



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Scrutiny Performance Panel – Service Improvement & Finance

At: Remotely via Microsoft Teams

On: Tuesday, 17 January 2023

Time: 10.00 am

Convenor: Councillor Chris Holley OBE

Membership:

Councillors: P M Black, R Fogarty, P R Hood-Williams, L James, D H Jenkins, M Jones, J W Jones, M W Locke, H M Morris and B J Rowlands

Agenda

Page No.

1 Apologies for Absence

2 Disclosure of Personal and Prejudicial Interests

www.swansea.gov.uk/disclosuresofinterests

3 Prohibition of Whipped Votes and Declaration of Party Whips

4 Minutes

To receive the minutes of the previous meeting(s) and agree as an accurate record.

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5 Public Questions

Questions can be submitted in writing to Scrutiny scrutiny@swansea.gov.uk up until noon on the working day prior to the meeting. Written questions take precedence. Public may attend and ask questions in person if time allows. Questions must relate to items on the open part of the agenda and will be dealt with in a 10 minute period.

6 Budget Proposals 2023/24 - 2026/27

Invited to attend:

Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy

Ben Smith – Director of Finance / S.151 Officer

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- | | | |
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| 7 | Q2 Revenue and Capital Budget Monitoring 2022/23 | 51 - 71 |
| | <i>Invited to attend:</i>
Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy
Ben Smith – Director of Finance / S.151 Officer | |
| 8 | Q2 2022/23 Performance Monitoring Report | 72 - 116 |
| | <i>Invited to attend:</i>
Cllr David Hopkins – Cabinet Member for Corporate Services & Performance
Richard Rowlands – Strategic Delivery & Performance Manager | |
| 9 | Sustainable Swansea Update | 117 - 131 |
| | <i>Invited to attend:</i>
Cllr Andrea Lewis – Cabinet Member for Service Transformation
Martin Nicholls – Chief Executive
Sarah Lackenby – Head of Digital and Customer Services
Marlyn Dickson – Strategic Change Programme Manager | |
| 10 | Letters | 132 - 139 |
| 11 | Work Plan | 140 - 142 |

Next Meeting: Tuesday, 14 February 2023 at 10.00 am

Huw Evans

Huw Evans
Head of Democratic Services
Tuesday, 10 January 2023
Contact: Rachel Percival

01792 636292

Agenda Item 4



City and County of Swansea

Minutes of the **Scrutiny Performance Panel – Service Improvement & Finance**

Multi-Location Meeting - Gloucester Room, Guildhall / MS

Teams

Tuesday, 6 December 2022 at 10.00 am

Present: Councillor C A Holley (Chair) Presided

Councillor(s)

P M Black
D Jenkins
M W Locke

Councillor(s)

R Fogarty
J W Jones
B J Rowlands

Councillor(s)

P R Hood-Williams
M Jones

Officer(s)

Cllr Elliot King
Cllr Cyril Anderson

Cabinet Member for Equalities and Culture
Cabinet Member Community Services

Ben Smith
Richard Rowlands
Matthew Perkins
Rhian Millar
Rachel Percival

Director of Finance and Section 151 Officer
Corporate Performance Manager
Group Leader, Waste
Consultation Coordinator
Scrutiny Officer

Apologies for Absence

Councillor(s): none

26 Disclosure of Personal and Prejudicial Interests

There were no disclosures of Personal and Prejudicial Interests.

27 Prohibition of Whipped Votes and Declaration of Party Whips

None

28 Minutes

Minutes of previous meeting were agreed.

29 Public Questions

There were no public questions received.

30 Mid Term Budget Statement 2022/23

Ben Smith the Director of Finance and Section 151 Officer attended to give an overview of the Mid Term Budget Statement 2022/23. He talked through the following:

- Wales Fiscal Analysis issued their assessment of the Barnett consequentials which indicates an estimated £600m being available but it is likely a large percentage of this will go towards reducing business rates for businesses.
- The £600m will be spread over two years, but predominantly delivered in 2023/24.
- The next biggest areas of spend for the Barnett consequentials, after business rates, are the health service, schools and social care.
- There is no obligation on Welsh Government to follow the allocations implied by Barnett consequentials. The budget on 13 December and local government settlement on 14th December will firm up all allocations .
- There is a potentially better outlook in the short term but the longer term is still both difficult to predict but likely to remain very challenging.
- With NHS boards operating at a deficit, and not having reserves unlike local government, it is likely that a substantial share of this money will go to health. Any money that does go into social care would have the knock on effect of helping relieving pressure on the health boards and the ambulance service.
- Spend from cash backed reserves in current year (2022-23) is likely to be around £40m which breaks down into broadly £20m of Economic Recovery Fund, £10m to cover the unfunded pay awards and potentially about £10m from ring fenced school reserves to cover their pay award.
- There is planned to be a draw from Economic Recovery Fund of up to £15m for spend on central energy costs to avoid individual services or individual schools making staffing related decisions driven solely by energy price spikes. This is in line with indicative earlier announcements by Leader and S151 Officer at Council.
- Councillors will need to consider balancing the need to raise council tax to maintain and protect services with affordability and cost of living issues for residents and taxpayers. There would be clear trade-offs in the choices to come final to Council in March to set a lawfully balanced budget.

30 Quarter 1 2022/23 Performance Monitoring Report

Richard Rowlands Corporate Performance Manager presented the report. It was noted that:

- Quarter 1 continues to demonstrate effects of the pandemic.
- A further review of performance indicators will take place alongside the development of the new corporate plan. Those will be reported from quarter 1 next year.
- From the 23 comparable indicators within the report, 5 are shown improving or maintaining trends. Of those that had dropped, 6 were attributable to the pandemic and 9 were not, the remaining 3 declines were minimal and within 5% of the previous result.
- There are 18 new indicators with no comparisons due to no previous data and 5 indicators that couldn't be compared to the previous financial year because the data wasn't collected due to the pandemic.
- Safeguarding performance held up well in quarter 1 with fewer children and families escalating into statutory services.

- In quarter 1 education continues to be affected by significant disruption caused by the pandemic for instance in regards to comparing exam results to teacher assessed grades.
- Indicators on statements of special educational needs focus on the number of statements issued but not how effective the statements are.
- There has been an increase in processing times for council tax and housing benefits teams, which is largely the result of staff being diverted to additional work from processing Covid and other Welsh Government grants.
- Staff sickness continues to be affected by impact from Covid-19.
- There is a drop in the number of online payments and forms that were made through the Council's website.
- Further indicators will be added to the area of Nature Recovery and Climate Change.
- New social services indicators will be added in the second quarter.

31 Recycling and Landfill - Annual Performance Monitoring 2021/22 and Recycling of Business Waste Briefing

Cllr Cyril Anderson, Cabinet Member Community Services and Matthew Perkins, Group Leader for Waste attended to present this briefing. It was noted that:

- The current Welsh Government targets for recycling is 64% and last year Swansea Council achieved 65.07%, a slight increase in compared to 2021.
- Mandatory recycling for all non-domestic premises will be enforced by Welsh Government in the near future. Deposit return schemes are also in the pipeline but the impact on the Council regarding these is unknown.
- Implementing the Waste Strategy has meant that recycling figures have jumped from 65% up to above 70% which is mainly due to the switch from landfill to sending waste to energy to waste plants which began in February 2022.
- Swansea Council will meet all current Welsh Government recycling targets.
- Three quarters of produced black bagged waste is sent to a waste to energy plant in Bedford as none closer could accommodate Swansea waste. The other quarter is initially sifted locally then sent to Scandinavia.
- Cardboard waste did double during the pandemic but has dropped back to pre-pandemic usage. Plastic waste remains static.
- Wood recycling is only available in a limited number of recycling centres. This is due to the space required to sort wood into hazardous and non-hazardous.

