

Document Pack



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MONDAY, 9 NOVEMBER 2015

TO: ALL MEMBERS OF THE EXECUTIVE BOARD

I HEREBY SUMMON YOU TO ATTEND A MEETING OF THE **EXECUTIVE BOARD** WHICH WILL BE HELD IN THE **CHAMBER, COUNTY HALL, CARMARTHEN AT 10.00 AM, ON MONDAY, 16TH NOVEMBER, 2015** FOR THE TRANSACTION OF THE BUSINESS OUTLINED ON THE ATTACHED AGENDA

Mark James

CHIEF EXECUTIVE



PLEASE RECYCLE

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EXECUTIVE BOARD

MEMBERSHIP 10 MEMBERS

Councillor	Portfolio
Councillor Emlyn Dole	Leader (Plaid Cymru) Corporate Leadership and Strategy; Chair of Executive Board; Represents Council at WLGA; Political Advocate for Council; Appoints Executive Board Members; Determines EBM Portfolios; Armed Forces Champion; Liaises with Chief Executive
Councillor David Jenkins	Deputy Leader - Resources (Plaid Cymru) Finance & Budget; ICT; Property / Asset Management; Procurement; Housing Benefits; Revenues; Chairs Executive Board in Leader's absence
Councillor Pam Palmer	Deputy Leader - Communities (Independent) Council Business Manager; Community Champion; Customer Focus & Policy, Police Liaison; Community Safety; Social Justice / Crime & Disorder Community Planning; Anti-Poverty Champion; Sustainability; Bio-diversity; Youth Ambassador; Chairs Executive Board in Leader's absence
Councillor Hazel Evans	Technical Services (Plaid Cymru) Refuse; Street Cleansing; Transport Services; Grounds Maintenance; Building Services; Catering Services; Caretaking; Building Cleaning; Transport Services; Emergency Planning; Flooding
Councillor Linda Evans	Housing (Plaid Cymru) Housing – Public; Housing – Private; Equalities; Older People
Councillor Meryl Gravell	Regeneration & Leisure (Independent) Economic Development; West Wales European Centre; Community Development; Sports; Leisure Centres; Museums; Libraries; Country Park
Councillor Gareth Jones	Education and Children (Plaid Cymru) Schools; Children Services; Special Education Needs; Safeguarding; Respite Homes; Regional Integrated School Improvement Service; Adult Community Learning; Youth Services; Lead Member for Children and Young People; Eisteddfod Ambassador
Councillor Jim Jones	Environmental & Public Protection (Independent) Environmental Enforcement; Litter; Unlicensed Waste; Dog Fouling; Parking Services; Trading Standards; Environmental Health; Rural Affairs
Councillor Mair Stephens	Human Resources, Efficiencies & Collaboration (Independent) Human Resources; Training; Simpson Compact; Priority Based Budgeting (PPB); Corporate Efficiencies; Welsh Language Champion; Town and Community Councils Ambassador
Councillor Jane Tremlett	Social Care & Health (Independent) Adult Social Services; Residential Care; Home Care; Learning Disabilities; Mental Health; NHS Liaison/Collaboration/ Integration; Carers' Champion; Disability Ambassador; Dementia Care Champion; 50+ Champion.

A G E N D A

1. APOLOGIES FOR ABSENCE.
2. DECLARATIONS OF PERSONAL INTEREST.
3. QUESTIONS BY MEMBERS
4. PUBLIC QUESTIONS
5. REVENUE BUDGET STRATEGY 2016/17 TO 2018/19 5 - 32
6. ANY OTHER ITEMS OF BUSINESS THAT BY REASONS OF SPECIAL CIRCUMSTANCES THE CHAIR DECIDES SHOULD BE CONSIDERED AS A MATTER OF URGENCY PURSUANT TO SECTION 100B(4)(B) OF THE LOCAL GOVERNMENT ACT, 1972.

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EXECUTIVE BOARD 16TH NOVEMBER 2015

REVENUE BUDGET STRATEGY 2016/17 to 2018/19

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

1. THAT EXECUTIVE BOARD:

- 1.1. Note the contents of the report and approve as a basis for consultation on the three year budget strategy, and specifically seek comments from consultees on the efficiency proposals in Appendice A.
- 1.2. Give consideration as to what additional savings proposlas can be identified to deliver a balanced budget in each of the three financial years

REASONS:

To provide the Executive Board with an overview of the budget issues and outlook for the forthcoming years.

Relevant Scrutiny Committee Consulted	TBA
Exec Board Decision Required	YES
Council Decision Required	NO

EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:- Cllr. David Jenkins

Directorate: Corporate Services Name of Head of Service: Owen Bowen Report Author: Owen Bowen	Designations: Interim Head of Financial Services	Tel Nos. (01267) 224886 E Mail Addresses: OBowen@carmarthenshire.gov.uk
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**EXECUTIVE SUMMARY
EXECUTIVE BOARD
16TH NOVEMBER 2015**

**REVENUE BUDGET STRATEGY
2016/17 to 2018/19**

The report provides members with an overview of the Revenue Budget for 2016/17 and the following two financial years.

It details the budget process timetable, the current Welsh Government (WG) provisional settlement and Final settlement timetable and identifies the validation and budget pressures that need to be considered by members in setting next year's revenue budget.

The report will also form the basis of the budget consultation process that will be undertaken during the period November to January.

DETAILED REPORT ATTACHED?

YES

INTEGRATION

I confirm that the Community Strategy Integration Tool has:

Not been used to appraise the subject of this report as it is not appropriate to do so.

Signed: Owen Bowen

Interim Head of Financial Services

IMPLICATIONS

I confirm that other than those implications which have been agreed with the appropriate Directors / Heads of Service and are referred to in detail below, there are no other implications associated with this report :

Signed: Owen Bowen

Interim Head of Financial Services

Policy and Crime & Disorder	Legal	Finance	ICT	Risk Management Issues	Organisational Development	Physical Assets
YES	NONE	YES	NONE	NONE	NONE	NONE

1. Policy and Crime & Disorder

The budget is being prepared having regard to the Improvement Plan.

3. Finance

The report provides an initial view of the Budget Strategy for 2016/2017, together with indicative figures for the 2017/18 and 2018/19 financial years. The impact on departmental spending will be dependent upon the provisional and final settlements from Welsh Government, and the resultant final Budget adopted by County Council.

CONSULTATIONS

I confirm that the appropriate consultations have taken in place and the outcomes are as detailed below
Signed: O Bowen
Interim Head of Financial Services

1. Local Member(s) Not applicable
2. Community / Town Council Not applicable

3. Relevant Partners

Consultation with relevant partners will be undertaken and results will be reported during the budget process.

4. Staff Side Representatives and other Organisations

Consultation with other organisations will be undertaken and results will be reported during the budget process.

