

**EDUCATION & CHILDREN SCRUTINY COMMITTEE**  
**22ND December 2016**  
**Revenue Budget Strategy Consultation 2017/18 to 2019/20**  
**(Extract of Revenue Strategy Report to Executive Board 21/11/16)**

	TARGETS			
	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000
Chief Executive	600	605	424	1,629
Education	418	225	898	1,541
Schools Delegated	6,000	6,000	3,487	15,487
Corporate Services	174	262	177	613
Community Services	2,792	2,072	2,548	7,412
Environment	1,469	990	1,246	3,705
	<b>11,453</b>	<b>10,154</b>	<b>8,780</b>	<b>30,387</b>

Current Proposals					EXISTING POLICY PROPOSALS				NEW POLICY PROPOSALS				TOTAL PROPOSALS				Variance on Target				
	MANAGERIAL				2017/18	2018/19	2019/20	Total	2017/18	2018/19	2019/20	Total	2017/18	2018/19	2019/20	Total	£'000				
	2017/18	2018/19	2019/20	Total														£'000	£'000	£'000	£'000
Chief Executive	547	661	287	1,494	0	0	0	0	0	0	0	0	0	0	0	547	661	287	1,494	-135	
Education	138	225	75	438	180	70	0	250	100	0	398	498	418	295	473	1,186	418	295	473	1,186	-355
Schools Delegated				0	3,779	3,485	3,487	10,751	0	0	500	500	3,779	3,485	3,987	11,251	3,779	3,485	3,987	11,251	-4,236
Corporate Services	207	148	258	613	0	0	0	0	0	0	0	0	207	148	258	613	207	148	258	613	0
Community Services	2,294	2,421	1,663	6,378	29	36	40	105	247	181	60	488	2,570	2,638	1,763	6,971	2,570	2,638	1,763	6,971	-441
Environment	1,249	1,007	657	2,913	0	0	0	0	0	0	349	349	1,249	1,007	1,006	3,262	1,249	1,007	1,006	3,262	-443
	<b>4,435</b>	<b>4,462</b>	<b>2,940</b>	<b>11,836</b>	<b>3,988</b>	<b>3,591</b>	<b>3,527</b>	<b>11,106</b>	<b>347</b>	<b>181</b>	<b>1,307</b>	<b>1,835</b>	<b>8,770</b>	<b>8,234</b>	<b>7,774</b>	<b>24,777</b>	<b>8,770</b>	<b>8,234</b>	<b>7,774</b>	<b>24,777</b>	<b>-5,610</b>

DEPARTMENT	16-17 Budget	FACT FILE	2017-18 Proposed	2018-19 Proposed	2019-20 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
<b>Education &amp; Children</b>							
<b>Strategic Development &amp; Schools' Catering</b>							
Catering Services - Free School Breakfasts	796	Free breakfasts are provided in most Carmarthenshire primary schools as required by legislation. The Catering Service has reviewed staffing levels at each site to ensure they are run as efficiently as possible, whilst ensuring the health & safety of all children who wish to have a free breakfast. This is the final part of implementing the previously approved Policy decision spanning 2 financial years.	10	0	0	10	Remodel provision for Free Breakfasts in primary schools to reduce average time from 45 minutes to 30 minutes.
Catering Services	168	A central management & support team exists to support front line school catering staff. 'Back office' processes are continually being reviewed to make them as efficient as possible. As a result the team can manage with one less staff member.	40	0	0	40	Review of catering central support resulting in 1 FTE reduction through severance
Catering Services	168	School Meals Administration and Income banking arrangements	0	70	75	145	<ul style="list-style-type: none"> <li>Provide the ability for parents to pay online for school meals (&amp; other school payments, e.g. trips) through the Council web-site</li> <li>Introduce electronic meal registers in primary schools, removing paper based systems</li> </ul>
Business Support	513	The central Business Support Team provides a range of support services to the Department and Building 2 at St. David's Park, Carmarthen. This includes reception duties, management of meeting rooms, management of pool cars, processing applications for Free School Meals, School Milk, and School Clothing Grants. It is expected that a reduction of 1 member of staff will be managed by reviewing existing processes and reducing the level of support available in some areas.	0	20	0	20	Release of staff member through severance
Business Support		A small team supports the work of the Department including taking notes at key meetings, arranging meetings, and undertaking other support work required by senior officers. Through re-allocating work and changing ways of working, the team will reduce from 4 to 3 staff members.	10	10	0	20	Reduction in support to Departmental Management Team through severance
<b>Total Strategic Development &amp; Schools' Catering</b>	<b>1,645</b>		<b>60</b>	<b>100</b>	<b>75</b>	<b>235</b>	
<b>Education Services &amp; Inclusion</b>							
Information & Improvement	415	We have annual licenses for IT packages from external companies to manage SEN and School Governor data and information. It is important that we manage the SEN Process effectively and have easy access to information. It is proposed to build our own solutions at a reduced cost.	20	0	0	20	Remove external licensed software for SEN and Governor management and replace with internal solution
Youth Support Services	855	<ul style="list-style-type: none"> <li>Youth Support Service Staff are funded from both core and grant income sources.</li> <li>A review of current arrangements suggests that we can further maximise use of external funding to support staffing costs.</li> <li>This will alleviate pressure on core funding which can be offered up as a saving</li> </ul>	11	0	0	11	<ul style="list-style-type: none"> <li>Salaries for two members of staff (who are currently 100% core funded) will be part funded from one of our most stable grant income sources.</li> <li>This has no effect on service delivery.</li> <li>However, the source of grant funding is open to review and it may challenge job security in the future</li> </ul>
<b>Total Education Services &amp; Inclusion</b>	<b>1,269</b>		<b>31</b>	<b>0</b>	<b>0</b>	<b>31</b>	
<b>Children's Services</b>							
Education Welfare	429	The Education Welfare Service supports schools and families in securing regular school attendance. The service has been restructured to include the Young Carers service and enhance the capacity of both service areas, therefore, the reduction of one FEW post is not expected to affect the level of service provided.	0	25	0	25	Release of staff member through severance
Children's Services	5,590	We are currently reviewing a number of working methods and processes to identify where efficiencies can be made by providing a service in a different way, rationalising or by further amalgamating similar sections. As a result we expect to be able to release funding in those areas affected.	47	0	0	47	Reduction of staff member by not replacing vacant post / natural reduction / severance opportunities
Accommodating Looked After Children	3,593	The number of children coming into the care of the local authority has been reducing for the past 4 years. It is anticipated that this will continue. On this basis it is possible to save the cost of their accommodation as foster carers only receive payment when children are placed with them	0	100	0	100	Reduce the budget for accommodating Looked After Children in the expectation that the trend of less children becoming Looked After continues.
<b>Total Children's Services</b>	<b>9,612</b>		<b>47</b>	<b>125</b>	<b>0</b>	<b>172</b>	
<b>Education &amp; Children Total</b>	<b>12,526</b>		<b>138</b>	<b>225</b>	<b>75</b>	<b>438</b>	