32 Audit Wales Report – “Making Equality Impact Assessments more than just a tick box exercise”

Cllr Elliot King, Cabinet Member Culture and Equalities and Rhian Millar, Consultation Coordinator attended to discuss this report. The following was noted:

- Equality Impact Assessments (EIAs) have been in force since 2010, with Swansea Council implementing them since 2012.
- Last year the process was internally reviewed where EIAs were changed to a more integrated assessment approach (IIAs) which brings the different duties into

one place to ensure that the Council are assessing the impact properly across the board in one single coherent process.

- Officers recognize there are areas that the Audit Wales report highlighted for improvement but there are similar issues across other authorities particularly with resources.
- Reporting and monitoring outcomes lies with the officer responsible for report/policy.
- Currently all public reports are subject to an IIA screening even those just for information however this is being reviewed internally.
- The IIA process would benefit from clearer public sector wide guidance.
- The Customer Engagement Strategy is currently going through public consultation. Performance Indicators for this strategy will then be discussed with a view not to focus on numbers but monitoring impact and reflection of all protected characteristics.

33 Letters

No comments were made on the attached letters to Cabinet Members.

34 Work Plan 2022/23

No comments were made on the Work Plan.

The meeting ended at 11.45 am.

Chair

Agenda Item 6



Report of the Leader and Cabinet Member for Economy, Finance & Strategy

Special Cabinet – 22 December 2022

Budget Proposals 2023/24 – 2026/27

Purpose:	To consider budget proposals for 2023/24 to 2026/27 as part of the Council's existing Budget Strategy.
Policy Framework:	Medium Term Financial Plan and Budget Strategy
Consultation:	Cabinet Members, Corporate Management Team, Legal, Finance, Access to Services
Recommendation(s):	It is recommended that Cabinet: <ol style="list-style-type: none">1) Approves the Budget proposals summarised in the report and detailed in Appendix B as the basis of consultation;2) Adopts the updated budget future forecast as the starting planning premise for the new medium term financial plan, which will be considered by Council on 2nd March 2023;3) Agrees the approach to consultation and engagement with staff, trade unions, residents, partners and other interested parties set out in Section 7 of the report;4) Receives a report on the outcome of the consultation and final budget proposals at its meeting on 16th February 2023.
Report Authors:	Ben Smith/Sarah Willis
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

- 1.1. This report updates Cabinet on its budget proposals for budget savings for consultation with residents, community groups and other stakeholders. It has full and due regard to our duties under the Well-being of Future Generations Act 2015.
- 1.2. *Sustainable Swansea – fit for the future* was approved by Council on 22 October 2013 and subsequently reviewed by Cabinet on 16th July 2015. Until 2020 it remained the Council’s overarching approach to budget and medium-term financial planning, to help deliver the well-being of future generations.
- 1.3. From 2013 to date, the Council, in line with the principles contained within Sustainable Swansea, developed its approach to reviewing services and budget proposals through a series of commissioning reviews, which set out an assessment of individual services, scope for change, alternative delivery models and potential savings and improvements that could be made.
- 1.4. On 15th October 2020 Cabinet approved the new “From Recovery to Transformation” report detailing the “Swansea – Achieving Better Together, Transformation Strategy & Programme Framework 2022 – 2026”. This outlines a three-phase strategy, the first two phases are now considered complete and a report to Cabinet on 17th November 2022 outlined the third, transformation, phase, which will now inform and shape the budget process, ensuring the budget assists the strategic aims and outcomes of the framework.
- 1.5. On 27th October 2021, the Chancellor provided a full three-year spending review, which enabled the Welsh Government to give not only a firm settlement for 2022/23, but also indicative figures for 2023/24 and 2024/25. This was helpful and enabled a clear indication of funding to be built into the Medium-Term Financial Plan (MTFP). However, following a tumultuous year in the UK Government and indeed global turmoil following the pandemic, the war in Ukraine and the energy crisis the outlook has changed considerably. Furthermore, as the 2021 Census Data has revealed a decline in population for Swansea it is inevitable that Swansea will face a reduction to the indicative increases announced last year.
- 1.6. On 17th November 2022, the new UK Chancellor announced an Autumn Budget Statement. It was clear from this statement that there will be limited additional money flowing to Wales, and this is specifically in respect of the NHS, Social Care and Education.
- 1.7. The Welsh Government budget and settlement announcements are late again this year, with the provisional settlement announced on 14th December and the final settlement expected early in March. This makes the budget process extremely challenging, compressed and uncertain to say the least. Equally, however, the now known broad and very significant cash funding increase for local government for 2023/24, and an indicative figure for the following year is clearly very helpful, although the information contained within the settlement makes it clear that the funding provided

must fund any pay award agreed for 2023/24, and that in real terms (after inflation) the settlement remains very challenging.

1.8. This report covers:

- A reminder of key elements of *Sustainable Swansea* and the new Transformation Strategy & Programme Framework 2022 – 2026.
- An overview of service and budget priorities for the current and following three years
- An update on the financial challenge facing the Council
- The proposed savings programme, including specific proposals for 2023/24 upon which we now need to consult and an indicative for three future years,
- The key risks associated with the current financial position
- Proposals for engagement and consultation
- Staffing implications
- Delivery and next steps

2. Background – *Sustainable Swansea – fit for the future* and *Swansea – Achieving Better*

2.1. The scale of the financial, demographic and sustainability challenge required the Council to continue to adopt a radically different approach to previous years. An approach that focused on:

- *The core future purpose of the Council*
- *The transformation of services and the model of delivery*
- *Greater collaboration with other councils and local organisations, community groups and residents*
- *And, above all, sustainable solutions with prevention at its heart*

This ambition was set out in *Sustainable Swansea – fit for the future*, our long-term plan for change, underpinned by our Innovation Programme.

2.2. The Sustainable Swansea Strategy was agreed by Cabinet and reported to Council in October 2013. The Delivery Programme was approved by Cabinet on 29 July 2014 and was subject to further review and refresh at Cabinet on 16th July 2015.

A major refresh undertaken in 2020 recognised that it had successfully delivered the bulk of £70m worth of savings asks, and enabled the Council to maintain services, performance levels and protect jobs during a period of austerity. However, there are now new challenges and opportunities arising from the new Local Government and Elections (Wales) Act as well as a changing national political landscape and economic uncertainty including COVID-19 and post-Brexit risks.

2.3. Thus, in October 2020 Cabinet approved the new Swansea - Achieving Better Together Transformation Strategy and Programme Framework to strengthen the changes now needed as a result of current circumstances. The new programme builds on and strengthens the Sustainable Swansea

approach, and the strategic aims of Swansea – Achieving Better Together will now focus on:

- The core purpose of the Council
- Transforming services to be effective and efficient
- Greater collaboration with other Councils, organisations, community groups and residents, with a focus on regionalisation
- Balancing the budget for current and future years
- Greater and more meaningful engagements with our residents and community
- To meet the aspirations and targets within the Medium-Term Financial Plan.

3. Our Service Priorities for 2023/24 and Beyond

- 3.1. Although the Council is currently focused on its plan, as set out in the existing MTFP, to fund pressures of around £70m over the next three years (before any AEF or Council Tax increases), it is vital that we continue to retain Member and management focus on the significant proportion of our budget that will remain. Our gross budget is over £820m (excluding Housing Services (HRA)) and we spend just over £1.9m a day on services to residents (this excludes benefits in kind such as housing benefit and the council tax reduction scheme).
- 3.2. The Council has clear and strong long-term ambitions for Swansea and the proposals for savings must be seen in the context of the following:
 - The Council's top 6 priorities and future plans for services to help deliver the well-being of future generations
 - The strategic aims of Swansea – Achieving Better Together – which embrace all that we do
 - The application of budget principles – which guide decision making
 - The ongoing and sustained real terms reduction in external funding and the need to meet known budget pressures.
 - All set within the context of the current COVID-19 pandemic
- 3.3. The Council's overall aim is to protect frontline delivery of services as far as possible. However, whilst many things are important, not everything can be a priority. It is important, therefore (particularly in the current climate of significantly reduced resources), that we set out clearly our expectations on all services and relative priorities for funding in the context of the budget reductions that we face.
- 3.4. This requirement is illustrated sharply by the “gearing” effect of savings on services. In other words, if our current funding requirement of £70m (since revised – see below) over three years were applied, for example, just to Place Services, the budget for this area would be completely removed. Consequently, other areas such as Education and Social Care also need to face some relative real terms level of reduction over the next three years, given the relative size of their budgets. Equally, however, if the level of funding for 2023/24 were to be sustained in every future year, then these

planning assumptions could be very fundamentally reshaped, and savings asks reduced or possibly even eliminated.