**Section 100D Local Government Act, 1972 – Access to Information
List of Background Papers used in the preparation of this report:**

Title of Document	File Ref No.	Locations that the papers are available for public inspection
2016/2017 3 year Revenue Budget		Corporate Services Department, County Hall, Carmarthen.
WG Provisional Settlement		Corporate Services Department, County Hall, Carmarthen.

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REPORT OF DIRECTOR OF CORPORATE SERVICES

Executive Board

16th November 2015

REVENUE BUDGET STRATEGY 2016/17 to 2018/19

HEAD OF SERVICE & DESIGNATION.	DIRECTORATE	TELEPHONE NO.
O Bowen, Interim Head of Financial Services	Corporate Services	01267 224886
AUTHOR & DESIGNATION	DIRECTORATE	TELEPHONE NO
O Bowen, Interim Head of Financial Services	Corporate Services	01267 224886

1. INTRODUCTION

- 1.1. Executive Board in September 2015 received a report on the Revenue Budget Outlook for 2016/17 to 2018/19 which appraised members of the financial outlook and the proposals for taking forward the budget preparation for the three year period.
- 1.2. Due to the lateness of the outcome of the Comprehensive Spending review, the current timetable for the announcement of the Provisional and Final Settlements are as follows:
 - Comprehensive spending review due 25th Nov 2015.
 - Welsh Government (WG) setting provisional budget 8th December 2015
 - Provisional Local Government Settlement 9th December 2015
 - WG publish final budget 1st March 2016
 - WG Publish Final Local Government Settlement 2nd March 2016
 - WG move Final Welsh Budget 2016-17 for debate 8th March 2016
 - WG Move Final Settlement for Debate 9th March 2016
 - Indicative deadline for Authorities to set Council Tax for 2016/17 financial year: 10th March 2016

- 1.3. Accordingly therefore, this report provides Members with the current view of the Revenue Budget for 2016/2017 together with indicative figures for the 2017/2018 and 2018/2019 financial years. The report is based on officers projections of spending need and potential settlement with no forward indicators being provided by WG. It also reflects the current departmental submissions for savings proposals.
- 1.4. Whilst significant work has already been undertaken in preparing the budget, this is only an initial position statement which will be updated over the coming months the budget will be further developed as figures are reviewed, and the settlement becomes known.
- 1.5. The report is broken down into 5 parts:
 - Funding Projections
 - Budget Requirement
 - Impact on the Authority's budget requirement
 - Consultation
 - Conclusion
 - Recommendations

2. PROVISIONAL SETTLEMENT

- 2.1. As outlined in paragraph 1.2 the Welsh Government will not be setting their own provisional budget until 8th December 2015, so it will be the 9th December 2015 before the provisional settlement will be announced. Despite the announcement of the Comprehensive Spending Review, it is understood that is the Welsh Governments intention to provide figures for 1 year only i.e. 2016/17.
- 2.2. In the absence of indicative Aggregate External Funding figures from Welsh Government the base model reflects 3.3% reductions in each of the three years. This is based on the letter received from Welsh Government in June 2014 suggesting that it would be prudent to assume that the current trends in Local Government funding will continue. It remains difficult to predict what the final outcome will be from the current spending review and how WG chose to allocate the funds available to them between Health and Local Government. As a guide each 1% reduction in funding equates to some £2.5m.
- 2.3. For Carmarthenshire a 3.3% reduction in the provisional settlement equates to £8.3m.
- 2.4. During the course of the current National Assembly term, the Council has met the commitment to fund schools at 1% above the level of funding received by WG from the UK government. From 2016-17 onwards, the MTFP assume no service protection, and therefore schools will need to absorb reductions in line with other service areas.

2.5. Service specific Grants within the current year's budget stands at £107m and it is assumed that this level will be maintained during the three year period of the model

3. BUDGET REQUIREMENT 2016-2017

3.1. Current Years performance (2015/2016)

3.1.1. As the Authority's core spending requirements remains constant year on year, a review of current year's performance is important in identifying whether there are any underlying problems within the base budget

3.1.2. The current projection for the Revenue Outturn for 2015/16 (based on the August 2015 monitoring) is as follows

Service	Approved Budget £'000	Total Expenditure Forecast £'000	Variance Forecast For Year £'000
Chief Executive	10,600	11,178	578
Education and Children's Services	159,427	160,476	1,049
Corporate Services	22,914	22,799	-115
Communities	90,856	91,500	644
Environment	45,598	45,749	151
Departmental Expenditure	329,395	331,702	2,307
Cont from Dept/Earmarked Reserves		-1,121	-1,121
Capital Charges	-3,535	-4,535	-1,000
Pensions Reserve Adjustment	-5,085	-5,085	0
Levies and Contributions	9,214	9,214	0
Outcome Agreement Grant	-570	-570	0
Transfer to/ from Reserves	-1,198	-1,198	0
Net Expenditure	328,221	328,407	186

The departmental overspends are primarily as a result of delays in the delivery of savings proposals put forward for 2015-16, and a review of the savings proposals that were agreed in February 2015 has identified that some £1.5 m of the original proposals for 2015-16 are at risk of not being delivered/not being delivered in full:

The Education and Children's Services department is facing pressure due in the main to school based EVR and redundancy costs, and whilst the department can meet the bulk of these pressures through a transfer from its departmental reserves in the current year, this will not be available in future years.

The Authority is currently forecasting a variance of £186k at the year-end that will have to be met from General Balances.

In considering next year's budget, the current strategy assumes that departments will actually deliver/make good those savings proposals adopted for 2015/16 by the commencement of the next financial year.

3.2. Validation

3.2.1. Validation reflects the changes in expenditure requirements to deliver the **current level** of services in future years. Primarily this is inflation, but also includes some service specific changes. The key validation factors are as follows:

	<u>2016/17</u> <u>Original</u>	2016/17 Proposed	2017/18	2018/19
General inflation	1.8%	0.6%	1.4%	1.8%
Electricity	5.0%	3.0%	3.0%	3.0%
Gas	5.0%	3.0%	3.0%	3.0%
Fuel	5.0%	-12.5%	3.0%	3.0%
Pay Inflation - non teaching	1.5%	1.0%	1.0%	1.0%
Pay Inflation - Teaching	1.5%	1.0%	1.0%	1.0%
Levies	0.0%	0.0%	0.0%	0.0%
Pension Contributions	£291k	£297k	£309k	£312k
Teachers Superannuation	£575k	£575k		
Employers NI Changes	£3,700k	£4,100k		
Auto Enrolment			£1,600k	
Capital Charges	£250k	-	£250k	£250k
Main service Specifics:				
County Elections	£70k	£70k	£230k	-£300k
Adj to pay scales starting salary	£118k	£118k	-	-

3.2.2. Under the Local Authorities (Capital Finance and Accounting)(Wales)(Amendment) Regulations 2010 [the Amendment Regulations] the authority is required to make an annual provision from revenue to contribute towards the reduction in its overall borrowing requirement at a rate that it considers to be prudent and having regard to the guidance issued. The Budget Strategy has been prepared based upon the Regulatory Method for supported borrowing in which the calculation is based on 4% of the opening Capital Financing Requirement and the Asset Life Method for the Unsupported Borrowing e.g. Modernising Education Provision and Fleet replacement.