Efficiency Proposals

EXISTING POLICY PROPOSALS

DEPARTMENT	16-17 Budget	FACT FILE	2017-18 Proposed	2018-19 Proposed	2019-20 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
<b>Education &amp; Children</b>							
Catering Services - School Meals	168	<ul style="list-style-type: none"> <li>The Catering Service provides school meals in all Carmarthenshire primary schools and 11 of our 12 secondary schools.</li> <li>The budget, including primary breakfasts, is some £7.7m. Taking account of income and Welsh funding for Free School Meals, the net cost of the service to the Council is in excess of £200k, not including indirect costs (such as Human Resources support, Health &amp; Safety support etc).</li> <li>Based on current charges for a primary school meal, Carmarthenshire prices are the joint highest in Wales.</li> <li>Costs have been saved over recent years by reducing staffing levels and smarter purchasing of food and other supplies.</li> </ul>	100	70	0	170	<p>Increase the cost of a primary school meal price to £2.50 in April 2017 and £2.60 in April 2018. There will be similar increases in charges for food in secondary schools.</p> <p>The price was increased by 10p per meal this financial year 2016-17 and there has been some reduction in the number of children having school meals.</p>
Youth Services	855	<ul style="list-style-type: none"> <li>Youth Services currently uses the Quay centre in Carmarthen for activities including meetings (youth groups, referral order panels, Duke of Edinburgh Open access Awards, training events and working with young offenders.</li> <li>Some 20 young people from two youth clubs also use the centre each week.</li> <li>The building is currently underutilised with weekday occupancy of just 10% (half a day per week).</li> <li>There are escalating costs in relation to maintenance and repair which include the surrounding grounds, which the Youth Support Service is unable to meet.</li> <li>Prior to vacating the building, suitable alternative venues would be sought in Carmarthen so that a youth service presence and provision for young people would be maintained within the town.</li> </ul>	20	0	0	20	<ul style="list-style-type: none"> <li>The Quay Centre Carmarthen will cease to be used by the Youth Support Service (on or before 31st March 2017) and handed over to the LA Corporate Property Service for alternative use</li> <li>This may produce income for the County Council</li> <li>distributing activities from The Quay Centre will require some planning and require agreements with other locations and providers and is not guaranteed to be fully cost neutral at this stage.</li> </ul>
Educational Psychology	906	<ul style="list-style-type: none"> <li>The Educational Psychology service provides specialist educational and emotional support to children and young people.</li> <li>It is a statutory service under the Education Act 1996.</li> <li>The budget for the service is £928k, and there are 13 staff in the team.</li> <li>A loss of one post will mean the service standard will reduce accordingly.</li> </ul>	60	0	0	60	Reduction of one post through review of existing structure; following the departure of one member of staff who has moved out of the county. .
Delegated school budget	109,247	<ul style="list-style-type: none"> <li>This is the budget delegated to every school under the Fair Funding formula.</li> <li>The budget is to meet all the costs associated with running a school e.g. staff costs, premises costs, SEN specialist support, Service Level Agreements for specific services such as HR, IT, legal, grounds maintenance, music.</li> </ul>	3,779	3,485	3,487	10,751	<ul style="list-style-type: none"> <li>Reduced school budgets will lead to schools having to review their spending and to consider staffing levels, class sizes and provision.</li> <li>To manage this level of reduction there will be an impact on staffing as a high % of a school's budget is used to employ staff. A reduction of £3.7m in the first year could possibly result in 60 teachers or 130 support staff (or a combination) being made redundant.</li> <li>Schools have been encouraged to work in partnership and collaborate with other schools in matters of resourcing and employment, however the scale of the budget reduction will result in some redundancies.</li> <li>Reduced provision could impact on the high standards achieved by Carmarthenshire's learners and the support provided for vulnerable/disabled pupils.</li> </ul>
<b>Education &amp; Children Total</b>	<b>111,176</b>		<b>3,959</b>	<b>3,555</b>	<b>3,487</b>	<b>11,001</b>	