- 3.5. A statement of budget priorities and policy statements that flow from this is set out in **Appendix A**. This statement follows an assessment of services in relation to the following criteria:
- **Invest:** those Services where the Council will increase current levels of investment
 - **Maintain:** those services where the Council will broadly maintain current level of spend in the medium term
 - **Remodel:** those services where the Council will reduce the current level of spend over the medium term

Regardless of relative funding levels, there is an absolute requirement that all services must transform and strive for maximum efficiency.

- 3.6. Following the extremely welcome uplift in funding received from the Welsh Government (£31.2m), it is envisaged that both Education and Social Services will be relatively protected and will receive an overall increase in cash budgets for next year. Both Place and Corporate Services suffer from the removal of one-off budgets (from reserve funding) awarded for 2022/23 only, without the removal of these, both departments would receive a cash increase for 2023/24.
- 3.7. Planning assumptions over future year settlements, building on from this year's material uplift, will significantly affect these existing planning assumptions. These assumptions are themselves heavily dependent upon the national government's overall approach to public spending and the Welsh Government's priorities, both of which substantially add to the risks facing future financial planning assumptions. The continued 'three-year' deal nature of the settlement is again extremely welcome and helpful even if the outlook remains very challenging beyond 2023/24.

4. Financial Update

- 4.1. The financial update that follows needs to be in the context of the Medium-Term Financial Plan (MTFP) approved by Council on 3rd March 2022.
- 4.2. The indicative savings requirement for the 2023/24 budget and the existing MTFP have been updated and the MTFP extended to include 2026/27. The details are set out in Table 1 below:
- 4.3. It should be emphasised that although there is still a requirement to make targeted savings across all Directorates to live within affordable budget limits, this is in the context of around £140m being invested into services, **meaning that even with savings Directorate budgets will still grow overall by about £75m over 4 years.**

**Table 1 – Indicative Investment and Savings Requirement for
2023/24 to 2026/27**

	Note	Budget	Medium Term Financial Plan		
		2023/24	2024/25	2025/26	2026/27
		£'000	£'000	£'000	£'000
Future cost of pay awards	1				
- LG Staff		14,908	21,736	27,545	33,458
- Teachers		7,973	13,873	18,373	22,773
Impact of 2022/23 Pay Award	2				
- LG Staff		7,720	8,035	8,305	8,583
- Teachers		3,700	3,795	3,876	3,959
National Living Wage – pay bill	3	1,200	2,400	3,600	4,800
National Living Wage – contracts		2,600	5,600	10,000	15,000
Increase in Pension Costs	4	0	0	0	1,400
Increase in Teachers Pension	5				
- LG Staff		0	260	260	260
- Teachers		0	7,750	7,750	7,750
Cumulative contract inflation	6	150	150	850	2,050
Energy Price Inflation	6	15,000	15,000	15,000	15,000
Temporary use of Reserves to partially fund Energy Prices (short term)	6	-9,100	-4,100	-1,800	0
Capital charges – New scheme aspirations	7	0	1,000	2,000	3,000
Coastal Risk Management Programme	7	1,556	1,556	1,556	1,556
Use of Capital Equalisation Reserve	8	0	-1,000	-2,000	-3,000
Rebase ICT Cloud costs	9	500	1,000	1,500	1,500
Demographic & Service pressures	10	3,000	6,000	9,000	12,000
Mid and West Wales Fire Authority Levy (independently decided by the Fire Authority)	11	2,000	3,000	4,000	5,000
Corporate Joint Committees	11	0	10	21	32
Council Tax Support Scheme	12	1,250	2,600	3,950	5,400
MTFP Service pressures accepted	13	1,925	2,140	2,428	2,428
New service pressures accepted	13	1,935	2,142	2,145	2,148
Contingency	14	1,849	2,274	-426	-325
Social Care extra money for Adult Services as per existing MTFP	15	2,500	5,000	7,500	7,500
Total known pressures		60,666	100,221	125,433	152,272
Savings Requirement	16	-25,244	-45,525	-54,837	-65,176
Net Funding Requirement		35,422	54,696	70,596	87,096

Aggregate External Finance increase	17	29,626	41,900	50,400	59,200
Aggregate External Finance increase (CRMP)	18	1,556	1,556	1,556	1,556
Council Tax increase (including tax base changes)	19	4,240	11,240	18,640	26,340
Total Resource Investment		35,422	54,696	70,596	87,096

Notes:

1. *The pay award figures represent a forecast increase of 7% for Local Government staff in 2023/24, reducing to 3% and then 2.5% over the life of the MTFP. Teachers are forecast an increase of 3.5% reducing to 3% and then 2.5% over the life of the MTFP.*
2. *The impact of the flat rate pay award agreed nationally for 2022/23 for Local Government staff – the amount over and above that provided in the 2022/23 budget.*
3. *Assumed increases due to implementation of National Living Wage - will affect contract prices and lower end of own pay scale.*
4. *The costs arising from the triennial revaluation of the local government pension scheme are included at an assumed 0% per annum until 2025/26. At the next triennial revaluation there is a forecast 1% increase per annum.*
5. *There will be a national increase in Teachers Pension costs from 2024/25. We have made a prudent, worst-case estimate.*
6. *Energy and other inflationary cost increases are expected to be substantial next year. This large increase has been temporarily funded from reserves for the next 3 years, to ease the impact.*
7. *The additional estimated borrowing costs arising from the new and regional capital programme together with the impact of the Coastal Risk Management Programme cost, funding for which has been included in the aggregate external finance awarded.*
8. *Cabinet has prudently built-up earmarked reserves to reduce the impact of increased capital charges in respect of new schemes, and targeted use of these reserves is now being built into the budget.*
9. *To rebase permanently some demand led pressures in Resources predominantly around ICT cloud provision.*
10. *Assumed Demographic and Service pressures mainly around Schools and Adult and Children's Services.*
11. *Estimated Fire Authority Levy increase – the final figure won't be known until February when the independent Fire Authority determines its levy requirement. Early indications are that the levy could rise by between 8% and 17%. Included above is the most likely scenario of around 14% for 2023/24, and 6% thereafter. Cabinet may wish to note the Standard Spending Assessment funding for Fire services in this authority is £12.0m (2022/23), the actual levy was £14.7m. There is a modest increase included for the new Corporate Joint Committee levy of 5% per annum included for future years.*
12. *The assumed cost of Council Tax Support Scheme costs based on Council Tax increases as a planning assumption only at this stage.*
13. *Individual service pressures accepted.*

