

|                      | ORIGINAL TARGETS |         |         |        |
|----------------------|------------------|---------|---------|--------|
|                      | 2018/19          | 2019/20 | 2020/21 | Total  |
|                      | £'000            | £'000   | £'000   | £'000  |
|                      |                  |         |         |        |
| Chief Executive      | 570              | 563     | 483     | 1,616  |
| Education & Children | 1,285            | 1,270   | 1,088   | 3,643  |
| Schools Delegated    | 4,989            | 4,933   | 4,226   | 14,148 |
| Corporate Services   | 254              | 251     | 215     | 720    |
| Community Services   | 3,646            | 3,605   | 3,088   | 10,339 |
| Environment          | 1,783            | 1,763   | 1,510   | 5,056  |
|                      | 12,527           | 12,385  | 10,610  | 35,522 |

| Original Proposals |            |         |         |        | EXISTING POLICY PROPOSALS |         |         |        | NEW POLICY PROPOSALS |         |         |       | TOTAL PROPOSALS |         |         |        |
|--------------------|------------|---------|---------|--------|---------------------------|---------|---------|--------|----------------------|---------|---------|-------|-----------------|---------|---------|--------|
|                    | MANAGERIAL |         |         |        | 2018/19                   | 2019/20 | 2020/21 | Total  | 2018/19              | 2019/20 | 2020/21 | Total | 2018/19         | 2019/20 | 2020/21 | Total  |
|                    | 2018/19    | 2019/20 | 2020/21 | Total  | 2018/19                   | 2019/20 | 2020/21 | Total  | 2018/19              | 2019/20 | 2020/21 | Total | 2018/19         | 2019/20 | 2020/21 | Total  |
|                    | £'000      | £'000   | £'000   | £'000  | £'000                     | £'000   | £'000   | £'000  | £'000                | £'000   | £'000   | £'000 | £'000           | £'000   | £'000   | £'000  |
| Chief Executive    | 453        | 445     | 285     | 1,183  | 0                         | 0       | 0       | 0      | 0                    | 0       | 0       | 0     | 453             | 445     | 285     | 1,183  |
| Education          | 740        | 260     | 235     | 1,235  | 70                        | 0       | 0       | 70     | 250                  | 300     | 50      | 600   | 1,060           | 560     | 285     | 1,905  |
| Schools Delegated  | 0          | 0       | 0       | 0      | 4,989                     | 4,062   | 4,381   | 13,432 | 0                    | 500     | 0       | 500   | 4,989           | 4,562   | 4,381   | 13,932 |
| Corporate Services | 227        | 271     | 222     | 720    | 0                         | 0       | 0       | 0      | 0                    | 0       | 0       | 0     | 227             | 271     | 222     | 720    |
| Community Services | 2,455      | 1,423   | 1,233   | 5,111  | 0                         | 0       | 0       | 0      | 365                  | 304     | 274     | 943   | 2,820           | 1,727   | 1,507   | 6,054  |
| Environment        | 1,351      | 1,018   | 496     | 2,865  | 0                         | 165     | 455     | 620    | 110                  | 289     | 578     | 977   | 1,461           | 1,472   | 1,529   | 4,462  |
|                    | 5,225      | 3,417   | 2,471   | 11,113 | 5,059                     | 4,227   | 4,836   | 14,122 | 725                  | 1,393   | 902     | 3,020 | 11,009          | 9,037   | 8,209   | 28,255 |

|          |
|----------|
| Variance |
| ORIGINAL |
| Target   |
| £'000    |
| -434     |
| -1,738   |
| -216     |
| 0        |
| -4,285   |
| -594     |
| -7,267   |

|                      | REVISED TARGETS |         |         |        |
|----------------------|-----------------|---------|---------|--------|
|                      | 2018/19         | 2019/20 | 2020/21 | Total  |
|                      | £'000           | £'000   | £'000   | £'000  |
|                      |                 |         |         |        |
| Chief Executive      | 453             | 502     | 482     | 1,437  |
| Education & Children | 1,060           | 1,175   | 1,128   | 3,363  |
| Schools Delegated    | 2,326           | 4,562   | 4,381   | 11,269 |
| Corporate Services   | 227             | 251     | 241     | 719    |
| Community Services   | 3,007           | 3,334   | 3,202   | 9,543  |
| Environment          | 1,471           | 1,630   | 1,566   | 4,667  |
|                      | 8,544           | 11,454  | 11,000  | 30,998 |