NEW POLICY PROPOSALS

DEPARTMENT	16-17 Budget	FACT FILE	2017-18 Proposed	2018-19 Proposed	2019-20 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
<b>Education &amp; Children</b>							
School Improvement (ERW)	1,089	<ul style="list-style-type: none"> <li>There is presently a legal agreement in place governing the level of contribution made by Carmarthenshire to the regional School Improvement Service (ERW).</li> <li>This agreement would need to be amended and would require the approval of the Welsh Government and other ERW partners.</li> </ul>	0	0	150	150	Review annual financial contribution to ERW on the assumption that school standards remain high and continue to improve through enhanced school to school support and collaboration, reducing the need for external intervention.
Out of County Placements	669	<ul style="list-style-type: none"> <li>Due to the extremely complex and specific needs of a small number of children and young people, their needs cannot be met within Carmarthenshire. Suitable provision is procured from settings which specialise in meeting these complex needs.</li> <li>There are currently 5 children in out of county placements.</li> </ul>	0	0	148	148	Seek to reduce the number of children or young people placed in specialist provision out of county by developing local services, including highly skilled foster placements.
Music Service	143	<ul style="list-style-type: none"> <li>The music service provides peripatetic tuition to around 6,000 pupils.</li> <li>It arranges a number of high quality county ensembles and choirs.</li> <li>Music service staff also provide curriculum tuition to all pupils in a number of schools.</li> <li>Maintaining and evolving the service is being planned in tune with proposed reforms to the Welsh schools' curriculum.</li> <li>The aim is for music to thrive in support of young people's creative and aesthetic development.</li> </ul>	30	0	100	130	Additional income to be generated by increasing the charge to schools by £3 per hour, from £56 to £59. This may mean schools will pass the extra charge on to parents for additional lessons by changing their Parental Charging policy. The service is also proposing to generate further income by charging parents of participating pupils £10 per term for the junior county ensembles. Both proposals may place additional burdens on schools and/or families. The schools increase could pose a risk to the continuation of the service.
Special Education Needs (SEN)	1,679	<ul style="list-style-type: none"> <li>Schools are delegated a budget to provide support to pupils with additional learning needs e.g autism, speech and language difficulties, dyslexia.</li> <li>Currently 947 pupils in Carmarthenshire have a statement of Special Educational Needs.</li> <li>There are other pupils who access support at school action/school action+ stages of the SEN Code of Practice.</li> <li>The funding is used for various services such as additional specialist teaching, teaching assistant support, specialist teaching resources and special educational needs co-ordinators.</li> </ul>	70	0	0	70	Reduce the core budget to schools. This would be distributed between 82 schools (all those with more than 100 pupils). Each school affected would need to reassess their provision, or realign budgets in order to make up for the shortfall. This could result in less 1:1 support sessions, reduced Teaching Assistant support or reduced hours for Additional Learning Needs Coordinators to support learners.
Delegated school budget	109,247	<ul style="list-style-type: none"> <li>This is the budget delegated to every school under the Fair Funding formula.</li> <li>The budget is to meet all the costs associated with running a school e.g. staff costs, premises costs, SEN specialist support, Service Level Agreements for specific services such as HR, IT, legal, grounds maintenance, music.</li> </ul>	0	0	500	500	Rationalise primary schools that are disproportionately expensive to operate and unable to sustain educationally effective teaching and learning structures due to financial constraints, through carefully selected decommissioning and strategically driven expanded school federation.
<b>Education &amp; Children Total</b>	<b>112,828</b>		<b>100</b>	<b>0</b>	<b>898</b>	<b>998</b>	