



Report of the Section 151 Officer

Cabinet – 15 February 2018

Revenue Budget 2018/19

Purpose: This report sets out the current position with regard to the Revenue Budget for 2018/19 for consideration by Cabinet.

Policy framework: Sustainable Swansea – Fit for the Future

Consultation: Cabinet Members, Legal, Access to Services & Corporate Management Team

Recommendations: It is recommended that:

- 1) Cabinet considers the outcome of the formal consultation exercise, and agrees any changes to the Budget Proposals in Appendix D, together with the position regarding delegated budgets as set out in Sections 4.10 and 4.11 of this report.
- 2) Cabinet note the current Resource Gap identified in Section 4.5 of this report and, in line with the potential actions identified in Sections 9 and 10 of this report, agree a course of action to achieve a balanced Revenue Budget for 2018/19. In addition to a review of current savings proposals Cabinet will need to:
 - Review and approve the Reserve transfers recommended in this report
 - Agree a level of Council Tax for 2018/19 to be recommended to Council
- 3) Subject to these changes, Cabinet recommends to Council for approval:
 - a) A Revenue Budget for 2018/19;
 - b) A Budget Requirement and Council Tax levy for 2018/19.

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1. Introduction and background

1.1 This report details:

- Financial monitoring 2017/18
- The Local Government Finance Settlement 2018/19
- Budget Forecast 2018/19
- Specific Savings Proposals
- Outcome of Budget Consultation
- Staffing Implications
- Reserves and Contingency Fund requirements
- The Budget Requirement and Council Tax 2018/19
- Summary of funding proposals
- Risks and uncertainties

1.2 The financial assessment in relation to 2019/20 – 2021/22 is contained in the ***Medium Term Financial Plan 2019/20 – 2021/22*** elsewhere on this agenda.

1.3 This report builds upon and needs to be read in conjunction with -

- The budget strategy agreed by Council on 22nd October 2013 – ***'Sustainable Swansea: Fit for the Future'*** focusing on the principles and strategies to be adopted as part of the current and future budget process.
- The report to Cabinet on 29th July 2014 – ***'Sustainable Swansea: Fit for the Future: Delivery Programme'*** which agreed the specific objectives of the programme and set out an outline programme for delivery.
- The update report on Sustainable Swansea – Fit for the Future as approved by Cabinet on 16th July 2015.
- The report to Cabinet on 14th December 2017 – ***Sustainable Swansea – Fit for the Future: Budget Proposals 2018/19 – 2021/22*** setting out the Council's proposals for budget consultation.

1.4 The report sets out the outcome of the budget consultation and invites Cabinet to consider the comments received from residents, community groups, partners, employees, School Budget Forum, Joint Phase Head Teachers, Trade Unions and others. Cabinet are asked to consider any changes to the draft Budget proposals and proposed Council Tax level, prior to recommending the budget to Council. The report also includes an Equality Impact Assessment statement so that Cabinet can be aware of the key issues before finalising budget proposals.

2. Financial Monitoring 2017/18

2.1 Cabinet considered a report on the estimated Revenue Outturn for 2017/18 at its meeting of 8th February 2018. It is projected that the Council will outturn at a position that reflects a slightly improved position from the £7.3m forecast overspend at quarter 2.

- 2.2 Current 3rd quarter financial monitoring highlights a slightly improving picture for the Council overall but, as is the case in quarter 2, there is substantial variation in performance across Directorates.
- 2.3 There are significant variances on savings built into the base budget for 2017/18; if these savings are not achieved there will continue to be an impact in 2018/19 and beyond.
- 2.4 The initial scale of potential overspends for 2017/18 remains significantly in excess of any potential sums available to offset that shortfall. The current indication is that there still needs to be urgent and decisive action to pursue additional savings across the Council, as even if not now achievable during 2017/18, they need to be ready for 1st April 2018.
- 2.5 Current estimates are that the overspend is likely to be around £6m (approximately 1.6% of original budget) as an upper figure, predominantly because of overspending in adult social services, resources and one off pay related costs from the enhanced early retirement/voluntary redundancy scheme.
- 2.6 Due to use of earmarked reserves, designed to assist with the one off costs of the early retirement/voluntary redundancy scheme it is expected that there will need to be a final take from the General Reserve of approximately £3.4m in order to finance this residual overspend.

3. The Local Government Finance Settlement 2018/19

- 3.1 The Cabinet Secretary for Finance announced the final Revenue and Capital Settlement for 2018/19 on 20th December 2017.
- 3.2 The final Revenue Settlement for 2018/19 provided an additional £2.588m compared to the provisional settlement issued in October 2017, and included in the budget proposals report to Cabinet in December 2017. This is mainly due to the fact that the Welsh Government provided an extra £20m for Councils in 2018/19, an extra £7m for the increase to the capital limit for charging for Residential Care and an extra £1.3m for targeted relief for supporting local businesses. For Swansea there is £0.558m specifically identified for the residential care capital limits, general support for local businesses is estimated at £0.120m, leaving approximately £1.9m as a general increase. Changes are as follows:

	<u>£'000</u>
Forecast decrease in Welsh Government support 2018/19 per Cabinet report 14 th December 2017	-277
Increase to the residential care capital limits	+558
Increase for support for local businesses (estimated)	+120
Increase due to updated data and assumed relative changes in tax base	+349
Increase resulting from extra All Wales £20m allocation from Welsh Government (estimated)	+1,561

- 3.3 The result is an overall improvement on forecast Aggregate External Finance of some £2.588m. However, there are likely further reductions in several specific grant totals, some of which are already clearly emerging (e.g. Education Improvement Grant, waste element of the Single Environment Grant) which will significantly affect actual grant received by the Council in due course. The overall outcome on all specific grants will not be known for some time and as such the overall funding picture may not reflect the improvement evident on the settlement alone.
- 3.4 Implicit in the settlement is assumed partial protection in respect of Social Services. The local value of that protection is not particularly specified in terms of value but it is anticipated that funding in terms of known service pressures identified in Section 4 of this report will satisfy any ministerial funding expectation.
- 3.5 In respect of Schools, there is no longer an ongoing formal ministerial protection or funding guarantee so any decision over schools funding is a local one to be made by Cabinet and ultimately by Council, having any due regard to any budget consultation responses received.
- 3.6 In revising the Medium Term Financial Plan and setting the Budget for 2018/19, it is essential that the Council adheres to and continues to implement the objectives in *Sustainable Swansea – fit for the future*. The Council has made clear through *Sustainable Swansea* that the need to transform services, reduce or divert demand through prevention and to look for alternative models of delivery, including community action, is required for our future sustainability and to improve outcomes for residents.
- 3.7 **The financial pressures and level of risk that we face and will continue to face make the need to implement these changes ever more urgent. The increase in AEF should be seen as an opportunity to increase investment in the Council's priorities and preventative action in particular, not to slow down the pace of change or the level of required savings.**

4. Budget Forecast 2018/19

Overview

- 4.1 The budget proposals for 2018/19 as submitted for consultation on 14th December 2017 resulted in a projected funding deficit of £22.177m. The funding deficit was made up of projected funding pressures of £27.976m partly offset by a provisional increase on Welsh Government Aggregate External Finance (AEF) of £6.076m in respect of transfers into the settlement, plus a slight reduction in the overall level of AEF of £0.277m.
- 4.2 The announcement of the final settlement, together with a slightly improved view on the financial position with regards to 2017/18 outturn, means that the overall funding deficit forecast for 2018/19 will inevitably have changed.

- 4.3 In addition, the opportunity has arisen to review all aspects of the budget pressures and risks so far identified with a view to updating the forecast using the latest up to date assumptions, in particular around the pay offer made by the National Employers Council, which was announced in December 2017.
- 4.4 The options for funding the deficit that is identified remain as:
- Savings on current service net expenditure (through a combination of expenditure reduction and additional income generation)
 - Increases in Council Tax levels (including opportunity to reconsider the 3% planning assumption)
 - Potential further reductions in the Contingency Fund
 - Use of Reserves and Balances (not advised).

Forecast funding shortfall 2018/19

- 4.5 The revised shortfall in funding previously identified in paragraph 4.1 above can now be updated and summarised in Table 1(a) below:-

Table 1(a) – Projected pressures 2018/19

	2018/19 £'000
Future cost of pay awards	
- Non Teachers – average of 2.5%	4,500
- Teachers	2,400
Pay and grading scheme	2,700
<i>Costs imposed without funding by UK Government:</i>	
- National Living Wage – own pay bill	700
- National Living Wage – contracts	1,000
Increase in Pension Costs	1,700
Cumulative contract inflation	1,000
Capital charges – existing	1,500
Use of General Reserves (not advised)	0
Demographic and Service pressures	3,000
Proposed targeted investment in services (EOTAS)	300
Mid and West Wales Fire authority Levy	356
Council Tax Support Scheme	1,000
Passported through AEF to services – grants	6,073
Passported through AEF to services – new responsibilities	1,299
Foster allowances - full year effect	700
Adult Services pre-existing baseline pressures from 2017-18	3,500
Service Pressures Accepted	4,114
Loss of specific grant – Ethnic Minority Achievement Unit	870
New Service Pressures in respect of specific grant reductions	130
Total known pressures	36,842
Aggregate External Finance increase CASH	-2,313
Rebase of External Finance (grants as above)	-6,073
Total Savings Requirement	28,456

- 4.6 The reasons for the increase in the overall savings target since Cabinet in December are detailed in Table 1(b) below:

Table 1b – Movement in projected pressures

	2018/19 £'000
Target per Cabinet Report 14th December 2017	22,177
Change in Aggregate External Finance from the Welsh Government between provisional and final settlement	-2,588
Increase to forecast local government pay award	2,700
Increase in respect of residential care capital limits (new responsibility)	558
Increase in respect of Homelessness (new responsibility)	741
Projected increase in Levies (Fire and Port Health)	56
Reduction in increase required for Council Tax Support Scheme (updated assessment)	-300
Inclusion of Service Pressures in table 1(a)	4,244
Loss of specific grant – Ethnic Minority (Education)	870
Other minor consequential estimate refinements	-2
Cumulative revised target	28,456

Inflation

- 4.7 The 2017/18 revenue Budget provided a corporate provision of £1m for inflation, which was specifically to cover the cost of the Apprenticeship Levy.

Given current UK inflationary levels and forecasts to come through the year there is a strong case for increasing the corporate (General) provision for inflation in 2018/19. Mainly to cover the increase of costs associated with contracts, £1m will be provided in the corporate provision.

It is the case, however, that the Council is likely to experience significant cost pressures in specific areas as detailed in Table 2 below and these have already been provided for as follows.

Table 2 – Potential Service inflationary and cost pressures:

	£'000
Increased contract costs due to rises in inflation	1,000
Increased contract costs due to rise in National Minimum Wage levels (already in services)	1,000
Increased costs due to rise in National Minimum Wage levels (own pay bill) (already in services)	700

In the November 2015 Autumn Statement, the Chancellor first announced significant increases in the National Minimum wage to be introduced over the next three financial years. Whilst the actual increases will vary year to year there will be continued pressures. This will affect direct employee costs incurred by this Council during 2018/19, and it is highly probable that this will impact directly on wage costs of external contractors particularly in respect of contracted services within Social Services.

Irrespective of increases in minimum wage, there is likely to be pressure from contracted areas in both Social Services and Transport Services for elements of cost increases. These will need to be funded from the corporate inflation provision on a case by case basis as the need arises.

The cap on public sector pay awards has loosened somewhat this year, with increases approved for firefighters and teachers that are higher than the previous 1% cap. Indeed, the initial offer made by the National Employers on behalf of the main local government pay sector is worth (on average) around 2.5%. This increase for 2018/19 has now been fully built into, and adds to, revenue budget pressures.

The Apprenticeship Levy is still held centrally on the general provision for inflation line as it is currently a cost that is in effect a corporate tax. This makes the total provision for inflation £2m, although half of this has to be considered already fully committed for that levy.

As in previous years, and as detailed below, it is assumed that any provision for increases in School pay budgets will be met directly from Schools' delegated budgets.

Schools Prioritisation

- 4.8 It remains the case that the forward financial plans for the Council will continue to show year on year savings requirements which are likely to be significant and sustained. Given the scale of savings required, it is inevitable that it will be impossible to exempt schools' budgets fully from longer term real terms cuts.
- 4.9 Reductions can be viewed in two ways:
- Cash reductions in levels of funding provided to Schools
 - Real terms reduction in Schools funding, taking into account known spending needs.
- 4.10 For 2018/19 there is no longer any Ministerial funding commitment to schools. Although the Cabinet Secretary for Finance has notionally prioritised funding for the school element of the settlement, the fact is that there is no additional cash for this. However it is intended to provide funding for various service pressures as a local priority for Cabinet.

The net result of these proposals is an increase in the underlying base budget cash settlement to Schools of some £2.2m (1.5%) for 2018/19, which is a

much better position than the 0.6% increase in this Council's funding from Welsh Government.

This year the headline figure across Wales in respect of Pupil Deprivation Grant remains the same as for 2017/18, if allocated across authorities on the same basis then this will mean no change to Swansea Schools.

Education Improvement Grant is forecast to decrease by 11.4% across Wales, which could have a more significant impact on Swansea Schools and wider education provision (a possible reduction of £1.1m)

- 4.11 Table 3 below sets out the effective impact of the core funding increase against expected funding pressures for Schools.

Table 3 – Impact on Schools delegated budgets

Item	£'000
<i>Cash position</i>	
Net core delegated base budget 2017/18	143,608
Increase for Pay Award - all staff (2%)	2,600
Increased Pension costs re non-teaching school based staff	300
Increased demographics pressures	1,000
Non-funding of cost increases	-2,698
Recognition of pressures faced by schools	1,000
Core delegated base budget 2018/19	145,810
	+1.5%

i.e. The above cash increase assumes that Schools will help meet the additional costs of teachers pay awards and pension increases for 2018/19.

The base increase in core delegated budget would therefore be 1.5%.

In recognition of not being able to fund all pressures, and the challenging position thus still facing schools, in line with the proposals set out in the 14th December cabinet report, schools are additionally able to specifically access up to £1.3m, in 2018-19, from the contingency fund and restructure reserve. Total schools additional new support for 2018-19 will therefore be £3.5m, albeit £1.3m of that is on a one off basis.

Further delegated funding increases for Specialist Teaching Facilities and Additional Learning Needs one-to-one for 2018/19, and other specific grant changes, means that the total amount available to school governing bodies and head teachers to decide to spend locally and flexibly has significantly increased further from the 2017/18 original budget. The total gross school cost centre budgets set out in Appendix H have increased by more than £3.9m for 2018/19 or 2.7% in respect of changes within the control of this authority.

It remains the case, however, that substantial elements of Schools Funding (c£17m) are now being delivered via specific Grant (Pupil Deprivation Grant and Education Improvement Grant (now including Foundation Phase grant)) which results in a substantial annual risk to overall School's funding which is not in the control of this Council.

As a result of the advised Welsh Government allocation of the Post 16 Education Grant for 2018/19, a reduction of nearly 10% for this authority, schools funding will now have to absorb a reduction of £501k, meaning overall the schools gross increase is proposed at £3.405m, an increase of 2.4%.

Social Care protection

- 4.12 Similarly to Schools, the Welsh Government overall Revenue Settlement for 2018/19 included a notional prioritisation of funding for social care. In reality there is no significant additional funding specifically for social care as the overall settlement whilst increased, does not even begin to address inflationary pressures, let alone service specific pressures.

Overall the cash budget proposed for social services increases by around 2.5% or £2.7m, including money allocated for the increase in capital limits for social care.

Capital Financing Charges

- 4.13 There is a base line increase of a net £1,500,000 compared to the 2017/18 approved budget reflecting both additional unsupported borrowing and the potential requirement to externalise elements of that borrowing during 2018/19 dependent on expected movements in borrowing rates.

As at 1st April 2015, and to date, a significant element of the Capital Financing requirement has been met by the allocation of internal funds (internal borrowing). This is highly dependent on cash-flows of the Council and it is anticipated that, during 2018/19, as has happened in 2017/18, there may be a further need to externally borrow to replace elements of current internal borrowing.

Whether or not that need arises, I am mindful that we continue to enjoy historically low rates of interest on borrowing, and that a decision may be required to externalise further elements of current internal borrowing should there be a predicted and marked increase in forecast rates in order to best serve the Council's interests in the medium to long term.

Furthermore the authority has a potential range of ambitious and challenging investment plans and opportunities in the shape of 21st Century Schools Band B programme, the City Region Deal, City Centre redevelopment, and new housing plans, which are set out in the report on Capital elsewhere on this agenda.