| Current Proposals  |            |         |         |        | EXISTING POLICY PROPOSALS |         |         |        | NEW POLICY PROPOSALS |         |         |       | TOTAL PROPOSALS |         |         |        |
|--------------------|------------|---------|---------|--------|---------------------------|---------|---------|--------|----------------------|---------|---------|-------|-----------------|---------|---------|--------|
|                    | MANAGERIAL |         |         |        | 2018/19                   | 2019/20 | 2020/21 | Total  | 2018/19              | 2019/20 | 2020/21 | Total | 2018/19         | 2019/20 | 2020/21 | Total  |
|                    | 2018/19    | 2019/20 | 2020/21 | Total  | 2018/19                   | 2019/20 | 2020/21 | Total  | 2018/19              | 2019/20 | 2020/21 | Total | 2018/19         | 2019/20 | 2020/21 | Total  |
|                    | £'000      | £'000   | £'000   | £'000  | £'000                     | £'000   | £'000   | £'000  | £'000                | £'000   | £'000   | £'000 | £'000           | £'000   | £'000   | £'000  |
| Chief Executive    | 453        | 445     | 285     | 1,183  | 0                         | 0       | 0       | 0      | 0                    | 0       | 0       | 0     | 453             | 445     | 285     | 1,183  |
| Education          | 740        | 260     | 235     | 1,235  | 70                        | 0       | 0       | 70     | 250                  | 300     | 50      | 600   | 1,060           | 560     | 285     | 1,905  |
| Schools Delegated  | 0          | 0       | 0       | 0      | 2,326                     | 4,062   | 4,381   | 10,769 | 0                    | 500     | 0       | 500   | 2,326           | 4,562   | 4,381   | 11,269 |
| Corporate Services | 227        | 271     | 222     | 720    | 0                         | 0       | 0       | 0      | 0                    | 0       | 0       | 0     | 227             | 271     | 222     | 720    |
| Community Services | 2,455      | 1,423   | 1,233   | 5,111  | 0                         | 0       | 0       | 0      | 365                  | 304     | 274     | 943   | 2,820           | 1,727   | 1,507   | 6,054  |
| Environment        | 1,351      | 1,018   | 496     | 2,865  | 0                         | 165     | 455     | 620    | 110                  | 289     | 578     | 977   | 1,461           | 1,472   | 1,529   | 4,462  |
|                    | 5,225      | 3,417   | 2,471   | 11,113 | 2,396                     | 4,227   | 4,836   | 11,459 | 725                  | 1,393   | 902     | 3,020 | 8,346           | 9,037   | 8,209   | 25,592 |

|          |
|----------|
| Variance |
| REVISED  |
| Target   |
| £'000    |
| -255     |
| -1,458   |
| 0        |
| 1        |
| -3,489   |
| -205     |
| -5,406   |