3.2.3. The most significant specific validations over the three year period remain the changes in the Employers NI rates from April

2016, when defined benefit contracting out will be abolished. The consequence of this is that contracted out employers will stop receiving National Insurance rebate and instead pay the same NI rate as all other employers.

- 3.2.4. There is a clear risk to the Budget Strategy that departments may find it difficult to manage their expenditure within these parameters, especially where the inflationary increases have been applied by service providers. This risk is something that will require close monitoring during the year.
- 3.2.5. In line with the Chancellors announcement relating to Public Sector pay, the Budget as constructed makes provision for an annual pay award of 1% in each of the financial years.
- 3.2.6. Whilst recognising that we meet the national Living Wage requirement in year 1, it should be recognised that the MTFP makes no provision for further increases above the assumed inflation rises for future years.
- 3.2.7. In total, validation adds £7.8m to the current year's budget.

3.3. Cost reduction Programme

3.3.1. In anticipation of the unprecedented reductions in this settlement round, significant work in identifying further service efficiencies/rationalisation proposals has been undertaken. Accordingly departments have developed a range of proposals, and these efficiencies are included in **Appendix A** of this report.

3.3.1.1. The efficiency proposals are categorised as follows:

Managerial – Efficiencies that result in no perceivable change to the overall level of service delivery but may in some instances affect quality of service provided

Policy – Efficiency or service rationalisation proposals that will directly affect service delivery.

	2016/17 £m	2017/18 £m	2018/19 £m
Managerial	6,307	3,347	2,357
Existing Policy	554	806	300
New Policy	6,835	7,418	8,302
Total	13,696	11,571	10,959

(Detail at **Appendix A**)

3.3.2. The summary sheet at Appendix A sets out the savings targets set for individual departments and the value of savings currently

identified. Work is still on-going within services departments to identify further proposals so that their targets are met in each of the financial years.

- 3.3.3. As in the previous budget round, an exercise is being undertaken to obtain 'expressions of interest' from staff who may be interested in voluntary severance/early retirement as well as other flexible working options. Managers are currently considering the applications received to identify those that can contribute to the budget strategy.

3.4. New Expenditure Pressures

- 3.4.1. New expenditure pressures are the combination of additional cost to meet existing service needs e.g. increased client base/greater service take up and the costs of meeting change in service provision e.g. policy changes.
- 3.4.2. In the setting of the current financial year's budget, a total sum of £4.9m was allocated to services, of which £4.1m was allocated to Social Care.
- 3.4.3. The original budget outlook for 2016-17 and 2017-18 contained a sum of £3m per annum to meet growth pressures, and the same provision for growth is currently reflected in the 2018-19 indicative budget.
- 3.4.4. Initial growth bids of £3.7m have been submitted by departments against this sum of £3m in relation to 2016-17. Detail at Appendix B
- 3.4.5. No prioritisation or allocation of the £3m contained within the budget proposals has been made at this stage. This will be considered at the budget finalisation stage.

3.5. Internal Funding

- 3.5.1. Generally speaking whilst the use of reserves to support annual budgets should not be summarily discounted, it must be treated with caution. Funding on-going expenditure from such funds merely defers and compounds difficult financial problems to the following year. One-off items of expenditure within any budget proposal lend themselves better for such funding support.

3.5.2. In deliberating this point however, members must bear in mind any **inherent risks** that may be built into the budget strategy. These include:

- Final WG budget not being published until 2nd March 2016, and Final Settlement not being moved for debate until 9th March 2016
- 2015 Challenging Efficiency targets
- Future inflation/interest rates
- Current economic climate continuing
- Additional pressure on demand lead Services
- No indicative figures for future year's settlements have been provided by Welsh Government therefore there is the potential for the overestimation of the future settlements.

3.5.3. The following table summarises the main categories of reserves held by the Authority.

	1 st Apr 2015 £'000	31 st Mch 2016 £'000	31 st Mch 2017 £'000	31 st Mch 2018 £'000	31 st Mch 2019 £'000
Schools Reserves	3,940	1,801	1,201	351	0
General Reserves	8,500	8,245	8,245	8,245	8,245
Earmarked Reserves	72,002	52,476	45,301	38,261	40,153

3.5.4. School Reserves

3.5.4.1. Schools have delegated responsibility for the management of their own finances. The level of reserves held by an individual school at any point in time will depend on a number of factors including the level of contingency fund that the school governing body considers appropriate, and the particular plans each school has for expenditure. Officers have yet to be informed of any transfers to/from these reserves by individual schools for future years.

3.5.4.2. Legislation allows schools to carry forward reserves from one financial period to another. The School Funding (Wales) Regulations 2010 requires schools to limit their accumulated reserves at year end to £50,000 for Primary Schools and £100,000 for Secondary and Special Schools or 5% of their budget dependant on what is greater. School Improvement officers are currently working with schools to ensure they comply with the guidance. As at 31st March 2015, 22 schools were in deficit and 23 schools held surplus balances in excess of the £50k/£100k threshold.

3.5.5. General Reserves

3.5.5.1. In the changeable and challenging environment currently facing Local Government the Authority is committed to maintaining a reasonable level of General reserves or Balances. Whilst there is no prescribed minimum level for Balances, Council has previously deemed 3% of net expenditure as being a prudent level, which has been accepted by our Auditors as being reasonable

3.5.5.2. The overall level of balances is taken into consideration each year when the annual budget is set and has on occasions been utilised to augment expenditure/reduce council tax. Whilst the 2016-2017 budget was set on the basis of a transfer of £138k from General Reserves, with the October monitoring forecasting and end of year overspend, there could be draw of £324k.

3.5.5.3. Given the likely draw on this reserve in the current year therefore it is deemed imprudent at

this stage to assume any further support for future years budgets from the current General Reserves.

3.5.5.4. Taking account of these changes the average level of the general reserves is forecasted to be around 2.5% of net expenditure during 2016/17.

