

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

CABINET

REPORT OF THE CORPORATE DIRECTORS GROUP

8th NOVEMBER 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 £697k, but this is offset by a projected underspend of £697k in the other elements of the budget (inclusive of proposed net transfer

to/from reserves). The net budget is therefore projected to be contained within the cash limit, 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 | 23,894 | 242 |
| SSHH | 76,444 | 75,744 | 75,609 | -135 |
| ENVT | 32,710 | 32,756 | 33,426 | 669 |
| CORP | 16,554 | 16,754 | 16,675 | -79 |
| Directly controlled | 229,207 | 228,859 | 229,556 | 697 |
| Other | 45,470 | 45,818 | 45,121 | -697 |
| Budget Requirement | 274,677 | 274,677 | 274,677 | 0 |

- 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 £242k.

The main variance contributing to the over spend is:-

- **NPT works Programme £75k overspend**

The overspend is due to a projected shortfall against the income budget, which included an additional £30k target for 2017/18. Work is being undertaken to identify alternative savings to offset this pressure.

The Education Leisure and Lifelong Learning budget is currently projected to overspend by £242k. Work is ongoing to identify further savings to reduce the overspend as much as possible.

Social Services Health & Housing

The Directorate has a budget of £75.744m which includes savings targets of £2.552m (3.4%), and is currently projected to under spend by £135k.

The main variances contributing to the over spend are:-

- **Children – Social Work £448k underspend**

The under spend is due to vacant hours and short term vacancies.

- **Children Residential Care – External Provision £404k overspend**

The budget is based on 9 placements at an average cost of £173k, but the actual average to date amounts to 10 placements at an average cost of £200k. The increased cost is due to the complexity of the placements.

- **External Foster Placements £90k underspend**

The under spend is projected because additional funding was included in the budget to fund anticipated increase in costs which have not yet materialised.

- **Internal Fostering service £86k overspend**

An overspend is projected because a number of external placements have been transferred to the internal services. The average cost of an external placement is more than twice that of an internal placement.

- **Adoption £275k underspend**

The underspend has arisen because the authority has received a refund from the Western Bay Regional Adoption Service relating to an overpayment in 2016/17, together with an anticipated small saving on the current year contribution to the Joint Service.

- **External Foster Placements £234k underspend**

The underspend is projected because a number of external placements have been transferred to the internal foster service.

- **Youth Offending Team £97k underspend**

The underspend is due to savings on staff costs across the Joint Service.

- **Central services £76k underspend**

The underspend is due to savings on staff costs .

- **Child & Family Management £96k underspend**

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

- **Community Care Management £64k overspend**
The overspend is due to additional cost of Deprivation of Liberty assessments (DOLS) and advocacy services.
- **Community Care Social Work £61k overspend**
The overspend is as a result of increased staff costs. 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.
- **Elderly Residential Care – external provision £139k overspend**
The overspend is due to an increase in the number of elderly people being placed in residential care.
- **Domiciliary Care - External Provision £675k overspend**
The budget includes combined FFP savings targets (SSHH 566& SSHH608) of £1.3m, which have not yet been delivered in full. It is anticipated that savings can be realised through right sizing, reducing double handed cases and by reducing demand for the service. The dynamic purchasing system went live on 14th August, and it is anticipated that this will also generate savings by reducing the average cost of service.
- **Community Resource Team £106k underspend**
The underspend is due to savings on staff costs.
- **Other Community Care – Direct Payments £114k overspend**
The overspend is due to an increase in the number of service users receiving Direct Payments.
- **PD – Residential Care – External Provision £228k overspend**
The overspend is due to an increase in the number of service users receiving external packages of care.
- **PD – Other community Care – Third Sector/ILF £309k 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 of the grant (£354k) is partially used to fund the cost of additional social workers who are reviewing 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 going to be transferred into RSG in 2018/19.
- **LD – External Placements £135k underspend**
The underspend is due to a receipt of grant which can be used to fund the cost of the living wage and night time support.
- **LD – Day Opportunities – Care & support £81k underspend**

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

- **LD – Day Opportunities – Complex Needs £89k underspend**
The underspend is due to part year savings from vacant posts. It is anticipated that posts will be filled from October 2017.
- **MH Community Mental Health Team £59k overspend**
The overspend is projected as the budget contains a vacancy factor which is unlikely to be achieved.
- **MH – External Placements £103k 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 under spend by £135k.