\* Assumes Yr 1 proposals changed

| Efficiency Proposals                                       |                |   |                  |                  |                  |              |  |
|--|----------------|---|------------------|------------------|------------------|--------------|--|
| Department   | 2017-18 Budget | FACT FILE   | 2018-19 Proposed | 2019-20 Proposed | 2020-21 Proposed | Total        | EFFICIENCY DESCRIPTION   |
|  | £'000          |   | £'000            | £'000            | £'000            | £'000        |  |
| <b>Education &amp; Children</b>                            |                |   |                  |                  |                  |              |  |
| <b>Director &amp; Management Team</b>                      |                |   |                  |                  |                  |              |  |
| Departmental - cross cutting                               |                | Casual travel budgets across the Department   | 25               | 25               | 25               | 75           | Reduce all casual mileage budgets by 5% per annum through better journey planning, challenging the need for journeys, and utilising cheaper travel options including use of pool cars  |
| Departmental - cross cutting                               |                | Budgets for supplies & services across the Department   | 75               | 50               | 25               | 150          | Reduce budgets for supplies and services across the Department (e.g. training, stationery)   |
| Departmental - cross cutting                               |                | Cross-departmental support costs including adminstration, financial processing, & premises management   |                  | 100              | 100              | 200          | Root & branch review of support services across the Department in order to realise savings and increase flexibility  |
| Director & Management Team                                 | 788            | Funds the management team including Director, Heads of Service & 2 senior management posts  | 30               |                  |                  | 30           | Reduction in senior management costs   |
| <b>Total Director &amp; Management team</b>                |                |   | <b>130</b>       | <b>175</b>       | <b>150</b>       | <b>455</b>   |  |
| <b>Strategic Development &amp; Schools' Catering</b>       |                |   |                  |                  |                  |              |  |
| Catering Services  | 817            | The management & administration of school meals income and banking  | 45               | 55               | 45               | 145          | Provide the ability for parents to pay online for school meals (& other school payments, e.g. trips). Introduce electronic meal registers in primary schools, removing paper based systems. The changes will likely mean the removal of the School Meal Clerical role. |
| Catering Services  | 817            | <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> |                  |                  | 40               | 40           | Remodel the central Catering Services Management Team in light of changes to school meal payment processes (reducing the full time equivalent)   |
| Business Support   | 448            | 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, processesing applications for Free School Meals, School Milk, and School Clothing Grants, and processing creditor payments across the Department   | 20               |                  |                  | 20           | Release of staff member through severance  |
| Business Support   | 448            | 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, processesing applications for Free School Meals, School Milk, and School Clothing Grants, and processing creditor payments across the Department   | 20               | 30               |                  | 50           | Release of 2 staff members through severance and/or redundancy   |
| Participation & Children's Rights                          | 122            | A team of 2 that leads on the statutory duty for children and young people to participate in decisions that affect them, including support for the Carmarthenshire Youth Council & School Councils, as well as promoting awareness of the United Nations Convention on the Rights of the Child  | 10               |                  |                  | 10           | Remodel of service following resignation of staff member   |
| Business Support   | 448            | 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, processesing 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.  | 10               |                  |                  | 10           | Reduction in support to Departmental Management Team through severance (postholder left midway during 2017-18 financial year)  |
| <b>Total Strategic Development &amp; Schools' Catering</b> |                |   | <b>105</b>       | <b>85</b>        | <b>85</b>        | <b>275</b>   |  |
| <b>Education Services &amp; Inclusion</b>                  |                |   |                  |                  |                  |              |  |
| Strategic Management                                       | 161            | Supports statutory & strategic education requirements - WJEC, ADEW contributions, legal fees, Copyright licence   | 10               |                  |                  | 10           | Reductions across supplies & service areas - printing & postages (documents accessed on line), meetings expenses & reduced demand on legal costs.  |
| Education Systems  | 688            | The Education Systems Team support services across the department, incldung grant administration.   | 25               |                  |                  | 25           | Reduction of match-funding requirement for EIG   |
| Youth Support Services                                     | 840            | YSS is an integrated service bringing together youth work and statutory youth justice provision. This allows for an holistic approach to youth support delivery for children, young people and young adults (aged 8-25 years) in Carmarthenshire, ranging from open access to specialised support.  | 40               |                  |                  | 40           | Transfer some posts from core to grant funded; make others term-time only.   |
| Home Tuition / EHE   | 1903           | EHE Advisor currently paid on a daily rate. Efficiencies can be achieved by reviewing scope and magnitude of the role   | 10               |                  |                  | 10           | Review EHE Advisor Post requirements & job profile   |
| Educational Psychology                                     | 900            | The educational psychology service provides advice to schools in relation to the educational needs of children with additional learning needs.  | 40               |                  |                  | 40           | Review of staffing and workloads within service  |
| Early Years Education                                      | 469            | This budget funds the statutory requirement to fund '10 hours free education' in non-maintained settings for 3 year olds.   | 30               |                  |                  | 30           | Reduce budget as a result of reduced demand, forecasting underspend in current year  |
| Early Years Education                                      | 469            | The Early Years Team provides support and guidance provision for all Carmarthenshire non-maintained settings.   | 30               |                  |                  | 30           | Reprioritising part of Education Improvement Grant from Early Years Advisory Teachers to Athrawon Bro. Restructuirng of the service could provide additional support for the development of our Welsh continuum via the Athrawon Bro Team.                             |
| <b>Total Education Services &amp; Inclusion</b>            |                |   | <b>185</b>       | <b>0</b>         | <b>0</b>         | <b>185</b>   |  |
| <b>Children's Services</b>                                 |                |   |                  |                  |                  |              |  |
| Education Welfare  | 387            | 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.  | 25               |                  |                  | 25           | Review of staffing structure   |
| Independent Reviewing Service                              | 6,468          | The Independent Reviewing Officers review all children in the care of the local authority. This is a statutory role required under regulation   | 60               |                  |                  | 60           | Remodel of Independent Reviewing Service. Management responsibility for the service has been remodelled and as a result the manager of this service has been redeployed and the reviewing officers now directly report to the service manager.                         |
| Children's Services  | 6,468          | There is potential to utilise grant funding; particularly in relation to Supporting People, to offset core funded activity  | 235              |                  |                  | 235          | Make better use of existing grants in care services (support for care leavers etc). Additional funding to be drawn down from Supporting People. Maximise the benefit of current year grants being transferred into RSG.  |
| <b>Total Children's Services</b>                           |                |   | <b>320</b>       | <b>0</b>         | <b>0</b>         | <b>320</b>   |  |
| <b>Education &amp; Children Total</b>                      |                |   | <b>740</b>       | <b>260</b>       | <b>235</b>       | <b>1,235</b> |  |