3.5.6. Earmarked Reserves

3.5.6.1. The Authority holds earmarked reserves which have been set up to finance the delivery of specific projects, or in protecting the authority against future liabilities or issues. The reserves can be summarised as follows:

Reserve	31 March 2015	31 March 2016	31 March 2017	31 March 2018	31 March 2019
	£'000	£'000	£'000	£'000	£'000
Insurance	9,625	9,425	9,225	9,225	9,225
Capital Funds	28,063	21,386	21,331	16,834	19,187
Development Fund	899	304	440	637	816
IAG/OAG	3,246	1,328	1,328	1,328	1,328
Corporate Retirement Fund	4,158	2,766	971	0	0
Joint Ventures	1,591	1,760	1,940	2,120	2,300
Other	24,420	14,507	10,066	8,117	7,297
TOTAL	72,002	52,476	45,301	38,261	40,153

3.5.6.2.As can be seen from the table above the level of earmarked reserves fluctuates greatly year on year, and whilst the level in each fund is not an exact science it is based on an informed estimate and past experience of the likely call on the authority in future years in line with the intended purpose of each reserve. Great care must therefore be taken when considering utilising such funds for purposes other than those which they were created as this could lead to the authority being faced with substantial unfunded liabilities in the future

3.5.6.3.The budget proposals assume a sum of £200k per annum being transferred from the Insurance Reserve to support the revenue budget in 2016/17 and 2017/18.

3.5.6.4.A further analysis of the reserves held will be undertaken over the coming months with any further proposed utilisation being considered at the budget finalisation stage.

3.5.6.5.Taking account of the proposals within this report, including the use of reserves, the Director of Corporate Services confirms that overall the estimated level of financial reserves (as indicated above) is adequate for the financial year 2016/17, with the General Reserves being at the minimum that could be supported.

4. IMPACT ON THE AUTHORITY'S BUDGET STRATEGY

4.1. The table below provides an updated position on the current financial outlook taking account of our projection for the provisional settlement and also other recent validation changes, including the latest pay offer made by the national employers.

4.2. As previously referred to in the report, no indicative or provisional settlement figures have been provided by Welsh Government for 2016-17 as yet, and therefore the estimated figures included in the financial model are only based on officers current projections.

4.3. Current Financial Outlook (updated for the Provisional Settlement):

	Current MTFP		Financial Model		
	2016/17 £'000	2017/18 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Previous Year's Budget	329,991	324,969	329,991	324,967	321,271
General Inflation	1,831	2,095	665	1,745	2,027
Pay Inflation	2,961	2,868	2,263	2,270	2,246
Other	4617	1,582	-582	-140	0
Growth	3,000	3,000	3,000	3,000	3,000
Teachers Superannuation			575		
Employers NI/Auto Enrolment			4100	1600	
Original & approved PBB Proposals	-18,201	-13,811			
Net Expenditure	324,199	320,703	340,012	333,442	328,544
Revenue Settlement	-244,149	-236,093	-244,149	-236,093	-228,302
Council Tax Receipts	-80,050	-84,610	-80,051	-84,607	-89,421
Shortfall	0	0	-15,812	-12,742	-10,821
Savings Proposals to date			-13,696	-11,571	-10,959
Balance / To be identified			-2,116	-1,171	138

4.4. The total cost reductions now required for 2016/17 is £15.8m and for the 3 year period are estimated at £39.4m.

4.5. Over the three years there is currently a shortfall of £3.1m if all the savings proposals identified are delivered, of which £2.1m relates to 2016/17.

5. CONSULTATION

Budget consultation has been planned for the coming months and a summary of the individual approaches are as follows:

5.1. Members seminars. (November and December 2015)

5.2. The consultation process will commence online from the 18th November 2015.

5.3. The public and commercial ratepayers consultation will be supported by roadshows across the county as follows:

Wednesday 25 November:

11am – 2pm Carmarthen Market outside Clock Tower

4pm – 6pm – Carmarthen Leisure Centre

Friday 4 December

11am – 1pm - Ammanford Market

4pm – 6pm – Tesco, Ammanford

Thursday 10 December

11am – 2pm - St Elli Shopping Centre, Llanelli

3pm – 6pm Llanelli Library

Llandovery –venue and date to be confirmed.

- 5.4. Consultation with Scrutiny Committees during November and December
- 5.5. 'Insight' youth conference in November 2015.
- 5.6. Consultation with the Schools Budget Forum in November 2015
- 5.7. Trade Union Consultation December 2015/January 2016

6. CONCLUSION

- 6.1. Currently there is a shortfall of £3.1m over the three financial years, assuming delivery of all of the £36.2m savings proposals currently submitted.
- 6.2. Further cost reductions need to be identified to deliver a balanced budget in the first two financial years
- 6.3. The current budget proposals assume a Council Tax increase of 5% in each financial year. A 1% movement in the Council Tax rise equates to +/-£760k

7. RECOMMENDATION

- 7.1. Note the contents of the report and approve as a basis for consultation on the three year budget strategy, and specifically seek comments from consultees on the efficiency proposals in Appendice A.
- 7.2. Give consideration as to what additional savings proposlas can be identified to deliver a balanced budget in each of the three financial years

09 November 2015

	Targets issued to Departments				CURRENT PROPOSALS				VARIANCE on Targets			
	2016/17	2017/18	2018/19	Total	2016/17	2017/18	2018/19	Total	2016/17	2017/18	2018/19	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive	882	829	266	1,978	863	365	429	1,657	-19	-464	163	-321
Education	1,072	411	1,014	2,497	1,073	420	225	1,718	1	9	-789	-779
Schools Delegated	5,500	6,000	6,780	18,280	5,500	6,000	6,780	18,280	0	0	0	0
Corporate Services	1,161	523	186	1,870	777	401	568	1,746	-384	-122	382	-124
Community Services	5,079	3,213	1,657	9,949	3,444	2,629	2,053	8,126	-1,635	-584	396	-1,823
Environment	2,117	1,766	917	4,801	2,039	1,756	904	4,699	-78	-10	-13	-102
	15,812	12,742	10,821	39,375	13,696	11,571	10,959	36,226	-2,116	-1,171	138	-3,149

Current Proposals	MANAGERIAL				EXISTING POLICY PROPOSALS				NEW POLICY PROPOSALS				TOTAL PROPOSALS			
	2016/17	2017/18	2018/19	Total	2016/17	2017/18	2018/19	Total	2016/17	2017/18	2018/19	Total	2016/17	2017/18	2018/19	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive	863	365	429	1,657	0	0	0	0	0	0	0	0	863	365	429	1,657
Education	453	130	125	708	250	50	0	300	370	240	100	710	1,073	420	225	1,718
Schools Delegated				0	0	0	0	0	5,500	6,000	6,780	18,280	5,500	6,000	6,780	18,280
Corporate Services	752	401	568	1,721	25	0	0	25	0	0	0	0	777	401	568	1,746
Community Services	2,912	1,859	775	5,546	214	250	300	764	318	520	978	1,816	3,444	2,629	2,053	8,126
Environment	1,327	592	460	2,379	65	506	0	571	647	658	444	1,749	2,039	1,756	904	4,699
	6,307	3,347	2,357	12,011	554	806	300	1,660	6,835	7,418	8,302	22,555	13,696	11,571	10,959	36,226