Whilst this has no immediate impact on 2018-19, there is a longer term requirement to anticipate additional capital financing costs peaking at around £14m per annum extra (in 2025/26).

Fire Authority Levy

- 4.14 Since the 14th December 2017 Cabinet report we have been notified of a proposed increase in the Fire Authority Levy of £0.356m (2.9%). We will need to await final notification, which will include changes expected due to the relative allocation across each levied Authority.

Pay & Grading Settlement

- 4.15 A single pay and grading structure was introduced across the Authority with effect from 1st April 2014.

The introduction of this scheme is a positive achievement and in future years will add certainty to pay estimates. The Council has made considerable progress in terms of completing the Appeals process arising out of implementation and in making payments of back pay to those who gained under the new scheme and/or were successful in the appeals process.

The current budget proposals do not set aside any additional sum in respect of pay and grading based on the substantially complete progress that the Council has made to settle all outstanding liabilities.

In line with previous reports, the budget proposals for 2018/19 allow for £2.7m of increased employee costs for 2018/19 in relation to incremental increases for those staff who were originally assimilated to the bottom of their pay scale on implementation of the pay and grading scheme. This will be the final year of increases for incremental progression to be funded corporately.

Council Tax Reduction Scheme

- 4.16 The Authority received a baseline adjustment to its Revenue Support Grant of £18.883m for 2014/15 which has been notionally included as part of all future settlements. The effect of this is that any future increases in Council tax levels would have to be discounted by any potential increases in Council Tax Support costs. Where appropriate the yield will also have to take account of any increase in Council Tax Support Costs arising from increases in the Council Tax applied by the South Wales Police Commissioner.

The effects of funding additional Council tax support have been taken into account when calculating the funding in respect of the overall budget shortfall highlighted in table 1(a) in paragraph 4.5 of this report in the sum of £1.0m.

5. Specific Savings Proposals: Update

- 5.1 In determining its budget proposals, the Authority has embarked on a specific long-term strategy – ‘*Sustainable Swansea: Fit for the Future*’ - as a means of setting Council priorities, transforming services and addressing current and future deficits.

Details of that strategy, including the budget principles that the Authority has adopted together with a description of the key elements that underpin the service savings proposals, was presented and approved by Council on 22 October 2013 and subsequently reviewed by Cabinet on 16th July 2015.

- 5.2 The strategy as adopted underpinned the decision taken at the Council’s Cabinet on 14th December 2017 to recommend specific savings proposals totalling £17.002m in 2018/19 for consultation. Cabinet now needs to consider whether or not to make any changes to these proposals in light of the outcome of the consultation.
- 5.3 The overall savings proposals, totalling some £17.002m as summarised below include specific service savings, cross cutting items, invest to save items and a reduction in the contingency budget. These are detailed in Appendix D.

Table 4 – Summary of Savings proposals (as at 14th December 2017)

Savings	2018/19 £’000
Specific service savings as submitted for budget consultation	10,252
Cross cutting savings as submitted for budget consultation	1,055
Invest to save savings as submitted for budget consultation	4,295
Reduction to the contingency fund	1,400
Total (as detailed in Appendix D)	17,002

- 5.4 As with previous years, the Corporate Management Team will ensure that the Sustainable Swansea crosscutting savings targets are allocated to specific Heads of Service and cost centres for delivery during the course of 2018/19.
- 5.5 Details around the currently assumed proposals for Council Tax levels are shown in section 9 of this report.

- 5.6 Details around use of the Council's Reserves, contingency and inflation provisions are shown in section 8 of this report.

6. Outcome of Budget Consultation Process

Budget consultation Results

- 6.1 The annual budget consultation ran from 14th December 2017 to 2nd February 2018. The consultation included a public survey available online and in hard-copy in council venues. We also undertook targeted consultation activity around the Social Services charging proposals, letters were sent to those affected and support offered within services from staff. Overall we received 1158 responses to the survey. We also held a children and young people's Big Conversation event attended by 80 pupils. A full summary of consultation results can be found in Appendix E. The consultation on social services charging was included within the separate report to Cabinet.
- 6.2 The EIA process has been running continually through the budget process. The EIA report is attached as Appendix F. Cabinet will be kept updated on any potential issues that may arise as part of the budget implementation process. We will continue to publish each EIA report with the relevant corporate report at: <http://www.swansea.gov.uk/eia>
- 6.3 Cabinet and Council will need to consider the response to consultation and the EIA report and demonstrate how we are taking account of the feedback. This is particularly the case, of course, if we are minded to proceed with any proposals where there is a significant majority of those responding opposed to this, bearing in mind that consultation feedback is just one of the factors that we need to consider when making difficult budget choices

Main Results from the survey:

- 6.4 The survey provided the opportunity for people to have their say on:
- Future funding of services
 - Funding approach to Education
 - Specific budget proposals

Future funding of services

- 57% Would you be prepared to pay more for some services rather than lose them?
- 78% Would you prefer for the Council to deliver services in a different way rather than lose them?

Education

- 71% agree with our approach to the funding of education

Specific proposals

- 6.5 The majority of proposals were supported by respondents. Areas which received the highest levels of objection and agreement are outlined below:

Agree

- **93% agree** – Commercialise the use of the arts wing in the Grand Theatre
- **89% agree** - Introduce targeted free parking offers on certain days during the year in non-city centre car parks
- **88% agree** - Maximise the use of the Park of Rides sites e.g. offering private companies staff parking, introducing seasonal parking tickets, introducing annual parking permits
- **87% agree** - Retention of the recently trialled rapid response fly tipping team.
- **87% agree** - Review all existing and new care packages in line with the new requirements of the Social Services and Well-being Act

Disagree

- **53% disagree** - Reducing the learning and outreach programme for galleries and museums
- **49% disagree** - Provide a more suitable outreach programs for youth clubs by removing our Satellite youth club provision
- **49% disagree** - An increase to Council car park charges. Increase between 5p and 30p depending on car park and length of stay

Other Correspondence

We received a letter on behalf of the members at Bishop Gore School in objection to the proposal to charge staff to park on school grounds during working hours. A copy of the letter can be found within the Budget Consultation Results report attached as Appendix E

Children and young people event: The Big Conversation

- 6.6 The Big Budget Conversation was the 5th annual consultation with children and young people on the Swansea Council budget proposals. The event gave 80 pupils from 12 secondary schools across Swansea an opportunity to consider a number of budget proposals that Swansea Council have to make in order to meet the required savings target. The full outcome of the Big Conversation can be found within summary of consultation results
- 6.7 The Council recognises every child's right to be heard in decisions that affect them, and to ensure a quality experience for children and young people.

The event gave young people a chance to have their say on:

- Future Generations Act
- Views on the Council and its budget
- Specific Budget Proposals

The consultation was aligned to the corporate public budget consultation, attendees were given the opportunity to comment on a maximum of 6 proposals, therefore the number of responses received per proposal differs.

Specific Proposals

6.10 Agree

- Keep the Rapid Response Fly Tipping Team (25 responses – 23 agree, 2 disagree)
- Reduce the number of flower beds – (24 responses – 21 agree, 3 disagree)
- Swansea Council should make changes to its car parking system to save and raise money – (35 responses – 33 agree, 2 disagree)
- Review all care packages to make sure they are in line with the Social Services and Well-being Act – (22 responses – 22 agree, 0 disagree)
- Introduce a pre-paid card system so people can use direct payments to pay for their care – (20 responses, 14 agree, 3 no opinion, 3 disagree)

Disagree

- School meal price increase (25 responses – 1 agree, 24 disagree)
- Reduce box office hours and brochure only available digitally – (15 responses – 1 agree, 14 disagree)
- Close the Grand Theatre in August – (27 responses – 9 agree, 18 disagree)
- Reduce the learning and outreach programs for galleries and museums – (21 responses – 2 agree, 19 disagree)
- Removal of satellite youth club provision – (15 responses – 6 agree, 9 disagree)
- Remove funding for Enterprise Officers – (24 responses - 1 agree, 23 disagree)

Schools Budget Forum

- 6.11 The views of the Schools Budget Forum have been received and need to be taken into account by Cabinet and Council before the budget is finalised. See letter at Appendix G.

Summary

- 6.12 Finally, Cabinet is asked to note that, as part of the budget consultation process:
- An account of the consultation responses will be placed on the Council's website
 - The detailed consultation responses have been sent to the relevant Head of Service to:
 - Reply to any particular responders as appropriate, for example, community groups, Assembly Members
 - Where appropriate, build the comments into the implementation of the proposals, subject to these being agreed by Council.
- 6.13 Cabinet is requested to consider the outcome of consultation and to agree whether or not to make any change to the savings proposals in Appendix D.

- 6.14 As previously agreed, engagement on the delivery of the objectives in *Sustainable Swansea, fit for the future* will continue during 2018.

Changes proposed to the budget in this report

- 6.15 As a result of the public consultation Cabinet will need to consider whether it is minded to make any further recommendations to Council on its final proposals for the 2018/19 budget.

7. Staffing Implications

Background

- 7.1 The Cabinet Report of 14th December 2017 set out the latest estimate (**work on this is continuing and the number is likely to change**) of the impact of the current proposals on total staffing numbers for 2018/19 as set out in **Table 6** (shown as Full Time Equivalent (FTEs))

Table 6 – Impact of Savings Proposals on FTEs 2018/19

Service Saving Proposals	FTEs
Resources	17
Place	20
People	11
Total	48

- 7.2 The Council is committed to continue to work closely with Trade Unions to minimise the number of compulsory redundancies.
- 7.3 The S188 Letter was sent out on 14th December 2017 and consultation with Trade Unions ran until 1st February 2018.
- 7.4 Eight meetings have taken place with the Trade Unions since the S188 was issued; with further meetings scheduled as and when required.
- 7.5 It should be noted that consultation will be undertaken on a rolling basis outside the normal budget cycle, as the outcomes from commissioning and other reviews are presented to Cabinet. Consequently, in some Service Areas, it was not possible at the time of the formal meetings with the Trade Unions to give details of the precise impact on staff and the figures quoted were, therefore, overall estimates. Future meetings with Trade Unions will be used to provide more detail when this becomes available as future options are agreed.
- 7.6 It should also be noted that in view of the fact that the Resources Directorate has to make a further £3m of in year savings, fresh consultation commenced with the Trade Unions and Staff on 22nd January 2018, with further meetings scheduled during the 45 day period, i.e. until 8th March 2018. This has

resulted in a total of 61 posts being at risk. However, due to work undertaken by management in utilising vacant posts, bumped redundancies and approving further ER/VRs, this number as at 22nd January had reduced to 26.

- 7.7 A reduction in posts in 2018/2019 will be unavoidable, given that the Council spends over 40% of its overall budget on employees (significantly more in some Service Areas).
- 7.8 As achieved and evidenced in previous years, and continuing the Council's current policy, every effort will be made to minimise compulsory redundancies. Management action includes:
- *Tight management of vacancies so that we manage the deletion of posts via natural wastage over time*
 - *The use of fixed term appointments where a post needs to be covered*
 - *Stopping the use of agency staff unless a clear business case can be made*
 - *Redeployment and retraining wherever possible*
 - *Further encouragement of staff to consider ER/VR options, including bumped redundancies and a time limited enhanced ER/VR offer*
 - *Encouraging staff to work flexibly e.g. reduce hours or job share*
 - *Flexible retirement*
 - *Redeployment Open Days for staff*
 - *Enhanced redundancy payment (maximum of 45 weeks). This currently applies to applications approved before 31st March 2018 and with end dates up to 30th June 2018.*
- 7.9 The groups of staff likely to be most at risk (no options can be ruled out at this stage) are those affected by service savings, those in management/supervisory posts and those employed in business support functions.

Issues

- 7.10 The Trade Unions have raised some concerns in relation to the level of information provided to them, and the timing of the proposals, which includes the service savings proposals for each service area, which includes details of where the posts at risk are.

Unison have now submitted a formal response to the budget proposals.

Based on current information it is anticipated that there will be some changes to the staffing figures as a result of:

- ERVR applications
- Not filling vacant posts
- Flexible Working requests, i.e. reduced hours
- Flexible Retirement
- Redeployment
- Bumped redundancies

These figures will be updated on an ongoing basis.

HR are constantly working with redeployees to secure them alternative positions. Employees at risk, i.e. those who have not been served notice, can also be considered for redeployment.

In addition, all posts are placed on the list of posts for employees at risk in the first instance. Director approval is required in order for the posts to be advertised either on the Vacancy Bulletin or externally.

Consultation Period and Notice Periods

- 7.11 The formal staff consultation period ended on 1st February 2018; although consultation meetings with the Trade Unions will continue as and when necessary.

Assuming that Council approves the budget, it will be after this date that the workforce implications of the budget can be implemented.

After any redundancy selection process has been completed, displaced staff will then be served with their contractual notice which could range from a 4 week period up to 12 weeks, which depends on the employee's length of service.

The formal staff consultation period of the Resources Directorate will end on 8th March 2018 and therefore no redundancy notices will be served before this date.

8. Reserves and Contingency Fund Requirement

Background

- 8.1 It is a requirement of the Local Government Finance Act 1992 that authorities have regard to the level of reserves when calculating their Budget Requirement. Whilst there is no prescribed statutory minimum level of reserves, account should be taken of the strategic, operational and financial risks facing the Council.
- 8.2 In assessing the adequacy of reserves account needs to be taken of the following general factors:
- treatment of inflation and interest rates
 - level and timing of capital receipts
 - treatment of demand led pressures
 - expected performance against challenging budget requirements
 - treatment of planned efficiency savings / productivity gains
 - financial risks inherent in major capital developments and funding
 - the availability of reserves, government grants and other funds
 - general financial climate to which the authority is subject

In addition, whilst the Council is making some progress towards rebalancing the budget for 2017/18 and beyond, there remains potential volatility until March 2018, but a draw from General Reserves at year end is considered inevitable. Any consideration on use of reserves to fund the 2018/19 Revenue Budget is dependent on the level of confidence in predicting 2017/18 Revenue Outturn and the overall draw from those reserves. At present it remains the case therefore that there should be ordinarily be no planned use of general reserves for future budgets (but see below re late notice of loss of specific grants).

Setting the level of reserves is just one of several related decisions in the formulation of the Medium Term Financial Strategy i.e. it is more than a short term decision.

8.3 In considering reserve levels Members should have specific regard to:-

- The report of the Section 151 Officer to Council on 26th October 2017 'Review of Revenue Reserves'
- The guidance issued by Welsh Government and circulated to all Members advising on methods that might be employed when reviewing the overall reserves of the Council.

General Reserves

8.4 The General Reserve amounted to £12.360m at 1st April 2017.

8.5 The Revenue Budget for 2017/18 approved by Council on 23rd February 2017 assumed no transfer from General Reserves to support the budget. Any final determination on the use of reserves will depend on the outturn position for 2017/18, however as referred to in paragraph 2.6 it is now assumed to be likely that approximately £3.4m will be required to be taken from the General Reserve to fund the forecast overspend in 2017/18.

8.6 At this point in time, given the substantial uncertainty around specific grant losses, it is proposed to transfer £1m of the General Fund Balance to support the 2018/19 Revenue Budget. If those grant losses are rectified by Welsh Government then the draw from the General Fund balance should not proceed.

Therefore the level of General Fund balances estimated at 31st March 2019 would be £8.000m. This is considered the absolute minimum level acceptable given the relative size and scale of the Council's operations and revenue budget and is only proposed because of the impact otherwise of large scale, especially education, specific grant losses.

Contingency Fund

- 8.7 The 3rd quarter financial monitoring report detailed several forecast uses of the Contingency Fund in 2017/18. At this time, it is anticipated that the £5.4m budgeted contribution in 2017/18 will be fully expended and/or used to fund the Council's final outturn position. Given the overall position as forecast in the 3rd quarter budget monitoring report for 2017/18 considered elsewhere on this agenda, the forecast Fund balance as at 31st March 2018 is nil.
- 8.8 In assessing the value of the Contingency Fund requirement in 2018/19, the following potential requirements are relevant:
- (a) The risks and issues detailed in Section 11 below.
 - (b) The need to provide a potential source of finance for the ER/VR scheme (given it is extended until 30 June 2018), together with the need to fund any redundancy costs arising from service reorganisation bearing in mind the Council has now retained only limited Earmarked Reserves for this purpose.
 - (c) The poor outlook for Public Finances as set out in the Cabinet report on 14th December and summarised in the MTFP report elsewhere on the agenda.
 - (d) The expectation that any emerging additional inflationary pressures beyond the large already budgeted items (National Living Wage, pay awards) will be a call on the fund in year.
- 8.9 Bearing the above in mind, together with the proposals in respect of funding current year service pressures within the 2018/19 base budget, which continues to maintain reduced levels of risk, it is recommended that the contribution to the Contingency Fund in respect of 2018/19 is reduced to between £3.5m and 4m, depending upon any budget decisions Cabinet is minded to recommend. Again this is considered the absolute minimum range necessary to be maintained in light of the likely costs of the ERVR scheme until 30 June 2018.