Environment

The Directorate has a budget of £32.757m which includes savings targets of £1.115m (3.4%), and is currently projected to overspend by £669k.

The main variances contributing to the overspend are:-

- **Public Lighting £161k overspend**
An overspend is projected as the actual price increase (13%) on electricity exceeded the inflation provision included in the budget. The projection is based on actual usage to date and winter months usage for 2016/17, but it is difficult to accurately project as usage is heavily weighted to the winter months. However it is anticipated that some savings will arise due to the use of LED bulbs.
- **Household Waste Recycling Centres £102k overspend**
The pressure has arisen due to an increase in the amount of waste being taken to the centres.
- **Trading Services £150k overspend**
The trading service accounts in particular the waste service is projected to overspend by £150k due to changes arising from the implementation of the waste strategy.

The Environment budget is projected to over spend by £669k.

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 £79k.

The main variances contributing to the under spend are:-

- **Housing Benefit administration £83k underspend**
The underspend is due to receipt of additional grant from DWP for welfare reform new burdens.
- **Democratic services £61k overspend**
The overspend is due to the cost of the council as constituted following the Local Government Elections in 2017.

The Corporate Services Directorate is projected to under spend by £79k.

Other Services

- **Levies – underspend £18k**
- **Council Tax Support – underspend £277k**
- **Contingency –** virements are proposed in this report to transfer £167k from the contingency to ENVT to fund a one off repayment to SWTRA, and to transfer £450k to the contingency from SSHH. It is assumed that the remaining contingency budget of £1.458m will be fully committed by year end. Members should note that some of the contingency is likely to be required to fund expenditure re the Pantteg landslip.
- **Pay & Pension –** based on actual pension payments to date, it is anticipated that it will not be necessary to utilise the pension provision, and therefore an underspend of £400k is projected. It is assumed that the balance of this budget (£250k) is retained as a commitment at this stage.
- **Management of change –** it is assumed that this provision (£800k) will be fully utilised to fund the cost of ERVR.

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

3 Grants

The following grants have been awarded since the quarter 1 report

| Value | Directorate | Service |
|-------|-------------|---|
| £10k | CORP | DWP – to fund Housing Benefit administration for Welfare Reform New Burdens |
| £79k | SSHH | WG – for care leavers to enhance training and work placements, and to extend provision of personal advisors |
| £245k | SSHH | WG – to support families to keep young people safely at home and prevent children entering the care system |
| £150k | SSHH | WG – to deliver additional respite care for carers (including young carers) |
| £66k | SSHH | WG – Rural Outreach Opportunities Mobile Service (ROOMS) – to enable to council and agencies to engage with rough sleepers. |

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 | Dir | Service |
|----------|-------|---------------------------------------|
| -120,000 | SSHH | Children - Adoption Service |
| 120,000 | SSHH | Community care social work |
| -450,000 | SSHH | Homecare Service - internal |
| 450,000 | SSHH | Domiciliary care - external provision |
| -450,000 | SSHH | LD External Placements |
| 450,000 | Other | Contingency |
| 167,000 | ENVT | Highways Maintenance - Reactive |
| -167,000 | Other | Contingency |

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 |
|----------|--------------------------------|---|
| £3,398 | ERVR Reserve | Transfer from reserve to fund costs of staff leaving in NPT Works |
| £63,119 | ERVR Reserve | Transfer from reserve to fund costs of staff leaving in Legal services |
| -£90,000 | Corporate Equalisation Reserve | Transfer underspend in ICT to corporate equalization reserve to fund anticipated pressures in 2018/19 |
| £16,000 | Stock reserve | Transfer from reserve to write off stock identified as obsolete |
| -£30,000 | Corporate Equalisation Reserve | Transfer to reserve to fund HR maternity cover in 2018/19 |
| £50,000 | Swansea Bay City Deal Reserve | Transfer from reserve to fund contribution for 2017/18 |
| £16,776 | ERVR Reserve | Transfer from reserve to fund costs of staff leaving in ICT |

Specific Reserves Summary

| | |
|--|-----------------|
| | £'000 |
| Opening balance on specific reserves 1/4/17 | (30,628) |
| Budgeted contributions (to) /from reserves | 2,263 |
| Additional reserve movements already approved | 236 |
| Additional reserve movements proposed this quarter | 29 |
| Estimated closing balance on specific reserve 31/3/18 | (28,100) |