14. *A temporary sum to be added to the contingency to allow for changes to (for example) levies not yet received.*
 15. *Following the introduction of the new Social Care Levy additional funding for social care was allocated.*
 16. *The savings requirement of £65.211m shown in Table 2 is indicative of the scale of savings required and will be revised over time.*
 17. *Provisional guideline assumption for 2023/24 and future years, this has been updated from the 3.5% included in the published MTFP to 7.6% in 2023/24 followed by a 3% (originally 2.4%) increase in 2024/25, and a 2% increase thereafter.*
 18. *Over and above the 7.6% AEF increase, a sum of £1.556m has been added to the provisional guideline to fund the capital charges for the Mumbles Coastal Risk Management Programme (CRMP).*
 19. *Current assumptions on Council Tax and tax base changes, for planning purposes only at this stage.*
- 4.4. Fundamental central assumptions have been made in deriving this table. Most significant is a central assumption that future funding from Welsh Government increases by 7.6% in 2023/24, 3% in 2024/25 and 2% thereafter. This is considered by the Section 151 Officer to be a reasonably prudent assumption and has been increased from the assumptions used in the MTFP approved by Council in March 2022. This reflects the expectation that the money identified by the UK Government for Social Care and Education will flow from the Welsh Government through to Local Government over the next two years.
- 4.5. It is therefore essential that we continue to have visibility of likely future multi-year budget settlements at the earliest possible opportunity to enable us to sensibly plan for the longer term and have due regard to the wellbeing of future generations.
- 4.6. Based on the statement of priorities and having regard to the “gearing effect” when considering savings, the suggested indicative percentage reduction remains as agreed **three years ago** and is set out in Table 2 below for longer term “worst case” planning purposes, which of course may not come to pass at all if annual actual settlements continue to be much more generous, as they have been in the most recent years:

Table 2 – Indicative Targets – Longer-term worst-case scenario

Service	Percentage Reduction/ Increase over 4 Years at constant prices*	Actual change 22/23 1 year ^
Schools	-15%	+7%
Education (excluding Schools)	-15%	+8.8%

Social Care – Child & Families	-15%	+9.2%
Social Care- Adults	-10%	+14.5%
Place	-30%	16%
Corporate Services	-15%	+15.1%
Finance (Excluding CTRS)	-15%	0%

**Actual budgets will be set based on shares of service pressures, inflationary pressures and investment and specific savings decisions*

^ The actual change column reflects both budget reductions and pressures for one year only: the planning assumptions for future years reflect only reductions. In practice there are usually as many pressures funded and investment decisions made, as reductions, and so headline budgets move markedly less than the planning assumption would appear to imply.

- 4.7. This statement will form the basis of our future medium term financial plan, as well as individual service plans. Notwithstanding this broad target savings range, where it is appropriate to do so, and as set out specifically in this report, **additional targeted investment into priority areas will also occur**. This is possible because of the significant increase in funding set out in the Welsh Government’s 2021/22, 2022/23 and 2022/23 budget proposals. Whilst this first phase of consultation necessarily focuses on what may need to be reduced and re-prioritised, the main budget proposals in February and March, once the final settlement is confirmed, and initial consultation is concluded, will show overall substantial net cash investment into all services.
- 4.8. The compounding effect of the key AEF assumption is substantial over the life of the MTFP (the savings ask could be higher, lower, or even fully eliminated) as illustrated below:

Table 3 – Impact of Welsh Government Funding on future scope for investment into services

Increase in future year block grant finance assumptions in the MTFP	Reduction (Increase) in gap in one year £'000	Positive (negative) Impact over life of MTFP £'000
0% - possible scenario	(12,500)	(29,800)
3% - possible scenario	0	8,800
7.6% - continued at 2023/24 headline uplift	16,600	63,800

In the above table a positive figure indicates sums available to invest into services.

- 4.9. Over recent years the Council has consistently prioritised the **delegated schools' budget**, previously meeting its guaranteed funding requirement over a five-year period. There is now no formal ongoing 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 due regard to any budget consultation responses received. However, it should be noted that the Welsh Government has made it clear within the settlement that additional funding should flow to Education and Schools. Education will continue to be the biggest area of funding within the council's revenue budget and will continue to be a key priority for the Council.
- 4.10. With respect to the Current and Future **Capital Programme**, it is clear at the present time that future support from the Welsh Government in respect of general capital grant and supported borrowing on an annual basis is likely to remain curtailed.
- 4.11. The current year allocation in respect of both the supported borrowing and general capital grant elements is just under £11m. The provisional allocation for 2023/24 for Swansea has returned to a similar level as in 2021/22 and will be £12.882m for 2023/24. This allocation is sufficient to meet the current budgets allocations to cover core commitments as in Table 4 below:

Table 4 – Capital Allocations for 2023/24 assuming spend maintained

	£'m
Provisional Welsh Government funding	12.882
Allocation - property and highways maintenance	-7.562
Disabled Facilities Grants & Improvement Grants	-5.200
Available for other schemes	0.120

- 4.12. The remaining capital programme (including improvements to schools) is heavily dependent on future capital receipts and, to that extent, any shortfall in receipts is likely to require an increase in unsupported borrowing to balance the funding for the agreed programme.
- 4.13. Any rise in borrowing has a potentially detrimental effect on future revenue funding, and thus on future generations, and has to be fully planned for.
- 4.14. As such, it is inevitable that the future capital programme will have to be subject to regular review and will be dependent on receipt of specific grant and/or the availability of excess capital receipts.
- 4.15. The original approved four-year capital programme assumed additional unsupported borrowing of some £65m and a longer-term overall envelope of up to £200m. Both were stretched by a further £20m to provide for a capital contingency sum now being utilised. This borrowing has now been effectively fully externalised via use of PWLB loans at historically low rates of interest. The new future planning assumption set out in this report is for

further up to £50m of unsupported borrowing, and approximately £20m for the Mumbles CRMP (sea defences) scheme which is supported directly via the settlement from Welsh Government.

- 4.16. In particular, and in direct contrast, further detailed consideration will also have to be given in respect of likely future commitments to, and funding options for, the second phase of the proposed Schools improvement programme, continued investment in the City Centre and the funding requirements that will flow from the Swansea Bay City Region proposals. All of which will benefit not only current, but also future generations. The impacts of new additional unsupported borrowing are reflected in Table 1 above **and includes that further £50m net addition to the overall capital envelope.**
- 4.17. Given the level of overall revenue resources and the scale of the new investment ask over the extended medium term for new capital and the benefits to be felt by future generations the Section 151 officer considered it appropriate to review all the options around changing the Council's Minimum Revenue Provision policy both for past and future investment. Council agreed a report on this on 20th December 2018 and the impact of the recommendations is reflected in Table 1 above. This has reduced the revenue costs in the medium term and increases them longer term, but crucially better match the future costs to the future benefits of that investment. This is entirely in line with the principles of the Well-being of Future Generations Act.
- 4.18. Furthermore, it should be noted that appropriate use of the Capital Equalisation Reserve will be recommended for use in determining the final shape of the overall budget in line with the principles agreed by previous Cabinet and Council decisions. This is designed to ensure that any immediate short-term costs of financing Swansea Central Phase 1 are neutralised and thus has no direct impact on other service revenue budgets as more time is taken to adjust to the overall scale of capital spending. This allows a more gradual move towards the longer-term financing costs as fully set out in the medium-term financial plan.
- 4.19. Any capital receipts from the sale of Schools' assets and estates will become part of the Council Capital Budget. It is currently predicted that the schools' capital programme will continue to be funded by the Council.

5. Budget Proposals

- 5.1. Budget proposals to meet the current savings requirement for 2023/24 consist of the following elements:
 - Funding changes passported through to specific services where clear evidence funding provided to the Council
 - Service Pressures funded
 - Service Investment
 - Continuation and development of service delivery savings
 - Creation of a Fund for Energy Inflation Pressures

- A substantial cash increase in Schools Delegated Budgets to meet cost pressures faced and continue to enhance mainstream capacity within schools.
 - **Substantial additional** targeted new cash investment into Social Services and Education in particular
 - Recommendations from the Reshaping Board
- Each of these categories are addressed below.

Funding changes in the settlement passport through to services

- 5.2. It has been the practice in previous years to passport through to services any specific sums provided for in the settlement. This intention still remains.

Further Service pressures

- 5.3. As well as the continuation of funding for specific service pressures that were agreed as part of the 2022/23 budget setting process, additional pressures have been identified in respect of:
- Various corporate pressures following implementation of new structures, strategies and plans
 - Social Services additional pressures mainly around inflationary cost of placements
 - Education core staffing pressures and inflationary Home to School Transport pressures.

