Review existing grants in order to maximise the use of grant funding	20,227	0%	100	0	0
ELLL712	CYPE	Reduce Special Education Needs budget for schools. Amended to a reduction in management costs.	Andrew Thomas	Following consultation responses, no cuts will be made to SEN budgets. The savings targets identified will be delivered by a reduction in management costs.	406	11%	27	19	0
ELLL713	CYPE	Negotiate a 10% reduction towards the Core Costs of ERW	Chris Millis	Reduced contribution towards the central support team of ERW.	1,177	0%	4	0	0
ELLL714	ECR	Withdraw match support for Disability Sports Coordinator's post	Chris Millis	Withdrawal of match funding support for a Disability Sports Co-ordinator	129	12%	0	15	0

FFP Savings

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Ref	Board as at Feb 2017	Description	Lead	Main Impacts	Net Budget 2016/17	% saving over 3 years	2017/18 £000	2018/19 £000	2019/20 £000
ELLL715	CYPE	Implementation of the recommendations from the catering review	Chris Millis	Reduction in the conditions of service for staff.	1,814	6%	0	100	0
ELLL716	ECR	Ensure that the running costs of Tir Morfa Education Centre are self-financing	Chris Millis	Potential additional pressure on Adult Education, Skills and Training Unit and Youth Service Budgets.	76	100%	0	76	0
SSHH514	SCHH /CYPE	Workforce Strategy Savings	All SSHH	Implement new grading structure	32,000	0%	95	0	0
SSHH516	SSHH	Homecare - Review of savings opportunities	N Jarman	Continue to improve the efficiency of the Homecare Service	3,981	8%	338	0	0
SSHH540	CYPE	Children Services	A Jarrett	Savings arising from ongoing reductions in Looked After Children	22,071	3%	614	0	0
SSHH543	SCHH	Restructure of Social Work Teams	N Jarman	Full year impact of previous years changes to Social Work workforce operations	2,997	4%	125	0	0

Ref	Board as at Feb 2017	Description	Lead	Main Impacts	Net Budget 2016/17	% saving over 3 years	2017/18 £000	2018/19 £000	2019/20 £000
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). Savings in Transport included by Environment Directorate.	2,149	12%	250	0	0
SSHH701	SCHH	Complex Needs	A Jarrett	Modernisation of complex needs service - rationalisation of premises and increase capacity utilisation, transferring more packages of care internally.	1,613	0%	0	0	0
SSHH702	SCHH	Community Resource Team	A Jarrett	Improve the flow of service users through the whole system which will allow more efficient use of the re-ablement service. Anticipated savings should arise from reduced demand for long term residential care and reduced hours of domiciliary care.	2,566	12%	300	0	0

Ref	Board as at Feb 2017	Description	Lead	Main Impacts	Net Budget 2016/17	% saving over 3 years	2017/18 £000	2018/19 £000	2019/20 £000
SSHH703	SCHH	Placements Budget	A Jarrett	Reduce Placements budgets (extend the PTI approach to all packages of care), implement Local Area Co-ordination model and re-introduce panel arrangements for elderly residential care.	32,150	2%	500	0	0
SSHH705	SCHH	Supporting People	Angela Thomas	Review of externally commissioned housing services resulting in better use of grant to support independent living and Learning Disability Services.	4,894	5%	225	0	0
SSHH706	SCHH	Housing Services	Angela Thomas	Savings from staff vacancy and better use of hostels	1,003	6%	65	0	0
SSHH707	SCHH	Commissioning services	Angela Thomas	Restructure and staff savings	729	5%	40	0	0
ENV508	E&H/E CR	Workforce Strategy Savings	All ENVT	Implement new grading structure	14,000	0%	14	0	0
ENV531	ECR	Cease security contract for Authorities Estate	S Brennan	Cease security contract costs	2,295	1%	20	0	0
ENV534	ECR	Reduce Building Maintenance expenditure	S Brennan	Will reduce maintenance works on County's buildings	1,804	3%	50	0	0
ENV556	E&H	Waste Disposal	M Roberts	Anticipated procurement savings	4,811	3%	160	0	0