| Department                       | 17-18 Budget | FACT FILE   | 2018-19 Proposed | 2019-20 Proposed | 2020-21 Proposed | Total  | EFFICIENCY DESCRIPTION  |
|----------------------------------|--------------|---|------------------|------------------|------------------|--------|---|
|                                  | £'000        |   | £'000            | £'000            | £'000            |        |   |
|                                  |              |   |                  |                  |                  |        |   |
| Education & Children             |              |   |                  |                  |                  |        |   |
| Catering Services - School Meals | 817          | <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> | 70               |                  |                  | 70     | Increase the cost of a primary school meal price to £2.60* in April 2018, £2.70 in April 2019 and £2.80 in April 2020. There will be similar increases in charges for food in secondary schools. The price has increased by 10p per meal for several years in a row. There has been a reduction in the number of children having school meals following recent price increases. In addition to this a £50k efficiency has been included in year 2 for the introduction of a charge for the care element of primary school breakfast provision (more work needed to model potential income and costs of collection). <i>*The school meal price will increase by 2.3% inflation taking it to £2.56 in 2018-19 therefore the efficiency proposal is 4p per meal</i>                                      |
| Delegated school budget          | 108,746      | <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>   | 2,326            | 4,062            | 4,381            | 10,769 | <ul style="list-style-type: none"><li>•The 2018/19 proposal is to provide a cash neutral budget to schools</li><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.</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> |
| Education & Children Total       |              | 2,396      4,062      4,381      10,839   |                  |                  |                  |        |   |

NEW POLICY PROPOSALS

| Efficiency Proposals                          |                |   |                  |                  |                  |       |  |
|---|----------------|---|------------------|------------------|------------------|-------|--|
| Department                                    | 2017-18 Budget | FACT FILE   | 2018-19 Proposed | 2019-20 Proposed | 2020-21 Proposed | Total | EFFICIENCY DESCRIPTION   |
|   | £'000          |   | £'000            | £'000            | £'000            |       |  |
| Education & Children                          |                |   |                  |                  |                  |       |  |
| Catering Services - School Meals              | 817            | <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> |                  | 50               | 50               | 100   | Increase the cost of a primary school meal price to £2.70 in April 2019 and £2.80 in April 2020. There will be similar increases in charges for food in secondary schools. The price has increased by 10p per meal for several financial years in a row. During 2015-16 & 2016-17 there has been a reduction in the number of children having school meals, likely in significant part due to the price increases. These include inflationary increases. |
| Catering Services - primary school breakfasts | 817            | The Catering Service delivers the Welsh Government's free primary breakfast initiative to all those primary schools in Carmarthenshire that request it (which is the majority). Savings have been delivered in the last 2 financial years by remodelling the staffing levels, and in some cases, the time that the provision is available, so that it sufficient to manage the breakfast provision but not extended to care wherever possible.  |                  | 50               |                  | 50    | Introduce charge for care element of primary school breakfast provision (more work needed to model potential income and costs of collection, based on previous changes made)   |
| Inclusion Service                             | 363            | The sevice provides a wide range of support, guidance and resources to all settings and areas of Additional Learning Needs including Sensory Impairment, Special Educational Needs (SEN), SEN Management, Dyslexia & Autistic Units.  | 50               |                  |                  | 50    | Reduce support and provision for schools via revised Speech and Language Therapy SLA agreement. This will result in less input and impact within schools across the range of services currently provided (specialist S&L provision, support for key programmes such as ELKLAN, ChATT and behaviour management).  |
| Respite Centres                               | 884            | The centres provide respite to families with children with very complex disabilities.   | 200              | 200              |                  | 400   | Consultancy (IPC) engaged in full review of disability services. This suggests that families would benefit from greater flexibility of service and more personal discretion would lead to a more diverse range of respite provision thereby requiring less residential respite.  |
| Delegated School Budget                       | 108,746        | <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 including staff, premises, SEN specialist support, Service Level Agreements for specific services such as HR, IT, legal, grounds maintenance, music.</li></ul>  |                  | 500              |                  | 500   | Change the current admissions policy in primary schools so that children start full time the term after their 4th birthday, not the term they turn 4, saving one part-time term per pupil. This would bring Carmarthenshire's policy in line with that of neighbouring local authorities   |
| Education & Children Total                    |                |   | 250              | 800              | 50               | 1,100 |  |