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 already approved | 0 |
| Additional reserve movements proposed this quarter | 0 |
| Estimated closing balance on the general reserve 31/3/18 | (20,402) |

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 Councils 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 2 30th Sept 2017

| | Original | Virements | | | Revised | Projected | Variance |
|--|---------------------|-----------------|-----------------|-----------|--------------------|---------------------|----------------|
| | Budget | Quarter 1 | Quarter 2 | Quarter 3 | Budget | Outturn | |
| | 2017/18 | | | | 2017/18 | 2017/18 | 2017/18 |
| | £ | | | | £ | £ | £ |
| 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 | 23,894,162 | 242,162 |
| Social Services Health & Housing | 76,444,000 | -250,000 | -450,000 | 0 | 75,744,000 | 75,609,062 | -134,938 |
| Environment | 32,710,000 | -190,022 | 237,000 | 0 | 32,756,978 | 33,426,367 | 669,389 |
| Corporate Services | 16,554,000 | 200,000 | 0 | 0 | 16,754,000 | 16,674,481 | -79,519 |
| Directly Controlled Expenditure | 229,207,000 | -135,022 | -213,000 | 0 | 228,858,978 | 229,556,072 | 697,094 |
| 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 | 17,119,680 | -277,320 |
| Contingency | 1,550,214 | -305,000 | 213,000 | | 1,458,214 | 1,456,759 | -1,455 |
| Pay & Pensions Provision | 650,000 | | | | 650,000 | 250,000 | -400,000 |
| 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 | 274,677,214 | 0 |
| RSG | -161,547,001 | | | | 161,547,001 | -161,547,001 | 0 |
| NNDR | -46,023,812 | | | | -46,023,812 | -46,023,812 | 0 |
| Discretionary rate 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 2

| | | |
|-----------|------|--|
| -£53,677 | ELLL | Schools Specific Contingencies |
| £53,677 | ELLL | Management & Admin |
| -£80,476 | ELLL | Additional Learning Needs - transfer post |
| £80,476 | ELLL | Wellbeing - transfer of post |
| £24,039 | ENVT | Public Lighting & Signal Control |
| -£24,039 | ENVT | Other Works |
| £22,000 | ENVT | Building Cleaning |
| -£22,000 | ENVT | Management Support |
| £22,632 | ENVT | Management Support |
| -£10,998 | ENVT | Estates |
| -£11,634 | ENVT | Business Support & Research |
| -£2,500 | ENVT | Environmental Health |
| -£3,000 | ENVT | Environmental Health & Management Support |
| £5,500 | ENVT | Trading Standards |
| -£10,083 | ENVT | Passenger Transport |
| £40,000 | ENVT | Pest Control |
| -£40,000 | ENVT | Waste Management |
| £10,083 | ENVT | Management Support |
| -£18,221 | ENVT | Policy |
| £18,221 | ENVT | Bio diversity |
| £100,000 | SSHH | Children - Residential Care - External provision |
| -£100,000 | SSHH | Children - External Foster Placements |
| -£9,000 | SSHH | Central Services |
| £40,000 | SSHH | Community Care Management |
| -£5,240 | SSHH | LD Day Opportunities - care & support |
| £5,240 | SSHH | LD Day Opportunities - complex needs |
| -£31,000 | SSHH | MH Strategy & Support |
| -£30,417 | ENVT | Drainage services - day to day |
| -£22,661 | ENVT | Network Management |
| -£7,020 | ENVT | Road Safety |
| -£1,141 | ENVT | Parks & Open Spaces |
| -£8,862 | ENVT | Estates |
| £15,028 | ENVT | Asset & Energy Management |
| -£9,744 | ENVT | Civic Buildings |

| | | |
|----------|------|---|
| £70,000 | ENVT | Gypsy sites |
| -£20,000 | ENVT | Non-operational land |
| £96,282 | ENVT | Corporate Management |
| -£11,465 | ENVT | Business Support & Research |
| £26,000 | CORP | Communications & Marketing |
| £23,000 | CORP | One Stop Shop/Customer Services |
| -£49,000 | CORP | Corporate Strategy & Performance Management |
| -£70,000 | OTH | Contingency |