New strands of savings:	2016/17	2017/18	2018/19	Total
	£000	£000	£000	£000
1. Collaborate to save	45	10	25	80
2. New ways of working to save	7,988	7,613	8,731	24,332
3. Re-structure to save	1,440	832	724	2,996
4. Specification to save	3,860	2,689	968	7,517
5. Invest to save	363	373	357	1,093
6. Transformation, innovation and challenge	0	54	154	208
	13,696	11,571	10,959	36,226

Department	'2016-17 Proposed	'2017-18 Proposed	'2018-19 Proposed	Total	EFFICIENCY DESCRIPTION	Strand of Saving 1 - 6
	£000	£000	£000	£000		
Chief Executive						

Chief Executive

Printer Rationalisation	109			109	Printer Rationalisation	2
Health & Safety	85	100	35	220	Restructuring of Health & Safety function within the authority to yield savings from a reduction in expenditure on external contractors and eliminate duplication of Health & Safety Management	2
Carbon Tax	140			140	Charging Schools and Housing Revenue Account for their properties consumption of Carbon Tax	2
Chief Executive & Support Services	30			30	Reduction in Support Services budget for Chief Executive's office.	3
Total Chief Executive	364	100	35	499		

People Management & Performance

Human Resources	40	0	40	80	Severance	3
Learning & Development	40	40	35	115	Realignment and reduction in course fees by collaborating with other local users	2
Total People Management & Performance	80	40	75	195		

Customer Focus & Policy

Registrars	12	13	4	29	Increased income and reduced overtime	2
Communications - Press	25	0	46	71	Service Review	3
Net Customer Services	18	18		36	Transfer of part of service covered by Senior Manager i.e Careline to Communities, and rest of service to be realigned	3
Direct Communications	10	35	4	49	Increased income	2
Net Policy	20	0	35	55	Reduction in projects & activities and additional income	2
Customer Service Centres	20	20	65	105	Service review and potentially reducing opening times. Also a possibility of moving to an 'appointments only' service with as much traffic as possible encouraged towards online self-service, or failing that, to the telephone, and wider distribution of simple services, eg blue bag provision, via libraries and other possible outlets	2
Contact Centre	55	30	5	90	Service review which will result in increased use of 'self help' via council website, increase in telephone call traffic arising from further reductions in CSC opening hours, plus introduction of appointments only CSC service (appointments made via contact centre)	2
Performance Management	30	30	5	65	2016-17 - Maintenance agreement on GIS software to cease with implementation of new in-house developed GIS application (Planweb); 2017-18 & 2018-19 Income generation from provision of Performance Management software to other Authorities	2
Total Customer Focus & Policy	190	146	164	500		

	'2016-17 Proposed	'2017-18 Proposed	'2018-19 Proposed	Total		
Chief Executive	£000	£000	£000	£000	Increased income from landlords licences for houses with multiple occupation.	Strand of Saving 1 - 6
Administration & Law						
Departmental - Legal	6	12		18	2016/17 - £2k Reduction in Printing; £2k - Other Hired and Contracted Services; £2k - Staff Travelling. 2017/18 - £10k - Reduction in working hours; £2k - Reduction in costs of Practising Certificates	2
Land Charges	20			20	2016/17 - £20k -Reductions in costs of Land Charges software;	2
Net Departmental Administration	6	6	3	15	2016/17 - Further £6k reduction in stationery budget; 2017/18 - £3k Other Hired and Contracted Services; £3k Reduction in printing	2
Corporate Management	2	2	0	4	2016/17 - £2k Advertising; 2017/18 - £2k Printing; £2k	2
Democratic Process	17	7	0	24	2016/17 - £4k - Reduction in Conferences; £5k - Reduction in members travelling budget based on previous years claims; £2k Reduction in fuel; £3k - Reduction in Civic vehicles from 2 to 1; £1k - Reduction in newspapers and books; £2k - Reduction in spend on refreshments for meetings 2017/18 - £1k - Further reduction in fuel; £2k - remaining balance on Civic vehicle; £4k - Reduction in spend on Conferences	2
Departmental Democratic			20	20	2018/19 - Possible Reduction in Working hours/VER	3
Total Administration & Law	51	27	23	101		
Regeneration						
Marketing Tourism Development	31	52	19	102	Realignment of whole of the Division to focus on new economic priorities and to meet efficiencies	3
Community Grants	25	0		25	Realignment of the whole of the division to focus on new economic priorities and to meet efficiencies	3
Rural Carmarthenshire	4	0		4	Reduction in hired services	2
3 T's			48	48	Severance	3
Physical Regeneration	24	0	0	24	Realignment of whole of the Division to focus on new economic priorities and to meet efficiencies,	3
Amman Gwendraeth Regeneration	2	0		2	Realignment of whole of the Division to focus on new economic priorities and to meet efficiencies,	3
Llanelli Regeneration	6	0		6	Realignment of whole of the Division to focus on new economic priorities and to meet efficiencies,	3
Support Services	75	0	25	100	Realignment of whole of the Division to focus on new economic priorities and to meet efficiencies,	3
Business Support Projects	1	0	0	1	Realignment of whole of the Division to focus on new economic priorities and to meet efficiencies	3
West Wales European Centre	10	0	40	50	Review of premises and other costs 17/18; Severance 18/19	3
Total Regeneration	178	52	132	362		
Chief Executive Total	863	365	429	1,657		

Education & Children**Director & School Related Budgets**

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	'2016-17 Proposed	'2017-18 Proposed	'2018-19 Proposed	Total	EFFICIENCY DESCRIPTION	Strand of Saving 1 - 6
	£000	£000	£000	£000		
Education strategy	30			30	WJEC have reviewed and reduced annual fees	4
Total Director & School related budgets	30	0	0	30		

Strategic Development & Schools' Catering

Catering Services	40			40	Adjustment of labour table by 10% to bring in line with neighbouring Authorities (CCC is currently the highest)	4
Catering Services	0	40	0	40	Review of catering central support resulting in 1 FTE reduction through severance	4
Business Support	0	20	0	20	Reduction in support to Departmental Management Team through severance	3
Business Support	20	0	0	20	Change in creditor payment processes, leading to reduction in staff resource through severance	2
Total Strategic Development & Schools' Catering	60	60	0	120		

Governance & Inclusion

School Governance	20	0	0	20	Restructure of Governor Support Service, release of member of staff through severance. To be dealt with through local restructuring.	3
School Improvement & Governance	30	0	0	30	Review of existing work practices and grant utilisation	3
SEN & Governance		20		20	Remove external licensed software for SEN and Governor management and replace with internal solution	3
Early Years	30	0	0	30	Assume continued non take-up of places in non-maintained settings	4
Youth Service	20	0	0	20	Release of Youth Worker as a result of contract ending March 2016	4
YOPS	18	0	0	18	Reduction in support staff	3
Total Governance, Inclusion & School Catering	118	20	0	138		