Service investment

- 5.4. Material service investment requirements have been identified in respect of:
- Education service pressures, particularly in respect of the implications of the Additional Learning Needs Act.
 - Social Care additional money for Adult Services
 - Local priorities and choices

Service Savings

- 5.5. Service savings requirements have been identified in respect of 2023/24 resulting in the summarised position as set out in Table 5 below. The detailed list of savings is set out in Appendix B:

Table 5 – Review of Planned Savings 2023/24

	Proposed savings 2023/24 £'000
Place	8,735
Social Services (including Poverty & Prevention)	6,100

Education (excluding Schools)*	1,971
Corporate Services	3,198
Finance (Including CTRS)	2,310
Sub-total (per Appendix B)	22,314
Schools*	2,930
Total	25,244

*Schools savings and pressures fall entirely to the delegated budgets and are shown separately as these are decisions for schools to take

Energy Fund

- 5.6. Due to the unprecedented levels of energy price inflation, it is deemed necessary to create a fund that can be utilised by internal departments, schools and strategic partners to help alleviate the short-term pressure of price inflation. This decouples a single driver of the budget gap from operational decisions and will be managed strategically by the S151 Officer via use of existing reserves. This fund will be initially allocated as follows, but allocated in practice according to evidenced need, and there is already some indication prices are dropping marginally from these extreme highs already:

Table 6 – Energy Price Fund Estimated Allocation

Energy Pressure	£'000
Council Directorates	6,500
Schools – top up to in year budgets – but not delegated	6,500
Strategic Partners with potential high energy demands e.g. leisure centres, care homes, community groups focussing on “warm hubs”	2,000

Budget Strategy

- 5.7. As set out in section 2 above, through *Sustainable Swansea*, and now *Swansea – Achieving Better Together*, the Council is committed to changing the design and delivery of services and to a fundamentally different approach to demand management and early intervention.

In particular, the Council has previously embarked on a series of commissioning reviews across all services and the results of a number of those commissioning reviews have been presented to Cabinet and agreed over the past few years.

Outcomes of those commissioning reviews are expected on a recurring basis for future years and, where specific outcomes require, full consultation and engagement take place before any actions are delivered.

It is anticipated, that where outcomes from reviews are presented then consultation and action to implement will be undertaken on a rolling basis outside the normal budget cycle.

5.8. The Swansea – Achieving Better Together programme, like Sustainable Swansea, will be reviewed regularly, in parallel with budget setting to:

- Report on and close those projects that have delivered
- Incorporate changes from the internal and external environment, which may be either emerging or long-term priorities that will impact the Council’s sustainability
- Evaluate all projects and make appropriate changes, e.g., where legislation, new thinking / models, changes in the Corporate Plan or Local Well-being Plan, or changes from the external environment influence the original scope, therefore, the project needs to change
- Incorporate priorities emerging from annual budget discussions between Senior Management and Members, as well as any changes in the revised MTFP
- Review lessons learned with stakeholders (e.g., Audit Wales, Welsh Government, offices of the Commissioners, the Public Sector Ombudsmen for Wales, partners and many other stakeholders) and incorporate learning into the next phase.

2020/21 marked the final year of implementation of the Sustainable Swansea programme, from 2021/22 implementation is under the new Swansea – Achieving Better Together Transformation Strategy and Programme Framework. In addition, cabinet on 17th November 2022 outlined its new transformation programme which will be developed over the next 3 months and will now inform and shape the budget process going forward, ensuring the budget assists the strategic aims and priorities of the Council.

5.9. These proposals can be alternatively summarised in Table 7 as follows:

Table 7 – Budget Proposals 2023/24

	Savings	2023/24 £'000
<i>Savings type</i>	Workforce	3,931
	Other spending	4,964
	Income	6,419
	National Insurance and Pension Contributions	7,000
	Savings Total as per Appendix B	22,314

5.10. For delivery purposes, all proposals that are approved, after considering the outcome of consultation and Integrated Impact Assessments, will be combined into a single delivery tracker with progress updated monthly by the Head of Service accountable for delivery.

Schools' Delegated Budgets

5.11. The indicative savings assessments set out in Table 2 at 4.6 above and Appendix A, show that it is inevitable, given the scale of reductions required within the one education budget, that ongoing consideration will have to be given to the longer-term level of schools' delegated budgets. However, the settlement for 2023/24 does mean there can be clear prioritised investment, once again into schools.

5.12. Budget movements can be viewed in two ways:

- Actual cash increases in levels of funding provided to Schools
- Real terms changes in Schools funding, taking into account known spending needs, as previously advised and shared with the Schools Budget Forum.

5.13. For current consultation purposes, it is intended that there will be a proposed 5.6% (£10m) cash increase in headline schools funding (which includes Pupil Deprivation Grant and Post 16 funding, which come separately from Welsh Government).

Whilst every effort has been made to ensure Schools budgets are protected, it is inevitable, given the current levels of inflation faced by the entire Country, that Schools will also have to face some element of savings to ensure they stay within budget. This is clear from the budget pressures set out in Table 8 below that fall directly to the delegated schools' budget.

5.14. There are other budget pressures detailed in Table 1 in Section 4.3 that will fall directly to the non-delegated budget, even though these relate to externally driven and demand led areas of statutory provision for pupils (such as additional learning needs (ALN) and home to school transport).

Table 8 – Main Pressures on Schools Delegated Budgets

Identified budget pressure in schools	2023/24
	£'000
Schools pay award	7,973
Impact of the 2022/23 Pay Award	3,700
Energy Price Inflation **	0
Demographic and other cost pressures	1,200
Increased Budget Delegation	46
Total	12,919

Change from Council budget as proposed	2023/24
	£'000
Additional funding for pressures and continued investment in schools	12,919
Net savings required from schools	-2,930
Total net budget increase proposed - schools	9,989

In addition, in 2020/21 a £6.39m top slice was made from the capital equalisation reserve to ensure that a centrally funded ICT replenishment reserve remains fully available to schools for their likely future infrastructure needs.

The schools delegated budget includes PDG and Post 16 grant. We await final clarification on these, but they currently look likely to be marginally increased re the former and frozen re the latter in 2023/24 and beyond at an all-Wales level, which could impact Swansea.

*** see paragraph 5.6 above, Schools will be able to access a centrally held energy provision fund in addition to the core funding offer*

- 5.15. Education will continue to be biggest area of funding within the council's revenue budget and will continue to be a key priority for the council.

Cabinet will have to consider what actual overall funding is proposed in respect of the schools delegated budget following consultation with all head-teachers at a meeting on 21st December 2022. This will be presented back to Cabinet as part of the overall consultation report.

For the past few years, there has been no ministerial funding guarantee for schools explicit in the provisional revenue settlements. The provisional settlement does make clear however that the cost pressures in schools are definitively recognised by Welsh Government and were a material factor in the overall settlement. Furthermore, the UK government identified additional resource for Schools and this is also recognised in the settlement.

Recognising previous policy commitments, it is also intended that any other specific cash increase for schools in the final settlement, once confirmed, will be passported through as targeted additional investment in schools delegated budgets. There is not currently expected to be any further specific cash increase.

It is recognised that even with that potential level of investment, schools, like all services, face significant real pressures in the medium to longer term, when the costs of the COVID-19 response nationally will need to be repaid.

Total Proposals

- 5.16. The total net savings across the areas outlined above are shown in Table below:

Table 9 – Proposals for 2023/24

Savings	Net Savings £'000
Service Savings (as per Appendix B)	22,314
Schools' savings	2,930
Council tax income (Including assumptions on tax base)	4,240
Aggregate External Finance increase (including CRMP)	31,182
Council pressures	-60,666
Net Pressures less Funding	0

5.17. The detailed proposals are set out in **Appendix B**. Subject to Cabinet approval, consultation will commence on the proposals, as appropriate, with staff, Trade Unions, Schools' Budget Forum, residents, affected groups and partners, alongside Integrated Impact Assessments (IIAs).