Earmarked Reserves

- 8.10 The Council retains earmarked reserves for specific purposes. The reasons for holding these reserves are documented and are subject to ongoing review and scrutiny. The forecast transfers to and from reserves are summarised in Appendix C.

On 26th October 2017 Council received and approved a report detailing a formal review and re-allocation of Earmarked Revenue Reserves of the Council.

- 8.11 The Revenue Budget for 2017/18 approved by Council on 23rd February 2017 included budget provision for two separate transfers to reserves as follows:-

- £1.0m to fund a contribution to the restructuring reserve specifically in respect of the national WCCIS IT solution (Welsh Community Care Information System).
- £0.95m to mitigate any loss of specific grants that could have detrimental effects on service targets.

Allocations have already been made from this latter budget provision, especially in relation to waste grant reductions in 2017-18.

- 8.12 It is clear from analysis of specific grant approvals so far received in respect of 2018/19 that the Council is likely to face a significant reduction across a number of services in terms of specific grants.

Past experience has shown that whilst it is extant Council policy that any reduction in specific grant should be met from an equal reduction in service expenditure, there is often a lag between loss of grant and reduction in costs/change in service levels.

It is also clear that in respect of some specific grants (e.g. waste grant) that any reduction in associated expenditure may have a detrimental effect in meeting service targets with a consequential increase in future financial penalties.

It is therefore proposed that the remaining reserve contribution of £0.3m is transferred to Place budgets to mitigate the effect of the continuing further loss of waste grant.

In addition, whilst not explicitly budgeted for on the face of the revenue account, there is an underlying planning assumption that £3m of the Restructuring Costs Reserve provisionally be committed towards meeting part of the cost of actual staffing reductions as they fall due in 2018/19 as part of the evolving reviews of senior staffing, business support, stopping lower priority services and the wider commissioning reviews.

Review of Insurance Fund

- 8.13 A further review was completed of the sums set aside to provide for future claims which are not known or only partly known at this time. Such claims can be very significant and can relate to past periods going back many years.
- 8.14 In the light of that assessment £700k was released for the three years starting with 2017/18 and was already reflected in the budget proposals previously considered by Cabinet in December 2016.
- 8.15 Furthermore, the Section 151 Officer is confident that this can be supported for an additional two years, so will now end in 2021/22.

Adequacy of Reserves

- 8.16 Whilst the proposed use of Earmarked Reserves in 2018/19 funds some recurring expenditure, taking into account the level of General and Earmarked Reserves which would be available should there be an overriding financial requirement, and the arrangements in place to monitor and manage financial risk in 2018/19 and future years, I am satisfied that the proposed management of reserves in 2018/19 will result in a forecast level of General Reserves, Earmarked Reserves and Provisions which is just adequate, subject to the potential financial implications of the risks described in Section 11 below and the final budget proposals recommended by Cabinet to Council.
- 8.17 Given the considerable risks and uncertainties facing the Council in 2018/19 and future years, it remains my advice as the officer designated with responsibility for the overall finances of the Council that the above represents reasonable prudent financial management having due regard to service pressures and funding constraints.

9. Budget Requirement and Council Tax 2018/19

- 9.1 The Council's recommended requirement is set out in Appendix A. The City and County of Swansea Requirement of £433.216m will be financed partly by Revenue Support Grant of £239.946m and National Non-Domestic Rates of £79.141m.

Based on the report to Cabinet on 14th December 2017, and in line with assumptions contained in the Medium Term Financial Plan for 2018/19 approved at Council on 23rd February 2017, a Council Tax rise of 5.0% would generate an additional sum of £6.033m, a band 'D' charge of £1,268.64.

- 9.2 Including Community Councils, the total requirement, after taking account of proposals in respect of reserve transfers and currently assumed savings, is £434.619m.
- 9.3 The above proposals are based on an indicative Council Tax rise of 5.0% which is within the range of planning assumptions of the Medium Term Financial Plan.

10. Summary of Funding 2018/19

- 10.1 The implications of sections 4, 5, 6, 7 and 8 above, together with the assumed 5% rise in Council Tax identified in Section 9 above, results in a forecast additional funding of £28.928m in 2018/19 as detailed in Table 7 below.

Table 7 – Budget Proposals 2018/19

	£'000
Savings identified per Section 5.3 above	17,002
Exclusion of Schools pressures to be funded by schools	2,698
Reserve changes (further reduction to contingency fund, restructure reserve and specific grants reserve)	2,195
Draw from General Fund	1,000
Net effect of Council tax base increase and proposed charges	6,033
<hr/>	
Overall resourcing	28,928

- 10.2 Cabinet is asked to consider whether, as a result of the consultation exercise, it wishes to make any further changes to the budget savings proposals for 2018/19 and, if so, any other consequential changes that may need to be addressed. The higher than expected increase in AEF should be seen as an opportunity to increase investment in the Council's priorities and preventative action in particular, not to slow down the pace of change or the level of required savings.

11. Assessment of Risks and Uncertainties

- 11.1 As in previous years, there are a number of potential costs which have been considered in the context of the budget proposals. In particular, the following items:

(a) Implications of specific 2017/18 overspends

The 3rd quarter financial monitoring report discussed at the Cabinet meeting on 8th February highlighted a number of service overspends. It is anticipated that remedial action already in place will serve to mitigate some of the overspends identified. Where this is not the case, then adjustment via the Contingency Fund will have to be made for any items that are seen to re-occur.

(b) Unavoidable Spending Requirements

All services will need to meet a range of additional / new pressures in 2018/19. These include the implications of new legislation; demographic changes; final completion of the single status appeals process; and other requirements. Whilst reasonable provision has been made for these costs, there is a risk that some items will result in overspends. In particular it is assumed that whilst the cost of pay protection arising out of single status implementation can be funded centrally, any additional costs that will have arisen as a result of the appeals process will have to be met from within specific existing Directorate budgets.

(c) Savings

It is essential in terms of the financial challenges facing the Council beyond 2018/19 that further savings proposals are continuously developed as part of the *Sustainable Swansea* programme and implemented over and above those proposed within this budget. This will be a continuation of plans already underway and specifically include existing and the next waves of commissioning reviews and a further particular focus on more cross cutting themes.

The 2018/19 budget includes significant and extensive savings targets which must be fully achieved. It is a requirement of the Council's financial procedure rules that Responsible Officers are required to manage expenditure within approved budgets of the Council and to that extent it is essential, should specific proposed budget savings be delayed or postponed, alternative savings are achieved in year to meet approved Directorate Budgets.

Given the nature and scale of the savings challenge during 2018/19, there will be continued and enhanced monitoring and tracking of progress in achieving budget savings which will be reported to Corporate Management Team, Financial Strategy and Transformation Group and Cabinet.

As noted above, further proposals will be brought to Cabinet during the year as necessary.

(d) Inflation

Where there have been specific announcements around minimum wage increases an estimate has been included around the potential additional costs that may fall to the Council from external contractors. In addition £1.0m has been provided for potential inflationary increases in areas where there is a significant element of contracted out services.

(e) Care Home Fees

Budget provision has been made for the 2017 contract settlement with care home providers. However, it is likely that fees will need to be further monitored given that the Council has to undertake an annual review of payments to care home providers which must be robust and evidenced – see specific provision for inflation above.

(f) Specific Grants

A number of specific grants are yet to be announced. In the event that the level of specific grants awarded for 2018/19 is less than that for 2017/18, which is highly likely based on limited announcements made so far, it is essential that Directorates take action to manage such reductions within the proposed spending limits – i.e. there is no ongoing corporate provision for meeting such shortfalls. There is a clear expectation that expenditure will be cut to match the level of grant. Recent experience suggests that there may be

substantial in-year reductions to grant funding streams that will require urgent and concerted action in terms of mitigation.

It is, however, acknowledged based on past experience that where specific grants are reduced there may be a time lag between reduction in funding and the Council's ability to reduce costs. It is equally clear that in some areas currently funded by specific grant the Council will, for operational or service reasons, wish to maintain expenditure.

The proposals on earmarked reserves detailed in Section 8.12 of this report propose transferring the remaining balance for loss of grants to Place to replace the loss of the waste grant, this means that any future bids for funding to cover loss of specific grants will have to be made against the already significantly reduced contingency fund.

The assumption in the budget for the Ethnic Minority Achievement Unit (EMAU) is that, following recent Welsh Government indications, there will be some form of a specific grant in 2018/19, however there have been no further substantive offer details released as yet. The budget is set on the assumption that the grant will continue in some form for 2018/19 only and predominantly fund the total cost of the service. Any shortfall in funding will be a further drain on the, as aforementioned, significantly reduced contingency fund, and inevitably be a further base budget strain beyond 2018/19, if the specific funding were to then end.

In addition minor changes have now been funded by this Council from its limited budgets to ensure that where specific grants and funding relating to educating Gypsy Traveller Children and provision of school uniform grants would have otherwise ceased, these services remain in place, at least for 2018/19.

To facilitate maintaining these three areas previously funded by education grants, given the lateness of notice, it is proposed to draw £1m from the General Fund Reserve and seek to continue dialogue with the Welsh Government to urgently reverse these proposals.

In respect of the significant Post 16 Education grant reduction of £541k by the Welsh government, the budget is set on the assumption that schools will have to fully absorb their share of this grant loss (£501k). Given the size of the reduction and the late timing of the announcement this has high risk attached to it.

(g) Equal Pay Back Payments

The bulk of equal pay claims both in number and value have now been settled. However, legislation is such that further claims cannot be precluded although the introduction of the compliant pay and grading structure from 1st April 2014 will significantly lessen risk in this area over time.

(h) Implementation of Single Status

Whilst the Council implemented a compliant pay and grading structure from 1st April 2014, there has been a significant number of appeals against grades awarded. Where these appeals have been successful, it will lead to additional costs over and above the grade initially allocated including incremental costs over a period of up to five years, of which 2018/19 represents last year.

(i) Council Tax Reduction Scheme

Provision has been made for the estimated costs which are now linked directly to any proposed increases in Council Tax Levels.

(j) Capital Financing Charges

There is a risk that the funding ask (in respect especially of additional unsupported borrowing) highlighted in the Capital Budget report elsewhere on the agenda will result in additional charges over and above the agreed budget provision.

The Report on the Capital Programme for 2017/18 – 2023/24 elsewhere on this agenda highlights specific actions that need to be taken to mitigate against future increases in revenue costs linked to increases in unsupported borrowing and further externalisation of current debt.

In additional mitigation it is intended in 2018/19 to formally review at Council the policy with respect to the Minimum Revenue Provision. This has the potential to reduce capital financing charges in the short to medium term, albeit at the expense of increases in the longer term. Careful consideration will need to be given to the optimum balance to be struck having due regard to affordability, timing, future capital grant flows, future income streams and our obligations to have full and due regard to the Wellbeing of Future Generations.

- 11.2 Whilst reasonable assumptions have been made in relation to each of the above risks it is impossible to be certain that adequate funding will be available for every item. This re-enforces the need to have adequate reserves and balances available to meet any unexpected costs or shortfalls.
- 11.3 The above risks are both substantial and potentially significant in value. Therefore during 2018/19 specific actions are being put in place which will involve:-
- Monthly monitoring of specific savings targets against an agreed implementation timetable in order to identify any slippage and appropriate and equivalent compensating budget savings.
 - Ensuring compliance with the Council's Financial Procedure Rules which require Responsible Officers to manage budgets within the limits set by Council.

- The impact of any changes to specific grant funding streams.

12 Equality Impact Assessment (EIA)

- 12.1 Budget proposals continue to be subject to the Council's Equality Impact Assessment (EIA) process. Appendix F contains the Equality Impact Assessment (EIA) Statement for the Budget. The focus continues to be on mitigation of impact on the community.
- 12.2 Due to both the nature of the proposals being considered and the regulatory framework around EIAs, many now take a number of months to reach a conclusion. The budget planning process operates over a 3-year period, with many proposals being considered, designed and altered prior to implementation over this time period.
- 12.3 Officers are always advised to undertake the initial screening as early as they can, with (if required) a full EIA report then opened as soon as possible. This is then completed as proposals are worked through and means that we are now working on budget EIAs throughout the year. As a result, the assessment of impact is not a one-off exercise – it is a continuing process.
- 12.4 To ensure ongoing rigorous process, the following elements are of note:
- Where officers have concerns and/or queries, meetings are held with the Access to Services Team to look at both the proposal and the EIA
 - EIA reports are often added to over a period of time, e.g. following consultation and engagement activities, following changes to the detail of proposals
 - Quality assurance is carried out by officers with expertise in the areas of equality, Welsh language, poverty and the UNCRC
 - Where a proposal has potential adverse impacts that cannot be mitigated, the EIA is referred to senior managers for attention and consideration.
- 12.5 In addition, with a number of both commissioning and other reviews underway across the organisation, the total or overall impact of the proposed budget is difficult to fully assess at any point of implementation, particularly with the EIA process being a continuing feature as proposals are further developed. Therefore we will continue to publish each EIA report with the relevant corporate report at:
- <http://www.swansea.gov.uk/eia>

13. The Medium Term Financial Plan (MTFP) 2019/20 – 2021/22

- 13.1 Many of the issues identified in this report have implications for future years. The MTFP report elsewhere on the agenda includes an assessment of likely shortfalls in future years and outline proposals for achieving savings.

14. Legal Implications

- 14.1 The Authority is under a duty to make arrangements for the proper administration of its financial affairs. Failure to do so will be a breach of that duty.

Background Papers: None.

Appendices:

Appendix 'A' Revenue Budget summary 2018/19
Appendix 'B' Net Directorate budget proposals
Appendix 'C' Earmarked Reserves
Appendix 'D' Specific savings proposals
Appendix 'E' Summary of consultation responses
Appendix 'F' Equality Impact Assessment Statement
Appendix 'G' Response of the Schools' Budget Forum
Appendix 'H' Directorate Budgets

	APPENDIX A	
REVENUE BUDGET SUMMARY 2018/19		
<i>DIRECTORATE</i>	REBASED	ORIGINAL
	BUDGET	BUDGET
	2017/18	2018/19
	£'000	£'000
RESOURCES	43,733	41,906
PEOPLE - POVERTY AND PREVENTION	6,282	6,378
PEOPLE - SOCIAL SERVICES	108,376	111,075
PEOPLE - EDUCATION	20,508	20,799
PEOPLE - EDUCATION - DELEGATED TO SCHOOLS	143,608	147,013
PLACE	55,134	56,605
<i>NET DIRECTORATE EXPENDITURE</i>	377,641	383,776
SPECIFIC PROVISION FOR INFLATION / APPRENTICESHIP LEVY	1,000	2,000
<i>OTHER ITEMS</i>		
LEVIES		
SWANSEA BAY PORT HEALTH AUTHORITY	84	86
CONTRIBUTIONS		
MID & WEST WALES COMBINED FIRE AUTHORITY	12,275	12,631
<i>CAPITAL FINANCING CHARGES</i>		
PRINCIPAL REPAYMENTS	15,316	16,066
NET INTEREST CHARGES	15,893	16,643
<i>NET REVENUE EXPENDITURE</i>	422,209	431,202
<i>MOVEMENT IN RESERVES</i>		
GENERAL RESERVES	0	-1,000
EARMARKED RESERVES	2,260	2,614
<i>TOTAL BUDGET REQUIREMENT</i>	424,469	432,816
DISCRETIONARY RATE RELIEF	400	400
<i>TOTAL CITY AND COUNTY OF SWANSEA REQUIREMENT</i>	424,869	433,216
COMMUNITY COUNCIL PRECEPTS	965	1,403
<i>TOTAL REQUIREMENT</i>	425,834	434,619
<i>FINANCING OF TOTAL REQUIREMENT</i>		
REVENUE SUPPORT GRANT	237,242	239,946
NATIONAL NON-DOMESTIC RATES	79,531	79,141
COUNCIL TAX - CITY AND COUNTY OF SWANSEA	108,096	114,129
COUNCIL TAX - COMMUNITY COUNCILS	965	1,403
<i>TOTAL FINANCING</i>	425,834	434,619
<i>COUNCIL TAX BASE for the City and County of Swansea</i>	89,465	89,962
<i>COUNCIL TAX AT BAND 'D' (£) for the City and County of Swansea</i>	1,208.25	1,268.64
<i>GENERAL RESERVES</i>		
AT 1 APRIL	12,360	9,000
AT 31 MARCH	12,360	8,000
Note - 2017/18 budget has been rebased to reflect the 2018/19 grant transfers from the Welsh Government and other in year changes		