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Ref	Board as at Feb 2017	Description	Lead	Main Impacts	Net Budget 2016/17	% saving over 3 years	2017/18 £000	2018/19 £000	2019/20 £000
ENV639	E&H	Waste Collection	M Roberts	Savings from side waste restriction	1,552	3%	40	0	0
ENV603	ECR	Planning	N Pearce	Revised table of charges for pre-applications	217	5%	10	0	0
ENV606	ECR /E&H	Civic Building	S Brennan	Additional rental Income at Pontardawe one stop shop	2,295	0%	8	0	0
ENV612	ECR	Sandfields Young Business Centre	S Brennan	Increase Income	63	16%	10	0	0
ENV614	ECR	Planning	N Pearce	Reduce car allowances, professional fees, advertising costs	217	6%	12	0	0
ENV615	ECR	Building Control	N Pearce	Reduce office and general expenditure	268	3%	8	0	0
ENV616	ECR	Planning Policy	N Pearce	Reduce office and general expenditure	332	1%	2	0	0
ENV617	E&H	Wildlife, Countryside and Biodiversity	N Pearce	Reduction in expenditure	156	7%	11	0	0
ENV618	ECR	Property division	S Brennan	Running costs savings re asset management, strategic development and land acquisition	539	6%	33	0	0
ENV623	ECR	Business Support Fund	S Brennan	Decrease in budget available to support Businesses	269	3%	9	0	0
ENV644	ECR	Building Maintenance	S Brennan	Reduction in building maintenance budget	1,804	3%	50	0	0
ENV626	ECR	Planning	N Pearce	Reduce staff costs	217	17%	36	0	0

FFP Savings

Appendix 5

Ref	Board as at Feb 2017	Description	Lead	Main Impacts	Net Budget 2016/17	% saving over 3 years	2017/18 £000	2018/19 £000	2019/20 £000
ENV627	E&H	Wildlife, Countryside and Biodiversity	N Pearce	Reduce staff costs	156	23%	36	0	0
ENV629	ECR /E&H	Civic Building	S Brennan	Reduce staff costs	2,295	1%	20	0	0
ENV637	E&H	Community Transport	D Griffiths	Full year savings from changes to Social Services Day services in 2016/17 resulting in reduced transport costs	1,145	23%	260	0	0
ENV640	E&H	Street furniture	M Roberts	Reduce purchases	29	10%	3	0	0
ENV641	E&H	Public Conveniences	S Brennan	Review and close public conveniences e.g. Resolven	191	8%	15	0	0
ENV645	E&H	Management of stray dogs	M Roberts	Full year impact of savings partially delivered in 2016/17	117	9%	10	0	0
ENV701	E&H	Community Services Transport Savings	Dave Griffiths	Service review including vehicle running cost savings	1,145	17%	200	0	0
ENV702	E&H	Transport Admin staff reduction	Dave Griffiths	Staff savings	637	4%	23	0	0
ENV703	ECR /E&H	Cease to use MENTOR system	Michael Roberts	Functionality to be replaced by in-house solution	3,506	1%	49	0	0
ENV704	E&H	Survey Team	Michael Roberts	Reduction in staff costs	89	29%	26	0	0
ENV705	E&H	Crematorium/ Cemeteries	Michael Roberts	Amalgamation of the two services.	1,000	5%	0	20	33

Ref	Board as at Feb 2017	Description	Lead	Main Impacts	Net Budget 2016/17	% saving over 3 years	2017/18 £000	2018/19 £000	2019/20 £000
ENV706	ECR /E&H	Asset Sponsorship	Nicola Pearce	Income generation - move to 18/19 due to lead in time	332	23%	0	75	0
CORP503	PRB	Workforce Strategy Savings	All CORP	Implement new grading structure	18,000	0%	40	0	0
CORP576	PRB	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. 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. The target has been re-profiled over the next 3 years, rather than £150k in 2017/18 due to delays in introducing new voice technology	547	24%	22	75	36