Other Savings and Funding Options

5.18. The current total of all savings proposals for 2023/24 is £25.244m, against the current total requirement of £60.666m (including Schools pressures). The current assumption is that the gap will be funded by an overall increase in Council Tax yield (which includes a reduction in tax base) of £4.240m and Aggregate External Finance increase of £31.182m. Work will continue over the next month up to Cabinet in February 2023 to assess a range of options. This is necessary because:

- Some proposals may not be approved following the outcome of consultation and Integrated Impact Assessments
- Additional savings are required as a contingency against non-delivery of some savings in year
- Some services may need additional investment, which will be decided following consultation.
- Final Council Tax levels may be lower (or higher) than the assumptions in this report.

5.19. This assessment will include a review of other service savings and our policy on Council Tax. It should be noted that the Welsh Government has made an assumption of Council Tax increases of 1% in its standard spending assessment.

6. Assessment of Risks and Uncertainties

6.1. As in previous years, the budget proposals as presented must be viewed in the context of the ongoing risks and uncertainties that the Council faces during 2023/24 and beyond:

6.2. These currently include:

- a) **Equal pay claims:** The risk at the present time is now very residual.
- b) **Pay and grading appeals:** It is assumed, as in previous years, that costs arising out of pay and grading appeals will be met from within Directorate approved budgets and schools delegated budgets where appropriate.
- c) **Specific grants:** It is possible that, based on previous experience, the Council could suffer from a reduction in specific grants received from Welsh Government and other public bodies. Initial indications from the provisional settlement are, however, that the risk is very limited in 2023/24. Most specific grants announcements to date appear broadly frozen. It remains the case that where grant reductions do occur, they will require specific service cost reductions in addition to any savings targets identified above.
- d) **The savings proposals** for 2023/24 and beyond are predicated on clear and decisive action being taken to deliver wide-scale transformational change longer term. This will require robust implementation, monitoring, review and, if necessary, enforcement of savings proposals.
- e) **The timing** of Welsh Government announcements on the detail of both core and specific grants means that uncertainty will remain until after the final period of the budget setting process.
- f) **Ongoing forecast service overspending** in 2022/23, which may or may not continue into 2023/24, taking into account the very disruptive nature of COVID-19 and the potential of continued disruption post Brexit.
- g) **General Reserves** remain at the lowest advisable level as advised by the Council's 151 officer and are not therefore able to meet any large current or future service overspends.
- h) **Costs of staffing reductions** could continue to be significant. There remains a modest restructure reserve, which might assist with departure costs. Once this is exhausted all future departure costs will fall to individual service revenue accounts, including education, for schools' departures.
- i) **Overspending risks in 2023/24** are material because future savings are considered to be equally challenging to both agree and deliver, as notwithstanding this year's settlement, savings continue to need to be made, and require ever more difficult decisions and more wide scale transformational change
- j) **Future Year Settlements** - there has been some indication from the Welsh Government on future year settlements pan Wales envelopes –

and it is clear there is a significant risk that the increase for 2023/24 may not be capable of being fully sustained in future settlements.

- k) **COVID-19** – there is a real risk that the impact of the COVID-19 pandemic will continue into 2023/24 and beyond, at a level higher than that anticipated. There is also a risk that the ongoing effects of the pandemic could continue to affect national and indeed global finances and in particular impact on the assumptions made in relation to additional income through uplifted fees and charges in line with inflation.
- l) **COVID-19 Grants** – the Welsh Government materially removed the grant funding available for the impact of COVID-19 in 2022/23 compared to that available in 2021/22. This was, and continues to be, a substantial risk as things are unlikely to return to normality and stability any time soon.
- m) **Brexit** – even post Brexit the impact of Brexit on the UK and how that will affect the funding available for Local Government and ongoing implications for supply chain costs is still largely unknown.

7. Consultation and Engagement

7.1. In previous years the Council has consulted on a number of issues including:

- Specific budget proposals relating to budget reductions impacting on the following year's revenue and capital budget together with potential longer-term savings to deliver the MTFP.
- Consultation on shaping the Council's Wellbeing Objectives, as set out in the parallel refresh of the existing Corporate Plan 2018-22.

7.2. In terms of Council priorities, consultation has been taken into account in deciding the new key priorities (Well-being Objectives and Improvement Objectives) which are as follows:

- **Safeguarding** people from harm – so that our citizens are free from harm and exploitation.
- Improving **Education and Skills** - so that everyone in Swansea gains the skills and qualifications they need to succeed in life.
- Transforming our **Economy and Infrastructure** – so that Swansea has a thriving mixed-use City Centre and a local economy that will support the prosperity of our citizens.
- **Tackling Poverty** – so that every person in Swansea can achieve their potential.
- Maintaining and enhancing Swansea's **Natural Resources and Biodiversity** – so that we maintain and enhance biodiversity, reduce our carbon footprint, improve our knowledge and understanding of our natural environment and benefit health and well-being.
- **Transformation and Future Council** development – so that we and the services we provide are sustainable and fit for the future.

- 7.3. In terms of the current consultation, it is not intended that we repeat the consultation exercise on overarching Council priorities at this time. Likewise, we will not consult again on matters that are merely a continuation of existing good practice, or previously agreed plans, such as our continued successful implementation of the Safe Looked After Children reduction strategy, or where there is more detailed consultation, following the findings of our commissioning reviews.
- 7.4. However, as in previous years, the Council will undertake a full consultation on proposals that will affect the public in general or specific sections of the Community.
- 7.5. It is essential that in agreeing to consult we consider the following:
- Under the Public Sector Equality Duty (Wales) we have to engage with protected groups to assess the likely impact of any policies or practices being proposed or reviewed.
 - The Wales National Principles for Public Engagement include the expectation that engagement gives a real chance to influence policy, service design and delivery from an early stage.
 - Under the Gunning principles, consultation should be at an early stage with public bodies having an open mind, those being consulted have enough information to make an intelligent choice, enough time is provided for people to make an informed choice and consultation responses must be taken into account by those making the decision as to budget.
 - The requirements and principles embedded in the Well-being of Future Generations (Wales) Act, which underpin everything that the Council does.
- 7.6. Details of the settlement dates from Welsh Government detailed elsewhere in this report highlight the extremely difficult timetable the Council faces in setting its budget proposals.
- 7.7. In terms of consultation, the Council intends to fulfil its obligations by:
- Undertaking a **Public Survey**. Specific budget proposals and those relating to the Commissioning Reviews will be included in the public survey that will be available online.
 - **Consultation with groups**. We will promote the survey to a number of Groups including children and young people, groups with protected characteristics and organisations such as Community Councils.
 - **Staff engagement**. The survey will be promoted to staff.
 - **Unions**. The Leader, Cabinet Members and Officers are due to meet Union representatives to discuss the proposals.
 - **Schools**. Officers and Members will consult headteachers on proposals that affect schools.
 - **Promoting** and communicating the consultation via website and social media.

- 7.8. There will be on-going consultation during the forthcoming year as and when the individual Commissioning Reviews progress and develop their proposals for transforming services and helping to deliver contributions towards the overall savings requirement.

8. Staffing Implications

- 8.1. The Council, working in partnership with Trade Unions, succeeded in largely avoiding compulsory redundancies as part of the implementation of the budget savings for 2022/23. This was achieved by a continued flexible policy on redeployment and a proactive approach by all parties. The clear intention is to build on this approach for 2023/24 and to look for other ways of avoiding compulsory redundancies if at all possible.
- 8.2. However, a reduction in posts in 2023/24 will be unavoidable, given that around 45% of the Council's overall costs relate to employees (significantly more in some Service Areas).
- 8.3. Notwithstanding the scale of the challenge, in line with 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 cover is necessary*
 - *Stopping the use of agency staff without a clear business case*
 - *Redeployment and retraining wherever possible*
 - *Further encouragement of staff to consider ER/VR options in areas where staffing reductions are unavoidable*
 - *Encouraging staff to work flexibly e.g.: reduce hours or job share*
 - *Flexible retirement*
- 8.4. 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, those employed in business support functions.