REVENUE BUDGET 2018/19								
NET DIRECTORATE BUDGET PROPOSALS								
	Resources	People - Poverty and Prevention	People - Social Services	People - Education	People - Education Delegated to Schools	Place	To be allocated	Total
	£000	£000	£000	£000	£000	£000	£000	£000
Original estimate 2017/18	42,708	6,068	103,814	21,108	143,608	50,763	0	368,069
Directorate Transfers	0	0	0	0	0	0	0	0
Original estimates following transfers	42,708	6,068	103,814	21,108	143,608	50,763	0	368,069
Transfer to (+) / from (-) reserves 2017/18	-839	0	-285	-60	0	298	0	-886
Original estimate 2017/18 excluding reserves	41,869	6,068	103,529	21,048	143,608	51,061	0	367,183
Transfers for specific items 2017/18	0	0	3,557	0	0	2,516	0	6,073
Baseline adjustments 2017/18	1,041	335	844	-600	0	1,880	0	3,500
Adjusted service budgets 2017/18	42,910	6,403	107,930	20,448	143,608	55,457	0	376,756
Baseline adjustments 2018/19	0	10	543	-1,068	1,203	1,041	0	1,729
Spending Needs	1,899	280	7,650	1,891	2,152	2,386	0	16,258
Pay inflation provision	650	251	1,206	497	200	1,696	0	4,500
Savings:								
Specific consultation proposals	-3,641	-566	-6,544	-969	-150	-3,733	0	-15,603
Senior Staff Savings	0	0	0	0	0	0	0	0
Original estimate 2018/19 excluding reserves	41,818	6,378	110,785	20,799	147,013	56,847	0	383,640
Transfer to (-) / from (+) reserves 2018/19	88	0	290	0	0	-242	0	136
Net Directorate budgets 2018/19	41,906	6,378	111,075	20,799	147,013	56,605	0	383,776

APPENDIX B

REVENUE BUDGET 2018/19					
EARMARKED RESERVES					
	Balance	2017/18	Balance	2018/19	Balance
	31/03/17		31/03/18		31/03/19
	£000	£000	£000	£000	£000
DIRECTORATE RESERVES					
Equalisation reserves	0	0	0	0	0
Commutated sums	-5,030	-21	-5,051	-20	-5,071
Repair & renewal funds	-3,362	-326	-3,688	-218	-3,906
Profit share	-1,218	-65	-1,283	-66	-1,349
Service reserves	-4,590	362	-4,228	318	-3,910
TOTAL DIRECTORATE RESERVES	-14,200	-50	-14,250	14	-14,236
CORPORATE RESERVES					
Contingency Fund	0	0	0	-3,450	-3,450
Insurance	-15,695	700	-14,995	700	-14,295
Transformation/Efficiency	-11,814	530	-11,284	78	-11,206
TOTAL CORPORATE RESERVES	-27,509	1,230	-26,279	-2,672	-28,951
UNUSABLE/TECHNICAL RESERVES	-877	45	-832	44	-788
SCHOOLS DELEGATED RESERVES*	-7,575	0	-7,575	0	-7,575
TOTAL RESERVES	-50,161	1,225	-48,936	-2,614	-51,550
* No updated information available - balances held by individual schools					

APPENDIX D

HoS Budget	Proposal	Savings 2018/19 £'000
Resources	Management review including all tiers, regional working and shared services, more digital working and 'mini business hubs' within other directorates	995
Resources	Service Reviews and demand management across all areas of the Directorate	597
Resources	Review and full cost recharge of Welsh Translation Service to users	160
Resources	Review funding of union representatives	72
Resources	Reduce budgeted council tax reduction scheme costs to same level as actual spend (demand led, varies annually)	500
Resources	Working commercially across the Council on income / contract spend, prioritising resources as per strategy and plan	1,150
Adult Services	Management savings across all levels within Adult Services	762
Adult Services	Review of Community Alarm Service (separate consultation)	10
Adult Services	Implement preferred options as outcome of Commissioning Review leading to reduction of in-house beds	169
Adult Services	Review of day services eligibility (separate consultation)	110
Adult Services	Maximise Income for Local Area Coordination from partners	80
Adult Services	Implement preferred options as outcome of Commissioning Review	500
Adult Services	Introduction of prepaid cards to service users to minimise potential for direct payments to be used incorrectly	150
Child & Family Services	Leaving care accommodation costs to be aligned to maximise eligibility for grant funding	150
Education	School Meal Charges - full year impact of September 2017 5p increase	23
Education	Free breakfast costs - further review of support given	69
Education	Catering and cleaning services - further review of actual costs to achieve full cost recovery	95
Education	Corporate review of terms and conditions - school staff parking charges	150
Education	School Meal prices: further increases (5p / £2.30: Sept 18; 10p / £2.40: Sept 19; and 10p / £2.50: Sept 21)	40
Education	Robust management of demands on remaining severe and complex needs budgets	261
Education	Continuing managed savings through wider impact of implementation of new models of learner support	130
Education	Further reductions in regional improvements service ring-fence consistent with funding settlements	32
Education	Further assumed reductions in Education Improvement Grant matching funding requirements	11
Education	Ethnic minority achievement service - full recovery of eligible costs from external grant	40
Education	Further review of management posts in light of changing demands and capacity issues	55
Education	Adult and community learning managed savings	80
Poverty & Prevention	Develop and spin out the Food not-for-profit Enterprise	70
Poverty & Prevention	Completion of Rights Respecting Schools Award	10
Poverty & Prevention	Reduce third sector funding via the Change Fund by 10%	25
Poverty & Prevention	Management savings	4
Poverty & Prevention	End the Enterprise Officers Contract and look for funding alignment opportunities	70
Poverty & Prevention	Joint commissioning opportunities for LGBT Youth Club provision (YMCA)	20

HoS Budget	Proposal	Savings 2018/19 £'000
Poverty & Prevention	Reduce satellite youth clubs provision (Gendros, Montana, Morriston, St Thomas, Friendship House)	40
Poverty & Prevention	Reduction in investment in Early Years	47
Poverty & Prevention	Maximise grant funding and income opportunities	145
Poverty & Prevention	Management and staffing efficiencies	60
Poverty & Prevention	Alignment of Early Intervention and Family Learning provision	20
Corporate Building	Staffing and transport savings due to more efficient mobile working	200
Corporate Building	Reduced maintenance on a number of building assets assuming a number will have been rationalised (sold, transferred to community running)	100
Corporate Property	Implement preferred options of Commissioning Reviews for Corporate Property, Cleaning Services and Cultural Services	308
Corporate Property	Additional rental income , including Liberty Stadium	400
Corporate Property	Efficiencies achieved in mail contracts	60
Culture & Tourism	Implement cost recovery by charging schools/other public sector for education services at museums and galleries	21
Culture & Tourism	Reduced staffing and opening hours at the Grand Theatre	176
Culture & Tourism	Cease Grand Theatre printed programme and concentrate on digital only	20
Culture & Tourism	Grand Theatre and Brangwyn increased income	220
Highways & Transportation	More efficient and effective transportation across all Council activities	250
Highways & Transportation	Reduced staff mileage claims as a result of a more agile and digital workforce	200
Highways & Transportation	Efficiencies in management and maintenance of vehicle fleet provision and wider highways and transportation processes	120
Highways & Transportation	Swansea Marina increased income opportunities outside of actual mooring fees	25
Highways & Transportation	Sell park and ride spaces to other employers	20
Highways & Transportation	Increased infrastructure works on behalf of Housing Department. Investment in Housing assets presents significant opportunities.	20
Highways & Transportation	Disability Crossover budget - installing dropped kerbs at junctions. Future funding from member environmental improvement budgets	20
Highways & Transportation	Increased car parking charges, set to match demand patterns, including Sunday parking	100
Highways & Transportation	Enforcement of moving traffic offences (via new technology)Investment in new technology	30
Highways & Transportation	Increases in licensing charges	5
Place - Cross Cutting	Increased fee earning activity, assuming full cost recovery	750
Place - Cross Cutting	Senior staff savings	250
Waste Management & Parks	Seek community ownership/sponsorship of flower beds	25
Waste Management & Parks	Rationalisation of Playgrounds	30
All Services	Reduce sick pay expenditure	1,000
All Services	Reimburse only half of all staff professional fees	55
Non Services	Reduction in earmarked reserves (contingency fund)	1,400

HoS Budget	Proposal	Savings 2018/19 £'000
Savings Requiring Initial Investment		
Adult Services	Review all Mental Health and Learning Disability packages of care, to ensure that they are fit for purpose and those eligible for health funding receive it (separate consultation).	500
Adult Services	Review all packages of care to ensure fit for purpose and effectively manage new admissions to residential and domiciliary care (separate consultation)	221
Adult Services	Targeted increase in recourse to direct payments as alternative to non-complex domiciliary care packages and complex care packages for Mental Health & Learning Disabilities (separate consultation)	500
Adult Services	Charging Policy and Annual Fee Increases	1,000
Adult Services	Investment in new posts to underpin the savings set out above	-564
Child & Family Services	Savings arising from the Safe LAC Reduction Strategy	3,000
Child & Family Services	Demand management ensuring Child & Family work only with those children with eligible needs requiring a Social Work intervention.	450
Child & Family Services	Implement the recommendation of the Family Support Commissioning Review and reconfigure in house Family support service.	200
Child & Family Services	Investment in new posts to underpin the savings set out above	-980
Economic Regeneration	Investment into Economic Regeneration following commissioning review with a specific focus on maximising external funding opportunities	-32
Total Savings before council tax increase		17,002

Budget Consultation Results 2018

1. Budget Consultation

Consultation on the specific budget proposals ran from 14th December 2017 to 2nd February 2018. A survey was produced detailing the council's budget proposals, giving people the opportunity to provide their feedback. In total 1,158 people took part in the budget consultation survey.

The consultation was available online at www.swansea.gov.uk/budgetsurvey and hard copies were made available in Libraries and Council venues across the City.

We also undertook targeted consultation activity around the Social Services charging proposals, letters were sent to those affected and support was offered within services by staff.

We had 3,715 visits to our Budget Consultation webpages (up 106% from last year) with 1,942 clicks through to the survey itself during this consultation. The link on Staffnet went straight to the main budget page.

Communication and Social Media

The consultation was widely promoted across Swansea within the press and social media. Example of social media can be found in Appendix 1. This resulted in:

- 10 press releases in total
- 15 media mentions, including two front page leads of the Evening Post and a number of radio mentions.
- 12 Facebook posts – with a total reach of 35,142 and 1,904 engagements
- 6 Facebook videos promoting the budget consultation resulting in 3,242 views
- 26 tweets sent out on Twitter – 70,048 impressions and 1,526 engagements

2. Budget Consultation Summary Results (full results Appendix 2)

The survey provided the opportunity for people to have their say on:

- Future funding of services
- Funding approach to Education
- Specific budget proposals

Future funding of services

57% Would you be prepared to pay more for some services rather than lose them?

78% Would you prefer for the Council to deliver services in a different way rather than lose them?

Education

71% agree with our approach to the funding of education

Specific Proposals

The majority of proposals were supported by respondents. Areas which received the highest levels of objection and agreement are outlined below:

Agree

93% agree – Commercialise the use of the Arts Wing in the Grand Theatre

89% agree - Introduce targeted free parking offers on certain days during the year in non-city centre car parks

88% agree - Maximise the use of the Park and Ride sites e.g. offer private companies staff parking, introducing seasonal parking tickets, introducing annual parking permits

87% agree - Retention of the recently trialled rapid response fly-tipping team.

87% agree - Review all existing and new care packages in line with the new requirements of the Social Services and Well-being Act

Disagree

53% disagree - Reducing the learning and outreach programme for galleries and museums

49% disagree - Provide a more suitable outreach programs for youth clubs by removing our Satellite youth club provision

49% disagree - An increase to Council car park charges. Increase between 5p and 30p depending on car park and length of stay

Other Correspondence

We received a letter on behalf of the members at Bishop Gore School in objection to the proposal to charge staff to park on school grounds during working hours. A copy of the letter can be found at Appendix 4

3. Children and Young People (full results Appendix 3)

On Friday, 19th January 2017, 80 young people participated in the 4th Annual Big Budget Conversation, where they had an opportunity to consider a number of budget proposals that Swansea Council have to make in order to meet the required savings target.

Young people attended from the following schools:

- Birchgrove
- Bishopston
- Bishop Gore
- Bishop Vaughan
- Cefn Hengoed
- Dylan Thomas
- Gowerton
- Morriston
- Olchfa
- Pentrehafod
- Pontarddulais

Swansea Council recognises every child's right to be heard in decisions that affect them and to ensure a quality experience for children and young people.

The event gave young people a chance to have their say on:

- Future Generations Act
- Views on the Council and its budget
- Specific Budget Proposals

The consultation was aligned to the corporate public budget consultation. Attendees were given the opportunity to comment on a maximum of six proposals, therefore the number of responses received per proposal differs.

Specific Proposals

Agree

- Keep the Rapid Response Fly Tipping Team (25 responses – 23 agree, 2 disagree)
- Reduce the number of flower beds – (24 responses – 21 agree, 3 disagree)
- Swansea Council should make changes to its car parking system to save and raise money – (35 responses – 33 agree, 2 disagree)
- Review all care packages to make sure they are in line with the Social Services and Well-being Act – (22 responses – 22 agree, 0 disagree)
- Introduce a pre-paid card system so people can use direct payments to pay for their care – (20 responses, 14 agree, 3 no opinion, 3 disagree)

Disagree

- School meal price increase (25 responses – 1 agree, 24 disagree)
- Reduce Grand Theatre box office hours and make brochure only available digitally – (15 responses – 1 agree, 14 disagree)
- Close the Grand Theatre in August – (27 responses – 9 agree, 18 disagree)
- Reduce the learning and outreach programs for galleries and museums – (21 responses – 2 agree, 19 disagree)
- Removal of satellite youth club provision – (15 responses – 6 agree, 9 disagree)
- Remove funding for Enterprise Officers – (24 responses - 1 agree, 23 disagree)

Appendix 1

Cyngor Abertawe - Swansea Council
 Published by Field Max [?] · January 23 at 1:00pm · 🌐

Viewing: English ▾

More than 80 young people have had their say about Swansea Council's latest budget proposals at a special event for secondary schools. The pupils representing 12 comprehensive schools across the city gathered at Bishop Vaughan Catholic School where they examined the plans and then asked questions and delivered their own opinions and ideas. Their views will now be taken into account as part of the wider budget consultation that closes this Friday (Jan 26).

In 2018/19 the council needs to find £22m in savings but plans to commit additional money to schools and education. Swansea residents still have time to take part in the draft budget consultation before it closes on Friday by visiting: www.swansea.gov.uk/budgetsurvey

Hard copies of the consultation are available at libraries, the Civic Centre and Guildhall.



Performance for Your Post

2,937 People Reached

21 Reactions, Comments & Shares ⓘ

5 Like	5 On Post	0 On Shares
2 Love	2 On Post	0 On Shares
1 Haha	1 On Post	0 On Shares
1 Wow	1 On Post	0 On Shares
12 Comments	11 On Post	1 On Shares
0 Shares	0 On Post	0 On Shares

156 Post Clicks

53 Photo Views	3 Link Clicks	100 Other Clicks ⓘ
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NEGATIVE FEEDBACK

0 Hide Post	0 Hide All Posts
0 Report as Spam	0 Unlike Page

Reported stats may be delayed from what appears on posts

Cyngor Abertawe - Swansea Council
 Published by Patrick Fletcher [?] · December 28, 2017 · 🌐

Viewing: English ▾

SWANSEA Council is saving millions of pounds a year cutting back on paperwork and automating services as part of its modernisation drive.

Over the last few years £60m has been saved in back-office and other costs thanks to a programme that's seen extra income generated and investment in streamlining services.

Clive Lloyd, Cabinet Member for Service Transformation and Business Operations, said the council's modernisation programme is helping keep costs down to ensure its overall budget remains on track.

He said: "We've cut back on the amount of office space we need, automated more than 30 requests for services and streamlined services to reduce overheads.

"On top of that, new approaches to waste management has reduced the amount of black bag waste by thousands of tonnes and helped us meet Welsh Government targets three years early."

In the coming years the council plans to go still further in its efficiency and savings-drive to help protect frontline services and jobs.