Children's Services

Support Services	80			80	Reduction of back office support following move to electronic case file system	2
Risk Assessment team	80			80	Discontinuation of the Risk Assessment Team in Children's Services	2
Education Welfare	0	0	25	25	Release of staff member through severance	4
Legal Fees for Child Protection Proceedings	30	0	0	30	Assuming that volume of proceedings will reduce in line with reduction in number of Looked After Children	5
Direct Payments	30	0	0	30	Assume decline in requests for direct payments continues	5
Accommodating Looked After Children		50	100	150	Assuming that trends in reducing the number of looked after children can be sustained into future years	5
Short Breaks	25	0	0	25	Release of member of staff through severance	3
Total Children's Services	245	50	125	420		

Education & Children Total

453	130	125	708
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Department	'2016-17 Proposed	'2017-18 Proposed	'2018-19 Proposed	Total	EFFICIENCY DESCRIPTION	Strand of Saving 1 - 6
Corporate Services	£000	£000	£000	£000		
Finance						
Accountancy	87	127	186	400	2016-17 £57k Structure Realignments, £30k NI savings Car leasing scheme; 2017-18 £30k NI savings Car leasing scheme, £97k structure realignment. 2018-19 Structure realignment	3
Council Tax	10			10	Girobank charges - savings on fees	2
Cashiers	20			20	Security Plus - new contract and collection arrangements	2
Revenues	35			35	Restructure of Fraud Team	3
Revenues	32			32	Controls - Team leader post	3
Revenues	32			32	Recovery/Debtors - realignment	3
Payments	45			45	Structure Realignment	3
Total Financial Services	261	127	186	574		
Audit, Risk & Procurement						
Audit, Risk & Procurement		33	57	90	Structure Realignments	3
Total, Audit Risk & Procurement	0	33	57	90		
Information Technology						
Information Technology	103	100	95	298	2016/17 Removal of 2 FTE (£103k) . 2017/18 & 2018/19 Savings from collaboration with Pembs	3
Corporate Network	100			100	2016/17 Reduction in Corporate Network Budgets by up to £100K but also seek initiatives from across the Division	2
IT Operational	216		100	316	2016/17 Reduce IT Operational codes by up to £200K but also seek initiatives across the Division. 2018-19 savings from collaboration with Pembs.	2
Total Information Technology	419	100	195	714		
Corporate Property						
Admin Buildings	25	141	130	296	Savings on building running costs: £15k Sale of 1 & 2 Spilman St, £10k Sale of Coleshill Sale of Nurses home and Jobs Well House, £40k Vacation and Sale of Ty'r Nant, £50k vacation of Pibwrlwyd Offices, £40k Office Accommodation following staff reduction/agile working 2016-17: £111k 2017-18: £111k 2018-19: £130k Office Accommodation following staff reduction/agile working	2
Admin Buildings	20			20	Reduction in caretaking staffing costs	2
Admin Buildings	7	0		7	Savings in Energy costs following Solar installation	5
Industrial	5			5	Pembrey airfield - above inflation rent increase	2
Provisions market	4			4	Savings following tendering of skip hire and security contracts	2
Livestock Market	4			4	Above-inflation rent increases arising from increased throughput	2
Commercial Properties	7			7	Reduction in holding costs following sale / transfer of Education Centre, Ferryside	2
Total Corporate Property	72	141	130	343		
Corporate Services Total	752	401	568	1,721		

Department	'2016-17 Proposed	'2017-18 Proposed	'2018-19 Proposed	Total	EFFICIENCY DESCRIPTION	Strand of Saving 1 - 6
	£000	£000	£000	£000		
Community Services						
Housing & Public Protection						
Temporary Accommodation	4			4	Reduced admin budgets	4
Social Lettings Agency	4			4	Reduced admin budgets	4
Housing & Public Protection	36	35	34	105	No application of increases in supplies, transport & premises	4
Options and Advice	25			25	Deletion of post	3
Public Protection		50	50	100	Development fund application for a Financial investigator - forecast income streams for years 2 & 3 (net of salary costs)	5
Housing & Public Protection		50		50	Service Review / Severances - H&PP Council Fund Services	3
HOUSING (Council Fund) TOTAL	69	135	84	288		
Commissioning						
L.A Residential Homes	100			100	Service review of in house provision	4
Domiciliary care	20	20	10	50	Operational efficiency	4
	120	20	10	150		
Older People Physical Disabilities						
Review of Contract Replacement Care Contract for Older People	150			150	Adjustment to Crossroads contract	4
Private Sector Residential Homes	350	300		650	Reduction in placements	4
Extra Care	350			350	Service review and renegotiation of contract	4
Private Sector Home Care	450	300		750	Reduction in care packages	4
Grants to Voluntary Organisations	55			55	Reduction of grants to voluntary sector (Amman Valley Dementia (£10k), Crossroads (£10k), Hafan Gobaith (£15k), Care & Repair (£14K) and Llanelli Assoc for the blind (£6k)	4
Careline		30		30	Increased income	2
Divisional Supplies & Services	40	93	122	255	No inflationary uplift	4
Management & Support	75	40		115	Workforce modernisation and service redesign	3
	1,470	763	122	2,355		
Learning Disabilities						
LA Day services & Employment Training	40			40	Management restructure	3
LA Day services & Employment Training	40			40	Reconfiguration of craft centre	1
Private Sector Residential Homes	500	500		1000	£500k each year from Accommodation strategy	4
Grants to Voluntary Organisations	123			123	Reduction of grants to voluntary sector (MIND (£27k), Mencap (£65k), Llanelli & district Gateway Club (£23k), Links (£8k)	4
Divisional non pay budgets	159	360	470	989	No inflationary uplift	4
	862	860	470	2,192		
Support Costs						
Back Office realignment	50			50	Realignments	3
Support Costs	98	71	69	238	Rationalisation of functions	3
	148	71	69	288		