Those employed in schools are also considered to be at risk but staffing decisions are a matter for individual school governing bodies to determine. However, the overall proposed cash increase to the delegated budget is thought to be sufficient to meet any cost pressures and consequently any staffing losses will not be a result of budget proposals but will reflect local factors, particularly pupil numbers and/or changing ALN needs within a particular school.

The latest indicative estimate of the impact of the current proposals on total staffing numbers for 2023/24 is set out in Table 10 (shown as Full Time Equivalent (FTEs)).

Table 10 – Impact of Savings Proposals on FTEs 2022/23

		FTEs
Service Saving Proposals		
	Corporate Services	32
	Finance	10
	Place	25
	Education (excluding Schools)	1
	Social Services	0
	Total	68

As set out in 8.3 above these are **not** all posts automatically directly at risk of compulsory redundancy – **all** possible mitigations will be taken first.

		FTEs
Indicative schools figure *		
	Schools	TBC
	Total	0

* **Decisions will be taken by individual school bodies.**

- 8.5. The Council will need to consult with Trade Unions about the 2023/24 savings proposals and the likely impact on staff; in particular, the management of change and selection criteria where posts are at risk of redundancy. It is a legal requirement and incumbent upon the Council to commence formal negotiations with the Trade Unions to seek to avoid the need for such redundancies, to consider alternatives and to seek to reach agreement on the selection process for redundancies, should we get to that position. This is in line with the requirements of Section 188 (1) of the Trade Union and Labour Relations (Consolidation) Act 1992 (as amended). This is on the basis that these proposals will potentially affect less than 99 employees (excluding schools) and that the period of consultation will be for a minimum of 30 days.
- 8.6. The Council is committed to continue to work closely with Trade Unions to minimise the number of compulsory redundancies, as it always is. This year especially, however, noting the relatively small scale of numbers of overall posts still remaining at some risk and the potential in the settlement headroom to consider significant investment into services before the budget proposals are finalised, the scope for new redeployment opportunities and absolute minimisation of the final risk to any individual role is greatly enhanced.
- 8.7. Reflecting the principle in the MTFP stated earlier in this report, consultation will be undertaken on a rolling basis outside the normal budget cycle, as the outcomes from reviews are presented to Cabinet. Consequently, in some Service Areas, it is not possible at this time to give details of the precise impact on staff and the figures quoted are, therefore, overall estimates. The regular liaison meetings with Trade Unions will be used to provide more detail when this becomes available as future options are agreed.

9. Delivery – “Decide and Do”

- 9.1. Delivery of the Budget Strategy and Savings Programme is clearly critical. If this is not given the right attention savings will not be achieved. This requires a clear understanding of the organisational requirements to deliver as set out in *Sustainable Swansea*.

Deliverability of Savings

- 9.2. In parallel with the consultation process, we are undertaking a robust appraisal of all options for savings to ensure:
- They are deliverable
 - We understand the impact
 - We have assessed the risks and how these can be mitigated

Subject to the above, we will adopt the principle of “decide and do” in terms of a pragmatic approach to the implementation of proposals.

- 9.3. The Corporate Management Team has oversight of the programme management arrangements for the Savings Programme. This includes a sponsorship role for Directors, supported by a wide range of Heads of Service and Senior Managers from every part of the Council and project support.

Timeline

- 9.4. The remaining timeline for the Budget process is set out in Table 11 below. This timetable is effectively being driven by the dates set for the provisional and final settlements

Table 11 – Budget Timetable

21 st December 2022	Initial Schools consultation starts	Annual meeting with Headteachers is on 21 st December. School Budget Forum met on 17 th November (indicative) and will meet again on 11 th January (proposals)
17 th January 2023	Scrutiny	Review of this initial Cabinet report – this report having been issued under urgency provisions given lateness of settlement.
3 rd January 2023	Consultation commences	A variety of means will be used including specific consultation with staff, trade unions, young people, taxpayers and the public
31 st January 2023	Consultation closes	Headline report will be produced on initial consultation responses

14 th February 2023	Scrutiny	Review of Cabinet proposals
16 th February 2023	Cabinet	Reviews initial consultation feedback and recommends Budget
2 nd March 2023	Council	Reviews final consultation feedback, approves Budget and sets Council Tax

10. Next Steps – Transformation Goals and Strategy

10.1. As stated above, the scale of the financial challenge requires the Council to continue to adopt a radically different approach to previous years. An approach that focuses on:

- *The core purpose of the Council*
- *Transforming services to be effective and efficient*
- *Greater collaboration with other Councils, organisations, community groups and residents, with a focus on regionalisation*
- *Balancing the budget for current and future years*
- *Greater and more meaningful engagements with our residents and community*
- *To meet the aspirations and targets within the Medium-Term Financial Plan.*

This ambition is set out in Swansea's Transformation Goals and Strategy approved by Council in Nov 2022.

10.2. Uncertainty of future funding, especially following the COVID-19 pandemic and post-Brexit, means a range of spending options need to be considered including risks of substantial real terms cuts but equally opportunities for real terms increase if overall public spending is materially increased. Spending decisions cannot take place without a fundamental review of the future purpose and shape of the Council to 2022 and beyond. This is particularly important because:

- The Council has clear aspirations and policy commitments to improve outcomes for residents that will need to be delivered alongside savings
- We will also need to consider the requirement for further investment in prevention in social care to remodel the projected future demand for services
- This requires a debate about innovation, service transformation, and doing things differently
- And we must collaborate with others to achieve this
- All this must be considered alongside the ambitious Capital Development programme with known increases in associated future borrowing costs
- To ultimately deliver the well-being of future generations.

10.3. Consequently, the current debate with residents and partners, as well as inside the Council, about the Core Purpose of the Council, what residents

and communities can do for themselves, and the Future Shape of the Council is fundamental. This will be further considered in the next corporate plan due to be consulted on early in 2023.

11. Integrated Assessment Implications

11.1. The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage.
- Consider opportunities for people to use the Welsh language.
- Treat the Welsh language no less favourably than English. Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

11.2. The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental, and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the “well-being goals”. Appendix C is a letter from the Future Generations Commissioner for Wales.

11.3. Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

11.4. As indicated in the IIA screening (Appendix D), the IIA process has begun and all proposals will carry out their individual assessment. Initial impacts identified have been used to inform the proposals within this report. Cabinet and Council will receive a full report on the feedback from the consultation and outcomes of the IIA process in February 2023 so that they can be fully taken into account before any decisions are made.

11.5. There will also be full engagement with the Council’s Scrutiny Committee.

12. Financial Implications

- 12.1. This report sets out the Council's projected budget position for 2023/24 and sets out proposals to meet the projected pressures currently estimated at £60.666m.
- 12.2. It is a legal requirement that Council sets a balanced Revenue Budget for each financial year, and it is essential that detailed plans to address projected shortfalls are developed and, more importantly, delivered over the coming years.
- 12.3. Progress with achieving savings agreed as part of the 2022/23 budget is monitored each month by the Corporate Management Team and the Reshaping and Budget Strategy Board, with quarterly reports to Cabinet.

13. Legal Implications

- 13.1. Specific legal duties relating to consultation and the setting of the budget are set out in the main body of the report. The Council is under a duty to set a balanced budget by 11th March 2023.
- 13.2. Any budget consultation must be meaningful and be taken into consideration when making any decision.
- 13.3. The council has a public sector equality duty under the Equality Act 2010. In order to comply with that duty it is essential that Equality Impact Assessments are undertaken where appropriate in relation to budget proposals and any impact is considered.

Background Papers: None

Appendices:

Appendix A – Statement of Medium-Term Budget Priorities

Appendix B – Savings Proposals 2023/24

Appendix C – Letter from the Future Generations Commissioner for Wales.

Appendix D – IIA Screening

STATEMENT OF MEDIUM-TERM BUDGET PRIORITIES

PURPOSE

This paper sets out the Council's views on relative service and budget priorities in the context of the delivery of *Swansea – Achieving Better Together* and the Medium-Term Financial Plan.