The plans are part of the council's budget for next year and Cllr Lloyd is urging residents to participate in the consultation.

He said: "Despite all the savings we've made so far, we need to make £80m-plus of savings in the years ahead. Before we do that we need residents to tell us what they think of the proposals we're bringing forward.

"Last year hundreds of people had their say and our budget plans were strengthened as a result.

"This year we've already been listening to head teachers and allocated an extra £2.2m to their budgets to help offset the financial pressures our schools face."

Performance for Your Post

5,549 People Reached

65 Reactions, Comments & Shares ⓘ

6 Like	5 On Post	1 On Shares
1 Haha	1 On Post	0 On Shares
1 Angry	1 On Post	0 On Shares
54 Comments	46 On Post	8 On Shares
3 Shares	1 On Post	2 On Shares

613 Post Clicks

0 Photo Views	59 Link Clicks	554 Other Clicks ⓘ
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NEGATIVE FEEDBACK

0 Hide Post	0 Hide All Posts
0 Report as Spam	0 Unlike Page

Reported stats may be delayed from what appears on posts

Council Budget 2018/19: Have Your Say

The services we provide and what they cost

The Council provides services to more than 240,000 residents. These services include education and schools, care services to the elderly and disabled, care and protection services for children, waste and recycling collections, highways maintenance, subsidised public transport, leisure and recreation, environmental protection and licensing and planning.

You can find details of the many services we provide, including a full A to Z of Council services, on the following link:- www.swansea.gov.uk/residents
www.abertawe.gov.uk/preswylwyr

The Council has £400 million to spend. The vast majority of this money comes from the Government and grants, and we raise further money from council tax and income.

On average we spend £4,000 on every household in Swansea. The figures below show where our money goes (figures are in millions).

Planning for the future

Although you may have read that the amount of money we receive from Welsh Government is likely to decrease slightly next year, this has to be balanced by the fact that we expect £22.2 million of additional expenditure which is outside our control such as the nationally agree pay awards, for example.

On top of this we think that our funding from Welsh Government will reduce significantly in the coming years which means we'll have £30 million less to spend at a time when demand for services like social care is rising.

The public have already told us their priorities are schools, social services and other local service such as highways and waste . But with less money we'll have to reduce spending on these priorities whilst making bigger cuts in other areas to balance the books.

We raise over £100million in council tax each year, but this doesn't even cover the cost of our social services, let alone all the other services we provide. The overall cost of council services means simply raising council tax is not an option. So we have to take other steps.

We've already reduced our costs by transforming the council through our Sustainable Swansea: Fit for the Future programme. This includes modernising services by using the internet, reducing administration and back-office services, generating income to pay for services and helping families earlier so that we can reduce costs later on. This is expected to save £17million next year alone.

We've saved money by reducing senior staff and we've identified efficiencies and savings in services totalling over £60 million in the last three years. We're planning to further reduce management, business support and other back office costs by another £3-4million in the coming year alone.

We're also reviewing all of our services to ensure they are delivered in the best way and saving money by working with partners such as the police and health.

And the public can play their part by helping to run services, such as the successful scheme where bowlers are maintaining their greens, or by increasing recycling at home.

But it's not all about reducing spending. We want to invest in the city centre, in building new council houses, improving classrooms and delivering the City Deal with the potential to create 10,000 jobs.

Balancing all of these things will mean taking difficult decisions. We may have to close some services but if we take action now and find sustainable alternatives, we'll be able to protect more services.

That's why we want to talk to you now and get your views on how we can deliver services in the future.

Future funding of services

Due to the ongoing reduction in funding from the U.K and Welsh Governments, we have to rethink how we deliver our services.

We want your views on how we can provide services in the future:

- 1. Would you be prepared to pay more for some services rather than lose them?**
56.9% Yes
43.1% No
- 2. If yes, please state in the box below which services you would be prepared to pay towards in the future:**
340 comments
- 3. Would you prefer for the Council to deliver services in a different way rather than lose them?**
78.1% Yes
21.9% No
- 4. If yes, please state in the box below how would you like services delivered differently in the future.**
365 Comments

Budget Proposals

Education:

5. Do you agree or disagree with the proposal listed below?

	Strongly Agree	Tend to Agree	Tend to Disagree	Strongly Disagree
School Meal prices: further increases (5p / £2.30 per day: Sept 18; 10p / £2.40 per day: Sept 19; and 10p / £2.50 per day: Sept 21)	28.5%	43.8%	16.4%	11.2%

Potential Implications of the Local Government Finance Settlement for Schools

The Council faces a challenging budget situation in the light of U.K Government budget decisions and Welsh Governments Local Government Finance Settlement. We have previously sought to advise schools on the financial situation and how this will impact the funding we provide to them. We indicated to schools that this could likely mean year on year real terms reductions in the region of 2.5%. The recent settlement figures, unfortunately, have confirmed the scale of the challenge.

It is also likely that the total Education Improvement Grant available from the Welsh Government next year will be reduced by around 11%. This further exacerbates the pressures to be managed by schools and the education department. Despite this challenging picture the Council remains committed, as far as possible, to continue with relative prioritisation of the delegated schools budget over recent years.

This will provide more funding than has been made available through the Welsh Government Settlement and will be significantly better in comparison with the level of cash savings which will need to be delivered across other Council services. Nevertheless, it will still present a serious challenge to schools because of the significant scale of cost pressures that have been passed to local authorities from the U.K. Government and are unfunded within the Welsh Government Settlement. These include:

- Teachers' pay and pension cost increases
- Other school staff pay and pension cost increases
- Demographic pressures as a result of increasing pupil numbers
- Other cost increases from business rates and Service Level Agreements

The overall unfunded cost pressures are estimated at between 2.5% and 2.8% for 2018-19 and around 3% to 3.5% based on Welsh Government projections for 2019-20.

Against an overall cash reduction of 0.1% in general grant funding from the Welsh Government, the Council is proposing to provide a cash increase of around 1.5% for 2018-19 towards these significant cost pressures and will continue to work with schools to enhance future sustainability through, for example:

- sharing ideas and best practice across schools
- further collaborative working, and
- working in partnership with officers to manage the wider non-delegated service cost pressures

6. Do you agree or disagree with our approach outlined above?

22.2%	Strongly agree	48.8%	Tend to agree	16.2%	Tend to disagree	12.7%	Strongly disagree
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7. Please give your views on the above here:

399

Social Services:

The Social Services and Well-being (Wales) Act ('the Act') that changed the way local councils in Wales provide social care and support. It came into force in April, 2016. It means that councils must provide information, support and services in the way that the Act sets out. The Act gives individuals and their carers more of a say in the care and support they receive. The Act focuses on helping people to stay well, to be safe from harm, to be as independent as possible and to be supported within and by their local community.

The Act has five principles:

Promoting Well-being: Working with people to understand what matters to them and helping them achieve what is important for their well-being

Voice and control: Putting people at the centre of their care; giving people a voice in making decisions about their life and control over reaching the outcomes that matter to them

Prevention and early intervention: Increasing preventative services within the community to help people to keep well and help us to know when you may need extra support to prevent problems reaching a critical stage

Co production: Providing opportunities for you to be involved in how your care and support is designed and provided

Collaboration: Strong partnership working between the various organisations and people that support you, helping you live the life you choose for longer

Added to the above, Social Services is facing unprecedented challenges in terms of the numbers of people who need to access our services and the increasing costs of providing them.

With an ageing population and better and earlier diagnosis and treatment of long-term complex conditions such as learning disabilities and physical disabilities, people are living for longer with more complex needs. This increases the number of people who at some point in their lives might need some form of formal support.

Whilst the budget for Social Services has decreased slightly over the years, the costs particularly in the independent sector have increased significantly due to the key pressures linked to the costs of for example paying the national living wage, increased national insurance and pension contributions.

The increase in people needing support and the costs of providing it will continue to increase, so we need to get smarter in terms of how we support people. In line with the Social Services and Well-being Act, we need to encourage people to be as independent and self-supporting as possible so we can concentrate our services on those who really need them.

In order to meet the requirements of the Act we have to do some things differently:

8. Do you agree or disagree with the proposals listed below?

	Strongly Agree	Tend to Agree	Tend to Disagree	Strongly Disagree
Review all existing and new care packages in line with the new requirements of the Social Services and Well-being Act. Care packages will become more focussed on achieving the outcomes that matter to people depending on their circumstances and needs; including effective use of equipment and telecare services. This may mean that some people have either more or less care, depending on their individual circumstances and needs, but we will ensure that nobody is left without the care they need	37.7%	49.0%	7.9%	5.4%
In order to increase citizens' voice and give people direct control over the care they receive we propose to actively promote the use of direct payments as an alternative to traditional care provided by local authority services. We will make it easier to use direct payments by introducing a pre-paid card service	28.3%	42.5%	15.7%	13.5%
In order to promote well-being, review our services in line with Councils Commissioning Review processes so the services that we deliver or we ask others to deliver on our behalf meet the best possible outcomes for people. This might mean some changes to our services, such as our approach to providing technology to support people in their homes, how we provide residential and day services for older people and how we provide services for younger adults with physical disabilities, learning disabilities and mental health concerns	27.3%	48.8%	13.2%	10.6%

Poverty and Prevention:

9. Do you agree or disagree with the proposals listed below?

	Strongly Agree	Tend to Agree	Tend to Disagree	Strongly Disagree
Replace grow local grants with investment in a community enterprise company	16.5%	50.4%	21.6%	11.5%
Provide a more suitable outreach programs for youth clubs by removing our Satellite youth club provision at St.Thomas, Morriston, Gendros and Montana in18/19 and Friendship house in 2019/20	14.7%	36.0%	34.8%	14.5%
Remove funding for Enterprise Officers (who provide support for young entrepreneurs) based in Gower College	27.2%	27.7%	31.9%	13.3%

Cultural Services:

10. Do you agree or disagree with the proposals listed below?

	Strongly Agree	Tend to Agree	Tend to Disagree	Strongly Disagree
Reducing the learning and outreach programme for galleries and museums.	16.2%	30.8%	34.6%	18.4)
Bring the Grand Theatre in line with other theatres by closing during August. It will still be available for hire.	25.1%	40.5%	19.5%	15.0%
Improve our digital box office offer which will allow us to Reduce box office hours at the Grand Theatre 40% less	39.4%	42.8%	10.2%	7.7%
Produce the Grand Theatre brochure in a digital only format	34.5%	34.5%	19.9%	11.2%
Commercialise the use of the arts wing in the Grand Theatre to increase usage	53.6%	39.8%	3.3%	3.3%

Highways and Transportation:

11. Do you agree or disagree with the proposals listed below?

	Strongly Agree	Tend to Agree	Tend to Disagree	Strongly Disagree
Freeze car parking charges within the City Centre during the construction stage of the city centre redevelopment	52.6%	29.6%	11.6%	6.1%
Introduce targeted free parking offers on certain days during the year in non-city centre car parks	54.6%	30.7%	8.7%	6.1%
Introduce targeted free car parking periods (e.g. after 3pm) on certain days per year in the City Centre	57.0%	32.3%	6.1%	4.5%

An increase to Council car park charges. Increase between 5p and 30p depending on car park and length of stay. The council will take a graduated approach to charging so those car parks with lower levels of usage will see lower increases in charges	18.9%	32.0%	24.2%	24.9%
Modify Sunday parking charges to reflect the needs of shoppers and traders. 50p for the first 2 hours, £2 all day parking	36.8%	36.3%	12.6%	14.3%
Maximise the use of the Park of Rides sites e.g. offering private companies staff parking, introducing seasonal parking tickets, introducing annual parking permits	51.0%	36.8%	5.3%	6.9%

Waste Management and Parks:

12. Do you agree or disagree with the proposal listed below?

	Strongly Agree	Tend to Agree	Tend to Disagree	Strongly Disagree
Review the provision of flowers beds, reducing the number of flower beds whilst protection our green flag status. Seek community ownership and sponsorship opportunities where possible	31.4%	39.1%	18.3%	11.1%
Retention of the recently trialed rapid response fly tipping team. The team will be responsible for checking hot spots and tackling incidents of fly-tipping across Swansea when they have been reported to the council	47.5%	39.7%	7.5%	5.3%

Any Other Comments:

13. If you have any other comments about the budget proposals or anything else contained in the budget Cabinet report please write in here:

The Big Budget Conversation

Bishop Vaughan // 9.30AM – 2PM // 19th Jan 2018

80 Young People 12 Secondary Schools

We received
58 positive comments
34 negative comments
about the budget proposal
presentation.

Young people were asked
what they thought of the
questions on the budget.

We received
44 positive responses
37 negative responses

We received **65 main
messages** that young people
want to communicate to the
council

Young people made
38 other comments
about the budget.

Young people recorded
116 initial thoughts
about the budget proposals.

1,828 opinions
were gathered in
one exercise.

Young People evaluated the budget questions and the session itself.

"...Surely there's a better, more socially productive way to distribute that money?"

"More voluntary work to reduce money"

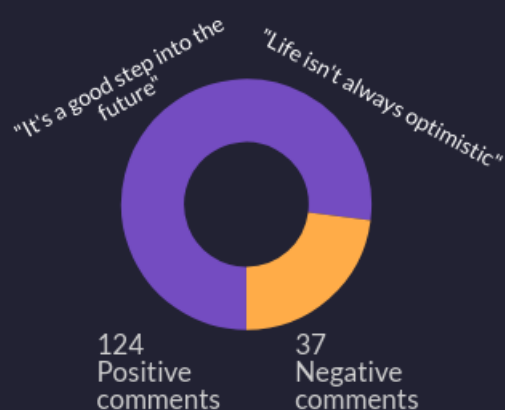
"Need more opportunities to ask questions"

"Spend now to save later"

Young people's views on the budget questions, the councils intentions and areas where they could input their views will be passed on to Consultation Coordinators in Swansea Council. It is the role of elected Councillors to implement decisions and bring about change based on the views of young people.

The Future Generations Act

Young people responded to the Welsh Government's video.



Young People voted and had a say on the topics that were important to them.

Topics included: school meals, sustainable schools, day services for younger and older people, direct payments, park and ride, social care, entrepreneurship, outreach programs, the arts, youth clubs, and the environment...

How can Swansea Council use technology to improve the services it provides to the public?

Responses: 7

- Have all forms and documents online
- Instead of wasting money on things we don't need, we should invest in poverty-stricken areas
- Like Cardiff, Swansea's bus stops should have an electronic timetable which displays how long there is until the next bus arrives. E.g 'The next bus is the number 22 to City Centre and will arrive in 5 minutes'
- Advertise interesting things in Swansea
- Technology should be used but not in place of people's jobs
- They could use ipads to show live action pamphlets of each attraction in Swansea. Smore is where you could make a live pamphlet with videos.
- More electronic billboards / street advertisements to enable to council to make more money from local companies by increasing the price of adverts and having more of them to display.

Swansea Council should change the way it delivers some services.

Responses: 2

- There's many ways to save money for services. E.g. decrease opening hours for services that are not used regularly.
- I agree with this ^

Swansea Council should cut/lose/get rid of some services.

- No responses

Swansea Council is proposing another price increase of school meals from next year. 5p from Sept 18, 10p from Sept 19, 10p from Sept 21. What do you think of this?

Total responses: 25

Positive responses (agree with the price increase): 1

Negative responses (disagree with the price increase): 24

- The price of school meals is too expensive as it is – I say they stay as they are
- Should be at least £2.30p
- I disagree with this ^
- I strongly disagree with the price increase
- If they can be reduced, they should stay the same
- I believe that these increases are really expensive
- School meals are too expensive for what they are. I pay that much for a McDonald's which is better.
- I agree with this ^
- Prices for food are getting expensive and it needs to be reduced
- I agree with this^
- Oh, hell no
- This person gets it ^
- Defo, not if anything is cheap
- I strongly disagree because some parents don't have enough money to give to their children for food every day

- Shoot pigeons to stop poop on cars – free bird meat in schools
- Retweet this ^
- School meals are already expensive enough
- I personally think that the prices for food should be lowered because it costs me £3 just to have a meal to fill me up
- I think they should stay the same
- I agree that the meals are already quite expensive, it is hard for families who are less fortunate to pay for their children to have dinners
- School meals are becoming too expensive. Maybe do a survey to see what food people want to help cut down on waste.
- For the foodies ^
- Hell, no. I strongly disagree because even now is expensive enough to increase. Please make it cheaper.
- I think school meal prices should not increase
- I disagree with the idea and think the prices should stay as they are.

Would you be prepared to pay more for some services instead of losing them altogether?