Leisure	'2016-17 Proposed	'2017-18 Proposed	'2018-19 Proposed	Total	EFFICIENCY DESCRIPTION	Strand of Saving 1 - 6
	£000	£000	£000	£000		
Sports & Leisure - County Wide						
Sport & Leisure General	10			10	Realignment to reduce staff costs 1 FTE	3
Total Sports & Leisure - County Wide	10	0	0	10		
Sport & Leisure West						
Sport & Leisure Management West	15			15	Reduction of grants to individuals participating in sports event (£10k)(retention of £5k for hardship fund) and reduction in other hired services (£5k)	4
Carmarthen Leisure Centre	20			20	Realignment to reduce staff costs 1 FTE (£15k)/increased dryside income (£5k)	3
Bro Myrddin Indoor Bowling Club		5		5	Phased hand-over to Bowling committee, no subsidy from 2018/19.	1
Newcastle Emlyn Leisure Centre	20			20	Realignment to reduce staff costs 1 FTE (£15k)/reduced pool subsidy (£5k)	3
St Clears	6			6	Increased income (£5k) / General efficiencies (£1k)	2
Total Sport & Leisure West	61	5	0	66		
Sport & Leisure East						
Dinefwr Bowling Club	5	5		10	Phased hand-over to Bowling committee, no subsidy from 2018/19.	1
Amman Valley Leisure Centre	10			10	Increased income on dryside, wetside and health & fitness	2
Llandoverly Swimming Pool	14			14	Review of hours (closed daytime when not delivering school swimming) therefore a realignment to reduce staff costs 1 FTE	4
Total Sport & Leisure East	29	5	0	34		
Sport & Leisure South						
Llanelli Leisure Centre	24			24	Re-alignment to reduce staff costs 1 FTE (£9k) / increase dryside income (£15k)	3
Sport & Leisure Management South	5			5	Realignment to reduce staff costs	3
Coedcae Sports Hall	2			2	Increased income	2
Total Sport & Leisure South	31	0	0	31		
Outdoor Education						
Pendine School Camp	12	0		12	Savings identified as part of internal staffing realignment in 2015-2016	3
Total Outdoor Education	12	0	0	12		
Countryside Facilities						
Pembrey Country Park	15			15	Review of Operational Service Contracts	4
Countryside General	12			12	Realignment of staffing structure with delivery of 1-2 FTEs	3
Countryside General	30			30	Countryside and Leisure realignment	3
Total Countryside Facilities	57	0	0	57		
Culture & Heritage						
Theatres			20	20	Realignment of staffing structure with delivery of 1-2 FTEs	3
Libraries	5	0		5	£5k Review operational procedures and costs e.g. IT, contract cleaning, spend on book fund. Re-charges for use of premises.	4
Archives	28			28	Realignment of staffing structure with delivery of 1 FTE	3
Museums	10			10	Charges at MOS	2
Total Culture & Heritage	43	0	20	63		
Total Leisure	243	10	20	273		
Community Services Total	2,912	1,859	775	5,546		

Department	'2016-17 Proposed	'2017-18 Proposed	'2018-19 Proposed	Total	EFFICIENCY DESCRIPTION	Strand of Saving 1 - 6
	£000	£000	£000	£000		
Environment						
Policy and Performance						
Policy divisional cost centre	92	81	0	173	No posts identified as yet. Efficiencies will be dependant on the outcome of the departmental Admin review and subsequent departmental restructuring.	3
Total Policy and Performance division	92	81	0	173		
Streetscene						
Streetscene division	50	70	0	120	Individual service reviews currently underway on Streetscene functions in order to rationalise service provision in conjunction with a divisional re-structure.	3
Highway Lighting	196	173	107	476	Saving in energy consumption arising from investment in LED lighting and installation of timers for part night illumination. Funding options have been explored and a submission for WG Invest 2 Save funding has been made. Proposal is to reduce operating costs without turning lights off.	5
Ammanford Cemetery	3	4	0	7	Majority of testing and remedial works will be completed during 2014/15. Remaining budget to be utilised to undertake cyclical grounds maintenance and cyclical testing. Impact : Ensure continued safety to the general public. Reduced ability to undertake substantial remedial works.	2
Total Streetscene	249	247	107	603		
Transport						
Public Transport Support	144	0	0	144	16/17 deliverable from network and procurement efficiencies achieved from the public transport and school transport networks.	4
General - Public & School Transport	0	0	100	100	Procurement efficiencies	6
Fleet procurement efficiencies	180	0	0	180	Efficiencies gained from changing the method of procurement	4
School Crossing Patrols	55	0		55	Efficiencies can be gained through natural wastage as SCP's retire at sites with low traffic flows and risks.	3
Managed car pool system	200	0	0	200	Yet to be delivered - covered by Public Transport and School Transport network and procurement efficiencies in 2015/16. Future years savings to be reviewed. This is a corporate saving that will need to be allocated across all Departments of the Council.	2
Total Transport	579	0	100	679		
Property Services						
Building Maintenance, Operational & Services	0	26		26	Further savings on non operational costs centralised from the other budget headings.	2
Energy budgets	300	0	0	300	Efficiencies generated via review of energy budgets	2
Property Services	70	0	59	129	Divisional re-alignment and severances	3
Total Property Services	370	26	59	455		
Planning						
Development Management	12	33	20	65	2017/18 - 1 FTE in planning support and fee generation; 2018/19 - new way of working (additional income from pre-application advice)	2
Building Control - Admin	10	30	0	40	2016/17 - £10k reduction in travelling costs; Comprehensive review of structure as part of the corporate review of Property Services in 17/18.	3
Minerals & Waste	0	0	25	25	Collaboration through providing mineral and waste service (review of SLAs)	1
Forward Planning	0	0	14	14	New ways of working - development briefs for service departments	2
Planning Admin Account	15	40	0	55	New ways of working leading in the reduction of consultant costs and general expenditure 16/17 and 17/18	2
Total Planning	37	103	59	199		
Service rationalisation	0	65	135	200	Review of service basis currently being undertaken with a view to producing efficiencies in the forthcoming years.	2
Review of structure	0	70	0	70	Review of Senior Management in the department	3
Environment Total	1,327	592	460	2,379		

Department	'2016-17 Proposed	'2017-18 Proposed	'2018-19 Proposed	Total	EFFICIENCY DESCRIPTION	Strand of Saving 1 - 6
	£000	£000	£000	£000		
Education & Children						
Inclusion Services - SEN	200			200	When learners with a Statement of Special Education Needs leave school the Statement comes to an end. It is planned to reduce the level of funding provided to schools by giving up some of the funding associated with statements that expire. Consequently, there will be less funding available to schools to support children and young people with additional needs.	2
Secondary Speech & Language Provision	50			50	The County Council proposes to remodel how support is provided for secondary age pupils with speech, language and communication needs and move away from a special unit provision to enable support and provision in all schools.	2
Children Looked After incl Leaving Care, Taxis & Ind Review Service		50		50	Taxis are used to transport children when Looked After, either going to school, or for contact. Care leavers receive ongoing support up to 21, or even 25 if in full time education. A reduction of children coming into care; and the additional resources to support their rehabilitation home through targeted resources should contribute to a fall in numbers; both those in care, and those leaving care, and as a result, should achieve a financial reduction in these areas over time.	2
Education and Children Total	250	50	0	300		

Department	'2016-17 Proposed	'2017-18 Proposed	'2018-19 Proposed	Total	EFFICIENCY DESCRIPTION	Strand of Saving 1 - 6
	£000	£000	£000	£000		
Corporate Services						
Revenues & Cash Desk	25			25	Closure of Llandeilo Cash Office linked to Llandeilo hub and relocation of library	2
Corporate Services Total	25	0	0	25		