SCHEDULE OF SPECIFIC RESERVES

| Description | Updated Reserve Balance at 1/4/17 | 2017/18 Budgeted Cont to reserve | 2017/18 Budgeted Cont from reserve | Changes already agreed | 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 | 20 | 0 | -35 |
| Home to School Transport | 0 | 0 | 0 | 0 | 0 | 0 |
| | -55 | 0 | 0 | 20 | 0 | -35 |
| Total Education Leisure & Lifelong Learning | -3,018 | 0 | 0 | 20 | 0 | -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 - Equalisation | -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 | Updated Reserve Balance at 1/4/17 | 2017/18 Budgeted Cont to reserve | 2017/18 Budgeted Cont from reserve | Changes already agreed | Changes proposed in Period | Estimated Reserve Balance at 31/3/18 |
|---|-----------------------------------|----------------------------------|------------------------------------|------------------------|----------------------------|--------------------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| ENVIRONMENT | | | | | | |
| <i>Directorate</i> | | | | | | |
| Concessionary Fare - Bus Pass Replacement Reserve | -152 | 0 | 0 | 0 | 0 | -152 |
| Asset Recovery Incentive Scheme | -86 | 0 | 0 | 0 | 0 | -86 |
| Local Development Plan | -126 | 0 | 39 | 0 | 0 | -87 |
| Economic Development | -40 | -200 | 200 | 0 | 0 | -40 |
| Winter Maintenance Reserve | -764 | 0 | 0 | 0 | 0 | -764 |
| Building Maintenance Reserve | -100 | 0 | 100 | 0 | 0 | 0 |
| Environment Equalisation Reserve | -184 | 0 | 50 | 95 | 0 | -39 |
| Environment Legacy Reserve (SWTRA) | -60 | 0 | 0 | 0 | 0 | -60 |
| | -1,512 | -200 | 389 | 95 | 0 | -1,228 |
| <i>Operating Accounts</i> | | | | | | |
| Stock Reserve | -36 | 0 | 0 | 0 | 16 | -20 |
| 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 | 16 | -1,325 |
| Total Environment | -3,365 | -200 | 901 | 95 | 16 | -2,552 |

SCHEDULE OF SPECIFIC RESERVES

| Description | Updated Reserve Balance at 1/4/17 | 2017/18 Budgeted Cont to reserve | 2017/18 Budgeted Cont from reserve | Changes already agreed | Changes proposed in Period | Estimated Reserve Balance at 31/3/18 |
|--|-----------------------------------|----------------------------------|------------------------------------|------------------------|----------------------------|--------------------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| 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 | 65 | -120 | -424 |
| Building Capacity | -72 | 0 | 21 | 0 | 0 | -51 |
| Digital Modernisation | -270 | 0 | 211 | 0 | 0 | -59 |
| Voluntary Organisation Reserve | -51 | 0 | 0 | 19 | 0 | -32 |
| Total Finance /Chief Exec | -3,327 | 0 | 1,488 | 84 | -120 | -1,875 |
| CORPORATE RESERVES | | | | | | |
| Insurance-Claims Reserve | -4,724 | -280 | 280 | 0 | 0 | -4,724 |
| Swansea Bay City Deal | -50 | 0 | 0 | 0 | 50 | 0 |
| 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 | 17 | 0 | -971 |
| Treasury Management Equalisation Reserve | -3,075 | 0 | 0 | 0 | 0 | -3,075 |
| ER/VR - Transitional Reserve | -6,243 | 0 | 0 | 20 | 83 | -6,140 |
| Accommodation Strategy | -2,760 | 0 | 0 | 0 | 0 | -2,760 |
| Total Corporate Reserves | -18,735 | -280 | 301 | 37 | 133 | -18,544 |
| TOTAL ALL REVENUE RESERVES | -30,628 | -629 | 2,892 | 236 | 29 | -28,100 |

| | 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

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 |
|---------|----------------------|--|--------------|---|--------------------|-----------------------|--------------|--------------|--------------|
| ELLL715 | CYPE | Implementation of the recommendations from the catering review | Chris Millis | Recalibration of 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 |

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 |
|---------|----------------------|--|---------------|---|--------------------|-----------------------|--------------|--------------|--------------|
| 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 |

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 |
|--------|----------------------|--|-----------|---|--------------------|-----------------------|--------------|--------------|--------------|
| 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 |

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|---------|----------------------|--|-----------|---|--------------------|-----------------------|--------------|--------------|--------------|
| 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 |