Total responses: 21

Votes for YES (10)	Votes for NO (6)
Yes for sports facilities Athletics and sport Sport Sports facilities Depends what it is Yes, depends Maybe Depends Depends on what it is Yes	Depends Nah, leave it as it is It depends on the service Depending on the service It depends on if I need the service or not No, no, no, no, this is not OK
What services would you be willing to pay more for?	What services would you not be willing to pay for?
Sports Sports facilities Music service in schools	Youth clubs Youth clubs

Do you have any suggestions about how we can reduce costs within the Social Services?

Responses: 4

- More volunteers to help with
- Volunteers
- Open charities
- Donations

Swansea Council should help schools pilot and set up sustainable plans for the future.

Responses: 1

- I strongly agree

The Social Services and Well-being (Wales) Act ('The Act') means that councils must provide information, services and support. Swansea Council should review all existing and new care packages to make sure that they are in line with The Act.

Total votes: 22

Agree: 22

Disagree: 0

Comments: 16

- If they are going to bring in The Act and want it to be a success then they need to make sure people have one list/path to follow
- We can make people feel supported by offering them money to support their educational needs (e.g. in university/college)
- It should be advertised and shown to everyone not just people in a problematic situation so in any case when they enable it they know what to do
- Yes, I agree
- Yes, I agree
- Of course they should care of
- Agree
- Yes, if it's out of order and proven less useful then it's no use
- Obviously
- Agree
- Yeah, I agree
- I agree
- I don't know
- I don't understand what this question means
- This is difficult to understand
- Strongly disagree

Swansea Council should reduce the box office hours at The Grand Theatre by 40% by using a digital box office instead. The Grand Theatre brochure should only be available in a digital format.

Total votes: 15

Agree: 1

Disagree: 14

Comments: 14

- It gets rid of a simple job that might only provide minimum wage. Is this considerably beneficial?
- Closing down the box office (for a few hours) would reduce job opportunities.
- No because the website is hard to use plus in the box office you get better deals
- More jobs so no
- Keep the jobs
- Keep the jobs
- Keep the jobs but use a digital brochure
- What about people who can't access the internet?
- Disagree
- People have jobs and they're being taken over by robots
- There should be a brochure on paper for people who can't access the internet
- Yes because they can save money by not paying wages to them people

- Would result in loss of money
- If someone's internet is not working they won't be able to gain access to tickets. Websites can be faulty, not letting someone buy their tickets etc

Swansea Council should bring The Grand Theatre in line with other theatres and close during the month of August. (The Theatre will still be available for hire).

Total votes: 27

Agree: 9

Disagree: 18

Comments: 16

- The theatre is where many people make money, without funding they will be stuck
- I care about my musicals and they improve tourism
- Closing the theatre during the time when tourism is at its peak is, quite frankly, a stupid idea. We can earn much more if we advertise The Grand Theatre.
- I love musicals
- Why would closing and losing money benefit?
- It shouldn't close as it is the summer holidays and children would want to see a play
- Nah to the ah to the no no no
- This is controversial
- They should save money and put whatever shows they would have had on a different day
- Swansea theatre doesn't have to be the same as other theatres
- Why August?
- I don't mind, only if it's cheap
- Is this beneficial? Considering other theatres close, wouldn't it increase its popularity?
- If it would close then it should stay closed and not to rent
- Gives workers a break
- Young people are off from school – entertainment

Swansea Council should reduce the learning and outreach programmes for galleries and museums.

Total votes: 21

Agree: 2

Disagree: 19

Comments: 13

- The outreach programmes aren't essential as we learn thoroughly with the school environment
- We should charge people to use museums. Money by the council should be spent better elsewhere.
- Have schools help children to learn to raise and/or save money to go on trips
- If people have a real passion for art there are plenty of classes and places to go and see art for free. This could save the council money.
- They are enjoyable but not everyone will think this
- They are educational
- They are educational

- They should not. These programmes are important and allow people to grow.
- No because they can learn more
- Wales should be on par with other countries when it comes to displaying our unique heritage and culture
- They should reach out to people
- If the council reduce learning and outreach programmes for galleries this could result in a loss of understanding of Swansea's history and culture.
- Galleries and museums enable the younger generation to learn about Welsh culture and heritage. As well as this, galleries and museums are an effective way of raising money through tourism. Why would you close them?

Swansea Council should keep the Rapid Response Fly Tipping Team who respond when the public report incidents of fly tipping across Swansea.

Total Votes: 25

Agree: 23

Disagree: 2

Comments: 13

- #savetheenvironment
- I agree because fly tipping is bad for wildlife and the environment but also there should be more bins around
- It will encourage them faster but it still won't look nice
- Perhaps to save money and keep services running
- The Fly Tipping Response Team should be 2 times a week
- If Swansea is unattractive there will be no tourism and there will be less money in Swansea's economy
- This is important but there should be more of an effort to prevent this from having to happen. E.g. education on recycling and more people picking up rubbish outside their houses.
- Use money for rapid response ambulance helicopters, not fly tipping
- That is a charity ^
- My point, give money to them as well ^
- It encourages the fly tippers to continue as their rubbish is being cleared away for them and they are not facing consequences
- I think there should be more recycling bins like in the city centre
- Wales has a very tight-knit community and in the areas where there is fly tipping, the community will officiate and punish the fly tippers

Swansea Council should reduce the number of flowerbeds but still protect our Green Flag status. The Council should find sponsorship for flowerbeds and support communities to look after their own flowerbeds.

Total Votes: 24

Agree: 21

Disagree: 3

Comments: 17

- Many people do volunteer work, some people might love gardening but not be able to have their own garden. These can also be groups of people who would benefit from gardening because it can be therapeutic.
- I like flowerbeds
- I think this is important

- Environment should be a priority
- Yes, because sponsorship would significantly reduce the money spent by the council
- Yes, I agree
- Yes, make it pretty
- I agree with supporting communities to keep their flowerbeds
- I love flowers
- Agree – have more flowers because it makes the city look pretty
- Who really cares? It doesn't contribute. I would prefer more facilities to be honest.
- More flower beds
- The flowerbeds support wildlife
- The council should focus on more important things
- I think people could volunteer to plant the flowers
- Don't waste money on them
- They shouldn't because flowerbeds make the town lively

Swansea Council should provide more suitable outreach programs for youth clubs by removing our satellite youth club provision at St. Thomas, Morriston, Gendros and Montana in 2018/2019 and at Friendship house in 2019/2020.

Total votes: 15

Agree: 6

Disagree: 9

Comments: 12

- No because children need to have fun locally
- There is no need for youth clubs as most of them are unattended anyway
- Small clubs have a bigger impact
- There needs to be more youth clubs
- There should be more
- There should be more advertisements about them
- Need to raise awareness of youth clubs before closing them – I have never heard of Friendship House
- Youth groups should stay open because they are places where children can socialise rather than stay home on their computers. Youth groups should be advertised more.
- I disagree strongly because with the smaller clubs if there are more clubs more people could have fun but without travelling the distance
- More youth clubs in new areas
- Do youth clubs have a benefit? Can they lead to trouble for young people?
- There needs to be more clubs like this and more effort to make the ones that exist bigger and better

Swansea Council should remove the funding for Enterprise Officers (who provide support for young entrepreneurs) based in Gower College.

Total Votes: 24

Agree: 1

Disagree: 23

Comments: 13

- Disagree because the entrepreneurs will have an opportunity to foresee what they may be good at
- Young adults need support in life and help on how to do things
- No, it is beneficial to young people
- To get a true feeling of entrepreneurship, the council should not mother and instead let them fail and learn from their mistakes
- Helps increase business in Swansea
- They should be encouraged if that's their career path
- No because children need to learn about business
- No, it helps the next generation to get into business
- I think it is a good idea and should not be removed, especially for primary schools
- The council shouldn't fund it unless there is any other funding. These experiences inspire people to have their own business, bring more money into Swansea's economy
- It should be funded because there will be more opportunities
- It enables people to be independent
- Are there more entrepreneurs as a result of this? Capitalism forces people to choose a safe and secure route, so less people are likely to be entrepreneurs anyway.

Swansea Council should make changes to its car parking systems to save and raise money.

Total votes: 35

Agree: 33

Disagree: 2

Comments: 17

- Not by much
- Yes because they would save a lot of money
- Parking should cost
- If done well they could raise lots of money
- Why does it cost so much money for a run-down car parking space?
- Parking should cost
- Parking shouldn't cost anything
- People will be dissuaded by high price rates
- No, parking is a rip-off currently
- I disagree
- Parking is already expensive
- Parking doesn't need to cost anything
- Why is parking priced at all?
- I agree because some people don't have much money
- It's too expensive. Why is it expensive? The shop aren't making money because of car parking
- It depends on if they're raising money or not
- I agree

Swansea Council should offer Park & Ride spaces to private companies and offer seasonal/annual parking tickets to encourage people to use more park and ride facilities.

Total votes: 28

Agree: 25

Disagree: 3

Comments: 7

- Not many people use it, it's cheap anyway so no need
- Pensioners and people unable to work should receive free travel (or discounted ticket price)
- Seasonal tickets and annual tickets should be offered to working class people.
- Helps global warming #savetheplanet
- Global Warming
- It will help the environment and global warming
- The system in Swansea should change to allow both of these to go hand in hand, saving money and creating space for buildings by outpricing parking and encouraging the park and ride scheme, you can achieve the former and reintroduce the failed bendy bus initiative that has already cost the council a lot .f money

- Example: a social worker costs £400. It's free up to the first £300 so the receiver of care pays £100.
- It depends on the care. Elderly people should have it for free if they have worked all their life.

Swansea Council should introduce a pre-paid card system so people can use direct payments to pay for their care.

Total Votes: 20

Strongly Agree: 1

Agree: 13

No opinion: 3

Disagree: 3

Strongly disagree: 0

Comments: 3

- If care is require, it should be paid for by the government
- Different councils should have different price plans depending on how much money the county has
- It's easy access to pay with portable cash

What did you think of the questions about the budget?

Positive responses: 43

Mixed responses: 2

Negative responses: 38

Very good	General things that need changing in Swansea	Great amount of questions for us to think about
Good x 6	Good to help people get	Relevant x 2

	involved	
Enjoyable	Made me think	Something to think about
Interesting x 3	Set out well	Alright
Covered many areas	Covered a lot of problems	Valuable
Simple to answer	Important	Influential
Good questions for the age band	Questions and games engaged people	Reasonable
All focussed on things that allow people to enjoy the city	Good	Easy to answer
Easy to understand	Made me think	We must be challenged to speak up
It challenged us to speak up	Good	Made me think about what can be done
Appropriate	I now understand the pressures on the government	I'm happy with where the money is going
Most were easy to understand		

Good idea but I didn't understand what they were asking me
Fun to go around but I didn't get some of them

Hard to understand	Didn't really understand	Made me annoyed at some of the council's ideas
Hard to answer	Not enough questions	Should be clearer
Good questions but not enough discussion	Could have been explained more	Confusing at the start but the staff helped me to understand
Confusing at the start	Confusing	Hard to understand because of the vocabulary
Wanted a discussion	Could have been worded easier	Could have been explained differently
Good to get our opinion across	I wanted to say something but there was no question for it	Should be worded differently
Challenging as they have many answers	Not that interesting	Should be more specific
Could have been worded simpler	Should have been on technology instead of paper	Too hard wording
Could have been discussed	Difficult to understand for year 7	None focussed on poverty
some of them were slightly off subject	Could have been more thought-provoking	Wording hard
Needed more background info and explanation	they were good but some of them were slightly off	Hard to answer

	subject	
Not phrased in a clear way	Questions about issues I was not aware of	

What is the main message you want to communicate to the council?

Total comments: 65

- There should be more opportunities such as The Big Conversation for youngsters to express their opinion to the council.
- There should be more awards for youngsters in Swansea for good citizenship and community work.
- How much money goes into the world?
- Spend more money on education.
- Get the tidal lagoon as long term it will generate profit.
- I would like to talk about the litter problem in Swansea.
- We need to modernise schools for the future generation.
- Get the tidal lagoon in order to save money.
- Instead of building an arena, help people in poverty.
- We need to get more involved in what's going on.
- We want to get involved a lot more.
- Spend the money wisely.
- Stop wasting money and sort out recycling.
- Anything that could help the social.
- Focus on poverty-stricken areas.
- Watch your budget and spend less of it.
- Do not spend money on things which are not needed (prioritise).
- There isn't enough money for helping poverty,
- More money should go to those in poverty.
- Spend more money on parks and youth clubs.
- Money should be spent on poverty.
- Saying you are not cutting school budgets and raising the cost of everything is not an improvement. You are only saying school budgets aren't being cut for the cameras.
- More money should be spent on educational needs like trips and labs.
- Don't spend money where it isn't needed, e.g the stadium/arena.
- The money should be spent on the right things not pointless things that could be avoided.
- They should put the youth's opinion over clearer and invest in such things as poverty and human rights.
- School budgets.
- Not enough money spent on poverty.
- Think about an effective strategy that will have more advantages than disadvantages.
- Prioritise what and how much money goes to what.
- The difference between wants and needs.
- Needs v wants.
- Nothing because everything I needed was done and spoke about.
- Think about projects and focus on the future as well as the present.

- Think before you build.
- Keep listening to us.
- Take it one step at a time and care about us and other young people's future and the effect you have.
- Give us more money all over.
- They need to offer attractions in Swansea
- How much money goes into the world?
- Allow 16 year old to vote.
- Reduce use of paper in schools.
- Votes at 16.
- More eco-friendly plans like improving public transport and reducing the price of it.
- More money should go into youth groups and poverty.
- Instead of using money on digital equipment, the budget should be spent on poverty-stricken areas.
- They shouldn't spend money on unimportant things. Money should be spent on sports, for example inviting 'Welsh Athletics' to come and help children to keep fit for competitions.
- Instead of books in schools we could use ipads and just use google docs and then we wouldn't have to move around classrooms.
- Find better ways to budget the money, for example, unnecessary road works or works to the city centre.
- Don't cut education and social services. I think there should be cuts to the waste, roads etc and more money put into council tax support to prevent more crimes and accidents.
- Investigate the households that are receiving benefits to see if they are being given too much money, thus being disadvantaged from trying to find a job (if they are able).
- Money shouldn't be spent on unimportant things. Money must be spent on education because there is no point in offering jobs if people haven't been taught about the subject.
- Mental health awareness and LGBT+ Rights.
- Young people's ideas must be considered and listened to. This should be done by holding similar conferences in order to discuss the ways in which the council wants to spend its money.
- Let the children choose – most of the money is given to education and so affects the children that receive the education.
- Instead of 1% funding for poverty, give more towards addressing poverty and ending it
- How can young people get their voices heard without the right to vote for council members at 16? The focus is primarily on adults and in my opinion it's very unfair.
- More money should be spent on education.
- The council have less budget and are helping education.
- Reduce parking fees
- At the last Big Conversation we discussed the prevalence of poverty in Swansea, and established this as severe issue. With this considered, why does the council intend to spend a large amount of money on unnecessary structures (the 3500 seater arena) that we frankly do not need? Surely there is a better, more socially productive way to distribute that money?

- Don't use so much paper in schools and try to use reusable methods eliminating waste paper e.g. stamps onto books.
- The tidal lagoon is the best way forward.
- They should recreate old buildings into businesses for more employment.
- Please don't make an arena.

What else would you like to say about the budget?

Total comments: 38

- More money should be invested into poverty and awards/rewards for youngsters/outstanding youngsters in the community.
- The budget is too low for education.
- There could be more schools as the population is growing rapidly.
- We need more money for the things the council want to do.
- Put more money into education.
- There could be more invested in free activities.
- There could be more investment in free activities and getting schools involved.
- I believe it might be used to buy unimportant stuff.
- Equality between the unpopular departments.
- The budget should be spent on essential things not luxuries like the arena.
- Some things are under budgeted.
- I was surprised at how much money we have managed.
- The government should provide us with more money to spend.
- I was surprised at how much the budget was.
- Not spent wisely.
- The budget granted is huge but I believe that it might be used to do unimportant stuff.
- Focus on finding jobs not building un-needed things.
- Some things are under-budgeted.
- Mental health care.
- Prioritising money is very important.
- You need to look at needs v wants when buying/planning/building.
- Spend the money on good beneficial things like education.
- It's good for Swansea.
- Stop decreasing.
- There's not enough budget.
- More of the budget needs to go to the leisure centre.
- The budget should be shared out and not given small amounts.
- It is quite worrying about the cuts being made.
- If money was spent now to prevent future problems it could eventually save money.
- Spend it wisely.
- The Tidal Lagoon would be very beneficial because it would allow the area to create more job opportunities
- The Tidal Lagoon will save money. Don't axe the music service.
- Please listen to our thoughts on the subject, specifically the element about music and the arts; cutting these budgets is a huge loss. More importantly again, I'd like to underline how bad I think it would be to charge young people for care services.