Department	'2016-17 Proposed	'2017-18 Proposed	'2018-19 Proposed	Total	EFFICIENCY DESCRIPTION	Strand of Saving 1 - 6
	£000	£000	£000	£000		
Community Services						
L.A Residential Homes for Older People	200			200	Full year saving from closure of Glanmarlais/Tegfan and opening an extra care facility in the Ammanford area	2
Sports, Leisure, Theatres Alternative service delivery model (Trust)		250	300	550	The proposal is to save money by delivering Sports, Leisure and Theatres in a different way - i.e. by a trust.	2
Oriel Myrddin CCC	14			14	Phased transfer to independent status	2
Community Services Total	214	250	300	764		

Department	'2016-17 Proposed	'2017-18 Proposed	'2018-19 Proposed	Total	EFFICIENCY DESCRIPTION	Strand of Saving 1 - 6
	£000	£000	£000	£000		
Environment						
Home to College Transport	65	451	0	516	post 16 transport is a discretionary service and statutory consultation is underway to sustain the service through the introduction of a charge.	4
School Crossing Patrols	0	55	0	55	Efficiencies can be gained by deselection of School Crossing Patrol sites using the criteria for the assessment of school crossing patrol sites, published in RoSPA's School Crossing Patrol national guidance document. Where the School Crossing Patrol is affected, we will work with the school to look at alternative provision if required.	2
Environment Total	65	506	0	571		

Department	'2016-17 Proposed	'2017-18 Proposed	'2018-19 Proposed	Total	EFFICIENCY DESCRIPTION	Strand of Saving 1 - 6
Education & Children	£000	£000	£000	£000		
Catering Services - School Meals	100	100	100	300	It is proposed to increase the cost of a primary school meal price to £2.40 in April 2016, £2.50 in April 2017 and £2.60 in April 2018. There will be similar increases in charges for food in secondary schools.	5
Catering Services - Free School Breakfasts	100	10	0	110	Remodel provision for Free Breakfasts in primary schools to reduce average time from 45 minutes to 30 minutes.	4
Inclusion Services - SEN	120			120	Remodel provision for Additional Learning support.	4
Rhydygors Day Centre		50		50	Remodelling behavioural management services, informed by the strategic review of current provision	3
Youth Services	0	20	0	20	Review the use of the Quay Centre.	2
Educational Psychology	0	60	0	60	Reduction of 1 post through review of existing structure.	4
Short Breaks / Respite for Disabled Children & Young People	50	0	0	50	Reduce scale of specialist provision out of school hours.	4

Delegated Schools Budget

Delegated school budget	5,500	6,000	6,780	18,280	Education is a significant area of spend for the Council. This proposal is to reduce the total budget to schools and support schools in achieving a number of cost savings, for example, further collaboration between schools, reducing "back office" costs to prioritise classroom provision, etc.	2
Education and Children Total	5,870	6,240	6,880	18,990		

Department	'2016-17 Proposed	'2017-18 Proposed	'2018-19 Proposed	Total	EFFICIENCY DESCRIPTION	Strand of Saving 1 - 6
Community Services	£000	£000	£000	£000		
Council Fund Housing - Options and Advice Services	29			29	Reduce grants to Women's Aid and Shelter. Both organisations are changing working practices to try minimise impact of services available to their client groups.	4
Public Protection	100			100	Make savings by reviewing of contribution to voluntary organisations providing Benefits Advice (Catch up / CAB / Mencap).	4
Council Fund Housing - Options and Advice Services	10			10	Increased income from landlords licences for houses with multiple occupation.	2
Public Protection	30			30	Increased income licences - animal health	2
Meals on Wheels	57			57	Increase meals cost by £1.00 from £3.70 to £4.70	2
L.A Residential Homes for Older People			350	350	Implementation of alternative service model either Externalising the service or developing a Local Authority Trading Company model	2
Domiciliary care		500	500	1000	Implementation of alternative service model either Externalising the service or developing a Local Authority Trading Company model	2
Libraries	92	20	128	240	Year 1 - The proposal is to change the way the mobile library service is delivered to make more effective use of the vehicles. Offering further services from mobile libraries (for instance, photocopying) is being considered as a way of improving the overall service. Years 2 & 3 - to ensure a library service continues to be available in Carmarthenshire, the proposal is to close a number of branch libraries and rely on an enhanced mobile library service	2
Community Services Total	318	520	978	1,816		

Department	'2016-17 Proposed	'2017-18 Proposed	'2018-19 Proposed	Total	EFFICIENCY DESCRIPTION	Strand of Saving 1 - 6
Environment	£000	£000	£000	£000		
Flood Defence, Land Drainage & Coastal Protection	50	42	26	118	Reduction in preventative maintenance of flood defence and coastal protection assets potentially reducing our ability to react to future storm and severe weather events. Emergency works will have to be addressed through the re-prioritisation of departmental budgets.	4
Highways Infrastructure maintenance	512	478	281	1271	Reduction in routine maintenance of highways infrastructure assets (bridges, retaining walls / support embankments, drainage and highways/footway works). Emergency works will have to be addressed through the re-prioritisation of departmental budgets.	4
Cleansing Services & Environmental Enforcement	85	84	83	252	Re-configuration of service delivery and methods of operation, and the re-assessment of service standards. The proposal also includes reducing the Environmental Enforcement supplies and equipment budgets by £13k over the period 2016-19.	2
Car Parks	0	54	54	108	A 20 pence increase in car park charges at major town centres will contribute £54,000 to sustain transport and highway related services	6
Environment Total	647	658	444	1,749		

Demographic, Legislative or continuing pressures				
	2016-2017 £'000	2017-2018 £'000	2018-2019 £'000	Description
<u>Chief Executive's</u>				
Registration of Electors	30			Voter registration changes
Coroners		35		Review of pay arrangements
Welsh language	205			Increased translation costs arising from implementing the new Welsh Standard
	235	35	0	
<u>Communities</u>				
Full year effect of proposed increase in Residential Care Home fees	711			
Demand pressures – existing commitments	500			
Re-instatement of budget for Day services - No council decision	500			
Living Wage - Impact on charges from private sector	449			£449k minimum scenario - worst case £2.560m
	2,160	0	0	
<u>Environment</u>				
<u>Streetscene</u>				
Waste strategy	79	166	544	as per Waste strategy costings. Legislative pressure due to Part 4 of the Environment Bill (increase trade waste recycling rates)
Potential reduction in SWM Grant (25%)	1,000			
<u>Transport</u>				
Safe walking routes to schools	32			Implementation of revised statutory guidance on the criteria for Safe Walking routes to School
MEP	125	125	125	Demographic & MEP pressures.
<u>Property Services</u>				
Pumping Stations	88			Current budget is inadequate to cover all maintenance and utility costs - Overspend has been covered by Hydrology surpluses in previous years however with the transfer of the WW contract back to WW this will become a direct pressure on the department. Potential Environmental consequences if additional budget is not allocated.
	1,324	291	669	
	3,719	326	669	

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