Ref	Board as at Feb 2017	Description	Lead	Main Impacts	Net Budget 2016/17	% saving over 3 years	2017/18 £000	2018/19 £000	2019/20 £000
CORP577	PRB	Review of CCTV operation to further reduce costs	Karen Jones	Discussion with the City and County of Swansea to establish if a business cases exists to create a joint CCTV monitoring service which would restore 24/7 monitoring across the remaining cameras has been unsuccessful, therefore the £44k saving for 17/18 has been withdrawn. The target has been reduced from £114k as Members elected not to pursue further reduction in the monitoring service. The £30k saving in 19/20 is available following the end of the current contract period.	236	13%	0	0	30
CORP591	PRB	Legal Staffing	David Michael	Reduction I childcare Legal Team and other legal services running costs	857	12%	100	0	0
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.	4,104	9%	359	0	0
CORP602	PRB	Human Resources	Sheenagh Rees	Reduce non salary budget lines, e.g. car allowances, printing expenses, postage costs, etc.	1,264	1%	15	0	0

Ref	Board as at Feb 2017	Description	Lead	Main Impacts	Net Budget 2016/17	% saving over 3 years	2017/18 £000	2018/19 £000	2019/20 £000
CORP603	PRB	Reduce Corporate Training Budgets	Sheenagh Rees	Reduced provision of corporate management development and equalities training, which will now be minimal.	208	5%	11	0	0
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.	268	7%	10	10	0
CORP608	PRB	Democratic Services	Karen Jones	Reduce budgets to reflect actual costs across a range of headings	1,362	1%	15	0	0
CORP609	PRB	Corporate strategy	Karen Jones	Remodelling of staffing arrangements to take account of the impact of new legislation on the corporate strategy function	256	9%	18	6	0
CORP613	PRB	Financial Services - increase Income generation	Dave Rees	Limited scope for income generation	2,616	1%	23	0	0

Ref	Board as at Feb 2017	Description	Lead	Main Impacts	Net Budget 2016/17	% saving over 3 years	2017/18 £000	2018/19 £000	2019/20 £000
CORP614	PRB	Financial Services - reduce staffing across the division	Dave Rees	Reduced capacity to provide services to the public and other directorates following staffing reductions via ER/VR.	5,247	4%	210	0	0
CORP701	PRB	Non staff savings	D Rees	Limited scope for further non staff savings	891	1%	6	0	0
CORP702	PRB	Staff reductions	S John	The ICT service will be significantly impaired. 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 2018.	4,104	10%	0	200	200

Ref	Board as at Feb 2017	Description	Lead	Main Impacts	Net Budget 2016/17	% saving over 3 years	2017/18 £000	2018/19 £000	2019/20 £000
CORP703	PRB	Increase Emergency Planning Team charges for externally provided services carried out in relation to COMAH work to ensure full cost recovery.	Sheenagh Rees	The Council has a duty to address the statutory requirements of the COMAH regulations including the development, production, maintenance and testing of COMAH off site emergency plans. The Council is entitled to recover the costs for providing this service. The charging regime has been reviewed to ensure that costs match current service provision.	87	8%	7	0	0
CORP704	PRB	Delete vacant assistant HR officer post	Sheenagh Rees	The team will no longer have a 'training grade' post which has been used to grow our own HR Officers - a result of this, should HR Officer vacancies arise which need to be filled, will be that that we will have to go to the external market to fill.	1,264	2%	28	0	0
CORP705	PRB	Human Resources - Occupational Health, Health & Safety	Sheenagh Rees	Delete partial hours where post holders have reduced their working hours.	1,264	1%	0	15	0
				Total			5,779	904	451