- The budget is big but it is used on useless things.
- Maybe less spent on social services.
- I understand that tourism is an important contributor to our economy; however, I believe the council should aim to improve the lives of people within the city before spending large amounts of funding on the encouragement of holidaymakers and tourists.
- Too much money is given to the Fire Service. I feel that firefighters should become retained in areas such as Sketty and that more attention should be on fire and collision prevention.
- I have talked to many people about the tidal lagoon and they all thought it was the best way forward > our future > our choice.

Appendix 4

BISHOP GORE SCHOOL

YSGOL YR ESGOB GORE



Headteacher: Mrs Helen Burgum, B.A (Hons), M.A (Ed)

23/1/18

Dear Sir/Madam,

On behalf of our members at Bishop Gore school and as a response to the information we were given on Monday 22nd January regarding the council's proposals to charge staff to park on school grounds during working hours, we would like to make the following points:-

- It is an unfair tax based on incremental staff salaries.
- It is being used as a way to prop up diminishing school budgets.
- It is discriminatory against staff who use their own cars, as opposed to other modes of transport which may not be possible.
- Staff already buy equipment for pupils such as pens and pencils, because they do not have the bare essentials for teaching and learning.
- Parking facilities are uneven, unmarked, unsupervised and inadequate for staff numbers currently working on site.
- Staff will not pay these parking charges, preferring instead to use free parking areas within the local community, therefore straining relationships.
- Staff are expected to transport large quantities of books to mark, between home and school, which will not be possible when cars are off site.
- Charges are calculated annually and staff are on site approximately 39 weeks per year.

In conclusion, we wholeheartedly disagree with these proposals.

Alison David - NASUWT

Jennifer Harding-Richards - NEU

Neil Thomas - UNISON



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Cyngor Abertawe
Swansea Council

**Equality Impact Assessment (EIA) Statement for Swansea Council's Budget
2018/19**

1. Introduction

This statement provides an overall view of the budget EIA process for the Council, along with any specific relevant details for 2018.

The budget is set for the council's operation which covers a wide range of services delivered to the citizens of Swansea. This includes both providing and commissioning of services from other organisations and agencies.

As reported previously, the council has needed to take substantial action to respond to the wide range of service and financial pressures that it faces, including the reduction in external grant.

We, like other local authorities, will be facing a significant reduction in budgets every year for the foreseeable future. We also need to manage increased expectation and demand for services and financial pressures in a number of areas across the Council.

Although the amount of money we receive from Welsh Government is likely to decrease slightly next year, this has to be balanced by the fact that we expect £22.2million of additional expenditure (which is outside our control) such as the new apprenticeship levy, for example. We also believe that our funding from Welsh Government will reduce significantly in the coming years which means we'll have £30m less to spend at a time when demand for services like social care is rising.

Change is already taking place and over the last few years the council has cut costs by being more efficient and more effective in what we do. But this is not enough to meet the scale of cuts and ensure council services are sustainable and fit for the future. Clearly, the sheer amount of savings required means that difficult decisions and potential impacts are inevitable. However, we continue to focus on mitigating any adverse impacts via our EIA process as well as officer expertise.

The authority embarked on a specific strategy 'Sustainable Swansea - Fit for the Future' as a means of setting Council priorities, transforming services and addressing current and future deficits.

The council agreed a set of budget principles to help guide the debate and provide an approach driven by council policy.

There are four key issues:

- Improving efficiency
- New models of delivery
- Prevention
- Future service provision

Further information on 'Sustainable Swansea - Fit for the Future' is available at: <http://www.swansea.gov.uk/sustainableswansea>

In terms of equality, the council is committed to protecting the vital frontline services that matter most to the people of Swansea, tackling poverty and looking after the most vulnerable in our communities. This will continue, although services may be delivered in different ways in future.

2. The Equality Impact Assessment (EIA) process

The council has had an EIA process in place for a number of years which was reviewed and streamlined for the second time last year. The process covers:

- The nine protected characteristics covered by the Equality Act 2010
- The Public Sector Equality Duty for Wales
- Consultation and engagement
- Poverty and social exclusion
- Welsh language
- United Nations Convention on the Rights of the Child (UNCRC)
- Carers
- Community cohesion
- Human rights principles.

In order to apply the EIA process, officers follow these steps:

- An initial screening exercise (to identify whether a full EIA report is necessary)
- Completion of a full EIA report (where required)
- Quality assurance and feedback
- Sign off at Head of Service level
- Publication on the Council's website alongside the relevant report
- Review.

Officers have access to dedicated departmental support from members of the Access to Services Team who co-ordinate the quality assurance of EIAs whilst also offering advice and guidance.

The process does not change for specific budget proposals.

3. Assessing impact

Due to both the nature of the proposals being considered and the regulatory framework around EIAs, many now take a number of months to reach a conclusion. The budget planning process operates over a 3-year period, with many proposals being considered, designed and altered prior to implementation over this time period.

Officers are always advised to undertake the initial screening as early as they can, with (if required) a full EIA report then opened as soon as possible. This is then completed as proposals are worked through and means that we are now working on budget EIAs throughout the year.

As a result, the assessment of impact is not a one-off exercise – it is a continuing process.

To ensure an ongoing rigorous process, the following elements are of note:

- Where officers have concerns and/or queries, meetings are held with the Access to Services Team to look at both the proposal and the EIA
- EIA reports are often added to over a period of time, e.g. following consultation and engagement activities, following changes to the detail of proposals
- Quality assurance is carried out by officers with expertise in the areas of equality, Welsh language, poverty and the UNCRC
- Where a proposal has potential adverse impacts, officers utilise the EIA process to focus on mitigation
- Where a proposal has potential adverse impacts that cannot be mitigated, the EIA is referred to senior managers for attention and consideration.

In addition, with a number of both commissioning and other reviews underway across the organisation, the total or overall impact of the proposed budget is difficult to fully assess at any point of implementation, particularly with the EIA process being a continuing feature as proposals are further developed.

Therefore, we will continue to publish each EIA report with the relevant corporate report at:

<http://democracy.swansea.gov.uk/ieDocHome.aspx?bcr=1&LLL=0?Lang=eng>

4. Consultation and engagement

Whilst there is a specific regulation around engagement (contained within the Public Sector Equality Duty for Wales), our 'Sustainable Swansea - Fit for the Future' strategy contains a substantial emphasis on consultation and engagement too.

Corporate budget consultation takes place on a wide variety of specific proposals. This includes consultation with children and young people. Others are consulted on using service-specific groups and/or activities.

Corporately, the consultation results are reported separately via the budget reports themselves.

5. Local information

Our stakeholders are:

- All citizens of, and visitors to, the City & County of Swansea
- Council staff
- Partner organisations
- Council Tax Payers.

The Council delivers services to all the citizens of the City & County of Swansea. The overall population profile from the latest population estimates (2015) and 2011 Census is as follows:

- The gender split of the **City & County of Swansea** is **50.1% Female** (121,500 people) and **49.9% Male** (120,900 people).
- Children and young people **aged 0-25 years** represent **32.8%** of the population, or **79,500** people.
- **Over 50s** represent **37.5%** of the population (90,900 people), of which **46,800** are over 65 (around 19.3% of the total population).
- **6.0%** of the total population of Swansea (**14, 300** people) came from an ethnic minority background. In terms of religion, **8,530** people (**3.6%** of the population) belonged to non-Christian faiths with 34% (81,219 people) having no religion.
- **23.3% (55,719 people)** had a long term health problem or disability including 11.3% of people of working age (26,988 people). **6.9%** of those aged 16-74 (**12,146 people**) were economically inactive due to long term sickness or disability.
- In 2011, there were **26,332** Welsh speakers in Swansea, or **11.4%** of the population. **44,659** people had one or more skills in Welsh.

Further information about Swansea's population can be found at <http://www.swansea.gov.uk/keyfacts>

Officers consider the particular service users or groups affected when applying the EIA process.

6. Staffing

The Cabinet report in December 2017 referred to 48 posts throughout the Authority which included 17 in the Resources Directorate. With regard to the Resources Directorate, these 17 posts were considered along with additional savings that had to be made, which equated to 61 posts. This number has been subsequently reduced to 26 as a result of ERVRs, Bumped Redundancies and deleting vacant posts. The total number of posts considered at risk currently is therefore 57, some of which do have direct links to equality related work

7. Third Sector Impact

Any reduction in grants to external bodies may impact Third Sector organisations. There could also be other proposals that may impact the sector which, if agreed, may require re-configuring or re-commissioning of services. In this context there may be opportunities for Third Sector organisations to be involved in this work. There could also be proposals that look to Third Sector support in the continuation of services through different means of delivery.

8. Publication Arrangements

All EIA reports will be published as they are finalised. As mentioned earlier in this statement, due to the nature of many of the proposals this is likely to take time as assessment of impact continues to be undertaken as proposals are further developed.

9. Conclusion

We know from previous years that, due to the scale of budget reductions, those with protected characteristics are likely to be affected. In assessing the impact of the budget proposals, we continue to attempt to ensure that any effect is not disproportionate and that we continue to focus on mitigation wherever possible. In this context the following should be noted:

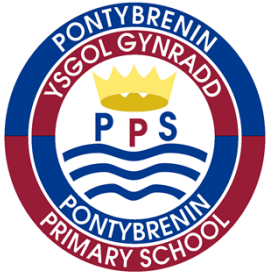
- where EIAs show potential significant impact with no possible mitigation, these proposals will be referred for further consideration
- for those EIAs where potential significant impact has been identified and mitigation has been possible, the associated action plans will be monitored and reviewed
- the outcomes of engagement will inform EIAs
- this is an ongoing process and as noted this statement and many EIAs will remain open for varying periods of time
- there is a focus on the council doing things differently in order to further deliver services that are flexible, citizen-centred, meet individual needs and are sustainable for the future.

The council continues to deliver a wide range of services for all the citizens of Swansea. Many of these are of particular benefit to the areas covered by our EIA process, e.g. the protected characteristics defined within the Equality Act 2010.

As highlighted earlier in this statement, the council is committed to protecting the vital frontline services that matter most to the people of Swansea, tackling poverty and looking after the most vulnerable in our communities. The council will continue to do everything it can to meet this challenging commitment given the financial constraints it faces. However, services may be provided in a different way in line with 'Sustainable Swansea - Fit for the Future'.

APPENDIX G

PONTYBRENIN PRIMARY SCHOOL
HEADTEACHER/PRIFATHRO: Mr P S Williams



Glyn Rhosyn
Gorseinon

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Dear Councillor Stewart,

The school budget forum formally responds to the education budget proposed for April 2018-March 2019 with the following observations:

1. Swansea schools continue to provide excellent value for money and have above average ESTYN inspections compared to any other local authority within the education consortium, even though the monies distributed to Swansea schools compare unfavourably to other local authorities in the consortium and indeed across Wales.

The forum understands that part of our poor funding position, reflects the nature of the formula used by Welsh Government to allocate Revenue Support Grant to Councils and the way that this is heavily weighted to local authorities where 'sparsity' is a strong factor.

This funding position seems to be further exacerbated by the way in which grant funding is allocated to authorities through the regional consortia, as this again seems to disadvantage schools in urban settings. In simplistic terms, Local authorities such as Swansea and Neath Port Talbot who are more urban in nature get less money per pupil than the other four Local authority regions in the consortia.

This situation has a negative influence on providing a broad and balanced curriculum. For example, a school in Carmarthenshire with 600 pupils will receive far more money than a similar sized school in Swansea. This is due to the 'perceived' need to give greater amounts to schools where the geographical landscape is sparse i.e. Rural settings

The forum appreciates and acknowledges that the leader of learning in the cabinet and the chief education officer are working hard to change the funding formula that the consortium adopts. However when you have six chief education officers, four of whom represent local authorities that are 'sparse' in nature, the forum wonders how successful the two representatives of the urban authorities are going to be in changing the formula funding to a more equitable per pupil formula across the regions in the future. The forum acknowledges the level of challenge faced to bring about a change and has every faith that they will continue to face up to this challenge and try to elicit a positive change for Swansea.

It is the forums understanding that there is a move to a more centrally defined future structure for ERW across the six local authorities with less direct involvement of the local authorities.

This is a significant concern for the Forum as is anticipated that the financial situation for Swansea is going to get worse. This is maybe something that needs investigating and the forum is happy to use any resources at it's disposal to help ensure a better settlement for Swansea.

2. Head Teacher colleagues at the School Budget Forum recognise that the Local Authority is in an invidious position when setting a budget for education. They appreciate that funding levels devolved from Westminster to Welsh Government are far from generous, and that in turn the funding delegated to Swansea is not enough to cover the significant demands and cost pressures the Authority's services face. They also realise that it would be impossible for the Council to address all of Education's needs without significantly cutting funding to other services to a level that would mean they could not function, let alone function effectively.

Nevertheless, whilst there are difficult choices for the cabinet to make, it is the Budget Forum's role to advocate for Education in Swansea and to raise awareness of how the potential decisions Councillors might make, will affect schools and their communities. The council is heartened to hear Councillors say that they are committed to Education, and that the relative prioritisation of school budgets is very much welcomed, however, given some of the recent events, there are questions as to how deeply embedded and principled the commitment is.

Do we want our children in education to have more limited opportunities to find and develop their talents in schools because head teachers cannot offer the same opportunities due to financial restrictions?

Whilst the Forum supports the Council's bid to be recognised as a 'City of Culture', the forum would consider that the culture should be recognised as a culture of learning, where there are high expectations for the young people of Swansea to succeed, backed up with strong financial investment by the council to schools and high quality learning and creative opportunities.

The forum recognises that the council's desire to generate a local economy that is attractive to large I.T. businesses, who will invest their money into a skilled workforce, is a bold and positive move, but if we are to be at the forefront of new technological innovations, we will need a workforce that is local and capable to fill these essential posts. Only if we invest in education and schools will this result in ambitious, capable, enterprising and healthy constituents of the future.

As a Forum, we do not accept the majority of constituents are more interested in refuse collections and street lights staying on. We feel the constituents want the younger members of their family to prosper and achieve success through apprenticeships and qualifications that cannot be taken away from them, but will be their passports for success in their lives. If the Council's consultation with constituents contained more focussed questions, relating to this and its prioritisation, perhaps the responses would see education given a higher status in responses.

As well as considering future potential, the forum believes that with diminishing real terms financial resources, the current excellent performance of schools is unsustainable in the short and long term future. Many schools have been projected to have a deficit budget in 2018/2019 and anticipate severe financial difficulty. Schools are already cutting back on staff

and in turn, creative learning programmes, this can only impact negatively on the excellent work being done and the standards achieved.

3. Your recent presentation to the head teachers of Swansea, proposing a relative prioritisation of education was welcomed by all stakeholders. You stated at the time that schools could be assured of a £2.2 m cash increase in the delegated schools budget and that if there was any additional funding in the final local Government finance settlement then this would also be passed on fully to schools. You hoped at the time that this might bring the cash increase to around £3.5m. So it is pleasing to see that in your recent media interviews <http://www.itv.com/news/wales/2018-01-11/headteachers-warn-schools-in-wales-are-at-breaking-point-due-to-budget-cuts/> you stated that schools can expect to receive additional funding of £3.5m.

The Forum presumes that this amount reflects the level of additional funding received in the final financial settlement and honours the commitment you gave at the Headteacher meeting to pass on any such additional funding. The forum would simply ask for confirmation that schools will indeed see a £3.5m cash increase in the delegated schools budget next year.

However, I have been asked to raise with you the fact that other comments made in the same media interview have raised concerns.

You referred to there being 'no cuts in education.' Whilst this may well be the case in terms of cash cuts, this is certainly not the case in real terms. Schools will still need to cover the increased pension contributions expected of employers as well as the cost of the Local Authority's generous pay award offered to LSA's and the associated on-costs that will go with this award. There will undoubtedly also be other costs to be covered in addition to these. Whilst the forum recognises that a £3.5 m cash increase in the delegated schools budget is considerably more than the funding that might be expected following the financial settlement provided by the Welsh Government to Swansea, it nevertheless would still represent a real terms cut for schools once all the cost pressures are considered. These amount to well in excess of £4m, or 3% as we understand it, whereas even the higher £3.5m cash increase you have stated would be lower at around 2.5% for all schools across Swansea.

With regard to the 'Fair Funding Campaign', it was hoped that the message sent out to parents from all schools in Swansea be communicated supportively by the council and that your previous commitment to 'carefully manage future media messages' would be respected and enacted. As such we believed that there was a collegiate point of view agreed professionally between schools and the council, and this would be conveyed by public support during media coverage. However, in the interview you gave, this does not appear to be the case and many have found this to be disappointing.

As broadcast, your interview appeared to be suggesting that the funding issues highlighted by the 'National Fair Funding Campaign' did not apply to Swansea. However, whilst we recognise the clear relative prioritisation of Education budgets in recent years, schools nevertheless continue to face significant real terms reductions in funding and considerable financial challenges. In the current financial year, the funding of schools in Swansea is still ranked as 18 of 22 Local Authorities across Wales. Schools in many other authorities continue to be funded at a higher level, and so the campaign for fair funding is most relevant to Swansea schools. This position continues to be a disappointing one.

It may not have been your intention in the interview which you gave in the morning at county hall, to give somewhat conflicting messages, your responses certainly give a different perspective to that given to parents at the fair funding campaign on the same night. Many parents were pleased to see you at the meeting and some recorded on their mobile phones your public conversations with the audience on the fair funding campaign.

Until now school leaders have embraced the improved communication and frank discussions with officers and the cabinet in moving education forward together as a Local Authority. However, the impression given by the interview, coupled with the surprise announcement of car parking charges in schools, i.e. no consultation with the groups who have worked hard with the authority to make meaningful changes to funding and spending, has eroded confidence and trust that we are working together to solve the challenges faced by all.

Whilst appreciating that perhaps the intention of introducing a parking fee in schools is intended to generate income to schools, it would seem that the possible impact of such a move has not been thought through. As schools have delegated funding and powers to decide on expenditure and income generation, should this not be a Governing body and not a Council decision?

Moreover, the forum would not consider this to be deliverable in practice.

Forum concerns include the fact that, where it is an option, staff are likely to use public highways where this is an option, causing issues for local residents. Schools are likely to see an increase in the cost of travel expense claims, in fact resulting in increased expenditure. The fee will also be seen as a tax on working in school with the loss of goodwill.

The Forum also asks if it has been confirmed that it would not conflict with national terms and conditions? How will the money be collected and passed to schools? Also, as indicated in 67 head teacher replies to the school budget forum in November, if employees within schools were afforded the same rights as other employees (agile working/ flexitime) of the council, they would not argue with the car charge. If the council are expecting staff to pay for parking in line with other services, can schools expect that repairs will be paid for in the same way that those who work in the main buildings are not expected to contribute to repairs of the Civic Centre.

These are just a few practical issues that do not appear to have been adequately considered. The forum would also seek confirmation and on-going evidence that such a charge would be extended to all council staff and not just school based staff, as you assured headteachers at the budget meeting.

Delegation of powers means total delegation of powers. It is important to note that none of the other 21 local authorities have proposed such a scheme as a local authority whole scale directive.

In conclusion, it is important to note that the Joint Finance Group has regularly met this year with Local Authority Officers to analyse the way in which all schools are funded through the Swansea schools funding formula, so that it is based on strong principles and as far as can be achieved, meets the needs of the pupils in our care. This level of understanding I feel is sector leading across the consortium and one that could help the consortium look at their own funding principles in the future.

It is also noteworthy is the fact that service level agreements (SLA's) have been closely scrutinised with significant challenge given to the managers of each service. So whilst charges to schools have significantly increased as a whole with pay and other cost pressures, the close scrutiny has identified reductions in costs of a number of service level agreements which have totalled over £69000. This has brought about efficiency savings and effective working for schools and Local Authority departments alike. An example of good practice must continue in the future, as it has proved beneficial to all schools.

The forum would wish to invite you to the next meeting, but mindful that this is quite a few weeks away, would suggest that these concerns could be considered further as part of the forthcoming Education Strategy Group agenda.

Lastly, I hope the details provided in the forums response are carefully considered and that financial investment in Swansea schools does not portray a 'graveyard of ambition' but a forward thinking council that gives Swansea schools first priority, not relative priority.

Yours Faithfully,

Philip Williams

(Head teacher and Chair of the School Budget Forum)

Revenue Budget 2018/2019

Resources Directorate

	ORIGINAL BUDGET 2017/2018 £	ORIGINAL BUDGET 2018/2019 £
Resources Directorate		
Resources Directorate	166,200	215,300
Central Training	284,200	230,700
Corporate Customer Services	982,500	1,031,200
Corporate Training	273,800	246,700
Welsh Translation Unit	256,200	107,200
	1,962,900	1,831,100
Head of Commercial Services		
Commercial Team & Procurement	638,700	670,200
	638,700	670,200
Head of Comms & Customer Engagement		
Access to Services	265,000	239,300
Communications	183,700	211,900
Corporate Marketing	297,500	330,600
Corporate Mgt Team Support	358,800	366,900
Design and Print	222,200	240,200
Commissioning Review	-28,000	-28,000
Senior Staff Reductions	-84,000	-84,000
	1,215,200	1,276,900
Head of Financial Services & Service Centre		
Audit	666,100	620,500
Benefits	23,425,900	23,915,700
Finance DMT	344,500	373,900
Financial Services	1,408,800	1,396,500
Pensions	-41,000	-23,000
Performance and Delivery	260,600	281,700
Revenues	274,200	471,100
Service Centre	1,979,300	2,044,000
Treasury and Technical	518,100	531,300
Commissioning Review	15,000	15,000
Senior Staff Reductions	-147,000	0
	28,704,500	29,626,700

Revenue Budget 2018/2019

Resources Directorate

	ORIGINAL BUDGET 2017/2018 £	ORIGINAL BUDGET 2018/2019 £
Head of Human Resources & OD		
Health and Safety	938,100	1,017,600
Human Resources	638,100	622,700
Commissioning Review	-56,000	-56,000
Senior Staff Reductions	-175,000	-93,000
	1,345,200	1,491,300
Head of Digital Services & Transformation		
Departmental Management Team	356,600	308,300
Digital Services & Business Improvement	3,413,000	3,088,300
Digital Solutions & Infrastructure	3,401,000	3,901,500
Commissioning Review	-9,000	0
Senior Staff Reductions	-152,000	0
	7,009,600	7,298,100
Head of Legal & Democratic Services		
Complaints	224,100	231,300
Coroners	482,500	624,800
Democratic Services	2,700,100	2,501,000
Information Governance Unit	0	40,000
Legal Services	1,818,000	1,884,100
Overview and Scrutiny Unit	217,600	224,800
Commissioning Review	-19,000	-19,000
	5,423,300	5,487,000
Sustainable Swansea-Corporate Directorate		
Workstreams	-2,873,900	-5,597,900
Senior Staff Reductions	-177,000	-177,000
	-3,050,900	-5,774,900
Total Resources Directorate	43,248,500	41,906,400
Rebasing : Inter Service transfers/virements	484,700	
Rebasing : 2018/19 funding/responsibilities	0	
Total Resources Directorate	43,733,200	

Revenue Budget 2018/2019

People Directorate - Poverty & Prevention

	ORIGINAL BUDGET 2017/2018 £	ORIGINAL BUDGET 2018/2019 £
Head of Poverty & Prevention		
Adult Prosperity & Wellbeing Service	1,086,500	960,400
Early Intervention Services	788,300	1,035,900
Partnership Performance & Commissioning	1,889,500	2,164,800
Poverty and Prevention	422,300	237,000
Young Peoples Services	2,091,700	2,034,900
Senior Staff Reductions 17/18	-146,000	0
Poverty & Prevention Staffing Savings	0	-55,000
	6,132,300	6,378,000
Total People Directorate - Poverty & Prevention	6,132,300	6,378,000
Rebasing : Inter Service transfers/virements	149,700	
Rebasing : 2018/19 funding/responsibilities	0	
Total People Directorate - Poverty & Prevention	6,282,000	

Revenue Budget 2018/2019

People Directorate - Social Services

	ORIGINAL BUDGET 2017/2018 £	ORIGINAL BUDGET 2018/2019 £
Head of Adult Services		
Central Services	436,000	530,400
Service Strategy and Regulation	660,100	716,050
Disability Residential & Day Care	6,994,000	7,036,250
Learning Disabilities & Mental Health Support	11,945,400	17,849,150
Integrated Services - Domiciliary Care & Hubs	18,604,900	19,626,250
Integrated Services - External Residential	13,307,100	14,494,100
Integrated Services - Other	2,473,900	2,979,000
Older Persons Residential and Day Care	6,711,700	6,981,150
Safeguarding/Wellbeing Support	3,525,200	2,225,050
Commissioning Review	2,738,000	3,665,400
Senior Staff Reductions	-139,000	-669,000
	-362,000	-457,400
	66,895,300	74,976,400
Head of Child & Family Services		
Accommodation Services	17,289,000	16,411,550
Aftercare	894,900	849,000
Assessment and Care Management	11,546,200	12,888,750
Family Support Services	3,397,400	3,475,800
Regional Services	2,141,900	2,177,150
Residential Care-Internal Provision	519,700	525,000
Commissioning Review	-11,500	0
Senior Staff Reductions	-402,000	-228,650
	35,375,600	36,098,600
Total People Directorate - Social Services	102,270,900	111,075,000
Rebasing : Inter Service transfers/virements	-951,500	
Rebasing : 2018/19 funding/responsibilities	7,057,000	
Total People Directorate - Social Services	108,376,400	

Revenue Budget 2018/2019

People Directorate - Education

	ORIGINAL BUDGET 2017/2018 £	ORIGINAL BUDGET 2018/2019 £
Delegated Schools		
School Cost Centres	143,607,660	147,013,217
	143,607,660	147,013,217
Chief Education Officer		
Mgt & Admin Effectiveness	101,300	129,900
Schools At Risk	240,056	109,056
SIPD	17,000	0
WJEC Subscriptions	36,000	36,000
	394,356	274,956
Head of Strategic Planning Improvement Group		
Management Systems Unit	176,200	184,400
Improvement and Monitoring Unit	133,000	95,200
Broadband & Cloud Technology	410,000	400,000
Learning Portal Team	80,500	48,500
Stakeholder Engagement Unit	215,300	196,800
	1,015,000	924,900
Head of Achievement & Partnership Service		
Education Improvement Service	1,331,300	1,178,100
Welsh Service	45,000	39,600
	1,376,300	1,217,700

Revenue Budget 2018/2019

People Directorate - Education

	ORIGINAL BUDGET 2017/2018 £	ORIGINAL BUDGET 2018/2019 £
Head of Vulnerable Learner Service		
Head of Learner Support Service	115,200	103,300
Behaviour & Learning Support	1,113,800	1,117,000
Home Tuition Service	489,000	341,500
One To One Support	796,300	735,573
One To One Support Secondary	395,800	0
Psychology Service	726,400	702,600
Recoupment/Out of County	1,780,000	1,750,000
SEN Statementing & Support	3,165,800	3,156,600
EOTAS	2,927,400	3,240,200
Pupil Referral Units	1,687,300	1,807,800
School Transport - Special	806,900	1,094,200
Catering Staff Canteen	0	0
Cleaning Services	120,300	119,760
Free Breakfast	588,700	519,700
School Meals Service	-92,700	-41,900
Contr. To Swansea Safeguarding Children Board	14,000	14,000
Miscellaneous Grants	0	67,400
School And Governor Unit	384,500	394,000
School Transport	5,557,700	5,682,700
School Transport Continuing Education	561,200	561,200
Welfare Service	536,100	621,200
Youth Offending Team	55,300	0
Ethnic Minority Achievement Unit	98,300	949,000
West Glamorgan Music Service	129,200	142,600
Senior Staff Reductions 17/18	-98,000	0
	21,858,500	23,078,433

Revenue Budget 2018/2019

People Directorate - Education

	ORIGINAL BUDGET 2017/2018 £	ORIGINAL BUDGET 2018/2019 £
Head of Education Planning Resource Service		
Additional School Support	78,100	78,200
Capital Planning & Delivery Unit	352,085	377,725
Continuing Education & Pensions	500,900	501,000
DfES Post 16	-5,748,745	-5,207,945
Education Improvement Grant for Schools	719,744	703,418
Empty Properties	15,600	16,800
Funding And Information Unit	82,700	91,400
Health & Safety	100,000	84,500
Management & Admin-Planning & Resources	100,000	101,700
Non Delegated Primary - Pensions, Insurance & Public Duties	2,755,300	2,295,426
Non Delegated Secondary - Pensions, Insurance & Public Duties	3,259,600	3,155,900
Non Delegated Special - Pensions, Insurance & Public Duties	40,500	41,600
Pupil Deprivation Grant	-6,646,700	-7,011,930
Retained DfES Post 16 Funding	115,000	75,000
	-4,275,916	-4,697,206
 Total People Directorate - Education	 163,975,900	 167,812,000
 Rebasing : Inter Service transfers/virements	 139,900	
Rebasing : 2018/19 funding/responsibilities	0	
 Total People Directorate - Education	 164,115,800	

Revenue Budget 2018/2019

Place Directorate

	ORIGINAL BUDGET 2017/2018 £	ORIGINAL BUDGET 2018/2019 £
Head of Corporate Building & Property Services		
Facilities Management	3,462,200	2,597,200
Strategic Estates Properties	-2,179,400	-1,751,000
Property Preventative Maintenance	3,540,000	3,464,300
Corporate Building Services Trading	1,496,800	1,727,900
Community Budgets	676,400	720,400
Senior Staff Reductions 17/18	-90,000	0
	6,906,000	6,758,800
Head of Highways & Transportation		
Car Parking and Enforcement	-2,266,800	-2,937,300
Transportation	4,403,000	4,730,600
Traffic Management	991,100	1,079,600
Central Transport	-617,900	-657,300
Engineering	605,600	477,600
Highways	6,743,400	7,067,500
Swansea Marina	-75,300	-81,400
Directorate and Other Costs	471,200	175,500
Senior Staff Reductions 17/18	-207,000	0
	10,047,300	9,854,800
Head of Waste Management & Parks		
Household Waste Recycling Centres	723,900	748,800
Parks	4,594,100	5,101,000
Recycling	1,947,300	4,230,400
Residual Disposal/Tir John	3,682,800	3,688,600
Residual Waste Collection	2,832,900	2,948,200
Trade Refuse	-193,000	-192,700
Neighbourhood Working	3,978,300	4,463,500
Directorate and Other Costs	922,000	856,400
Senior Staff Reductions 17/18	-70,000	0
	18,418,300	21,844,200
Place Directorate		
Place Directorate	360,150	591,800
Workstreams	-627,700	-1,365,000
	-267,550	-773,200

Revenue Budget 2018/2019

Place Directorate

	ORIGINAL BUDGET 2017/2018 £	ORIGINAL BUDGET 2018/2019 £
Head of Cultural Services		
Archives	257,700	266,500
Arts	2,962,750	2,489,100
Community Buildings	218,900	205,800
Development and Outreach	218,800	233,900
Libraries	2,970,400	3,067,700
Sport and Recreation	1,811,900	2,596,400
Tourism, Marketing and Events	1,571,500	1,572,400
Directorate and Other Costs	382,700	428,200
Senior Staff Reductions 17/18	-174,000	0
	10,220,650	10,860,000
Head of Planning & City Regeneration		
Business Support	385,419	393,519
Property Development	636,298	581,998
City Centre Management and Indoor Market	-256,900	-295,500
European Team	0	0
Major Projects, Design and Conservation	123,500	105,100
Planning Control	675,700	614,900
Planning Policy and Environment	1,069,000	1,057,400
Directorate and Other Costs	41,583	290,683
Senior Staff Reductions 17/18	-94,000	0
	2,580,600	2,748,100
Head of Housing and Public Protection		
Building Regulations	99,700	120,100
Burials and Cremations	-560,200	-653,200
Food Safety	580,600	614,900
Licensing	-96,300	-31,400
Pollution	719,300	750,800
Public Health	786,700	827,600
Registrars	17,900	21,100
Trading Standards	586,200	613,300
Housing Grants to the Independent Sector	40,500	40,500
Housing Renewals and Adaptations	144,800	216,500
Housing Strategy, Advice and Support	1,343,100	2,055,500
Other Housing Services	690,700	472,800
Directorate and Other Costs	269,500	263,800
Senior Staff Reductions 17/18	-87,000	0
	4,535,500	5,312,300

Revenue Budget 2018/2019

Place Directorate

	ORIGINAL BUDGET 2017/2018 £	ORIGINAL BUDGET 2018/2019 £
Total Place Directorate	52,440,800	56,605,000
Rebasing : Inter Service transfers/virements	177,200	
Rebasing : 2018/19 funding/responsibilities	2,516,000	
Total Place Directorate	55,134,000	