The statement has three objectives:

- *An indicative statement about future funding for services, together with an overall percentage reduction in spend over the next 4 years*
- *A high-level statement for services about expectations for transformation and delivery*
- *Policy statements for each major service block setting out how the funding challenge will be met*

STRATEGIC CONTEXT

The scale of the financial, demographic and sustainability challenges facing Swansea require a radically different approach to the past. *Swansea – Achieving Better Together* sets out the Council's long-term objectives for meeting these challenges and for transformational change for services, the Council and our relationship with residents.

The Council has also adopted a revised Corporate Plan that sets out six top well-being priorities for the future:

- *Safeguarding people from harm*
- *Improving Education & Skills*
- *Transforming our Economy & Infrastructure*
- *Tackling Poverty*
- *Maintaining and enhancing Swansea's Natural Resources and Biodiversity*
- *Transformation & Future Council development*

The Council's overall aim is to protect frontline delivery of services as far as possible. However, whilst many things are important, not everything can be a priority. It is important, therefore - particularly in the current climate of significantly reduced resources – to set out clearly our expectations on all services and relative priorities for funding.

FINANCIAL CONTEXT

We currently estimate that the Council will face pressures of around £150m over the next 4 years, on the central scenario of future grant increases (worth £60m) dropping from over 7.6% to 2% by 2026/2. The actual amount could vary significantly given the uncertainty over ongoing Brexit and COVID-19 impacts. This requires not only a strategy for transformation, which is set out in *Swansea – Achieving Better Together*, but also a clear statement of the expected impact across the Council's major services.

SETTING INDICATIVE MEDIUM TERM FINANCIAL ALLOCATIONS

The Council is proposing indicative medium-term financial allocations following an assessment of our overall priorities and the financial context that we face.

The statement which follows is based on an assessment of services in relation to the following criteria:

- **Invest:** those Services where the Council will increase current levels of investment in order to:
 - Deliver our top priorities; and/or
 - Achieve significant reductions in future spend
- **Maintain:** those services where the Council will broadly maintain current level of spend in the medium term to:
 - Deliver our top priorities
 - Meet statutory requirements
 - Meet resident expectations
- **Remodel:** those services where the Council will remodel the current level of spend over the medium term:
 - Because these are lower priority areas
 - To contribute to the overall budget savings requirement

In setting financial allocations we have also had regard to the “gearing” effect of savings on services. In other words, if our current net funding requirement of £91m (after block grant increase) over four years was applied, for example, just to Corporate Services and the Place Directorate, the budgets for these areas would be cut in their entirety. Consequently, other areas such as Education and Social Care also need to face some level of reprioritisation over the next 4 years given the relative size of their budgets.

GENERAL PRINCIPLES FOR ALL SERVICES

There are a number of principles that apply to all the Council's services, regardless of the assessment of relative priorities. These are set out below.

Budget Principles

The Council has adopted a number of Budget Principles that underpin *Sustainable Swansea*:

<i>Everything is included</i>	<i>Increased income</i>
<i>Engagement</i>	<i>Different models of delivery</i>
<i>We will have less money</i>	<i>Supporting those at risk</i>
<i>Demonstrating efficiency</i>	<i>Evidence base</i>
<i>Cutting Red Tape</i>	<i>Sustainable outcomes/prevention</i>
<i>Full cost recovery</i>	<i>Personal Responsibility</i>

All Services must apply and be consistent with these Budget Principles.

All Services are also required to address these Principles as part of business planning and developing savings proposals.

Service Transformation and Efficiency

There are expectations upon all Services in relation to transformation and efficiency, which must be met regardless of relative priority for funding:

Transformation	<p>All service must transform through a fundamental review of purpose, however services are commissioned, to:</p> <ul style="list-style-type: none"> • deliver better outcomes • develop a sustainable delivery model, fit for the future • remodel costs and secure value for money
Efficiency	<p>All services must continue to strive for efficiency, in particular:</p> <ul style="list-style-type: none"> • reduce management and other overheads • maximise opportunities for increasing income from charges, trading and external sources • reduce the cost of purchasing supplies and services • work with others to achieve better outcomes • look for opportunities for residents or community groups to take or share responsibility for services

APPENDIX B

Director	Head of Service Budget	Description	Savings 2023/24 £'000
Corporate Services	Communications Service	Do not fill vacant post.	60
Corporate Services	Communications Service	Carry vacancy	60
Corporate Services	Communications Service	Recharge Finance for Council Tax printing and associated costs	20
Corporate Services	Communications Service	Refocus PR budget	25
Corporate Services	Communications Service	Remove post via ER/VR in Corporate Management Team support	22
Corporate Services	Communications Service	Remove underspend in Corporate Management support budget	56
Corporate Services	Communications Service	Review CMT support	60
Corporate Services	Communications Service	Review Design Print	105
Corporate Services	Communications Service	Review funding model of the Public Service Board support role	22
Corporate Services	Communications Service	Review Policy and Development Support	60
Corporate Services	Communications Service	Review Research and Information Team	23
Corporate Services	Digital and Customer Services	Licences saving	252
Corporate Services	Digital and Customer Services	Mobile Phone saving	11
Corporate Services	Digital and Customer Services	Move hardware replacement budget to the capital programme	450
Corporate Services	Digital and Customer Services	Phone contract charges saving	15
Corporate Services	Digital and Customer Services	Reduce in vehicle hire	5

Director	Head of Service Budget	Description	Savings 2023/24 £'000
Corporate Services	Digital and Customer Services	Support and maintenance contract saving	30
Corporate Services	Digital and Customer Services	Remove vacant post	48
Corporate Services	Digital and Customer Services	Review customer services function	36
Corporate Services	Digital and Customer Services	Review IT service desk service	42
Corporate Services	Digital and Customer Services	Supplies and Services	5
Corporate Services	Digital and Customer Services	15% increase to fees and charges	3
Corporate Services	Director	Reduce expenditure on senior management as part of review	100
Corporate Services	Director	Non-staff spend savings due to different ways of working	1
Corporate Services	HR & Service Centre	Local subscription saving	15
Corporate Services	HR & Service Centre	Bring Welsh language advertising in house	25
Corporate Services	HR & Service Centre	Deletion of vacant post	31
Corporate Services	HR & Service Centre	Remove surplus non staff budgets	47
Corporate Services	HR & Service Centre	Restructure Service Centre Management	50
Corporate Services	HR & Service Centre	Review funding for Trade Union Admin support	21
Corporate Services	HR & Service Centre	Review of merchant services	70
Corporate Services	HR & Service Centre	Review Service Level Agreement provision to schools	81
Corporate Services	HR & Service Centre	Staff restructure in Learning & Development Team	20

Director	Head of Service Budget	Description	Savings 2023/24 £'000
Corporate Services	HR & Service Centre	Staff restructure in service centre	77
Corporate Services	HR & Service Centre	Additional Saving post Oracle Cloud implementation	30
Corporate Services	Legal, Democratic Services & Business Intelligence	10% increase in fees and charges	10
Corporate Services	Legal, Democratic Services & Business Intelligence	10% increase on schools' Service Level Agreements	13
Corporate Services	Legal, Democratic Services & Business Intelligence	Reductions in non-staffing budgets	27
Corporate Services	Legal, Democratic Services & Business Intelligence	Remove vacant post	18
Corporate Services	Legal, Democratic Services & Business Intelligence	Remove vacant posts	87
Corporate Services	Legal, Democratic Services & Business Intelligence	Review Legal Services	294
Corporate Services	Legal, Democratic Services & Business Intelligence	Review of Legal Services - income adjustment	-75
Corporate Services	Legal, Democratic Services & Business Intelligence	Review Democratic Services and Scrutiny support staff	86

Director	Head of Service Budget	Description	Savings 2023/24 £'000
Corporate Services	Legal, Democratic Services & Business Intelligence	Review Information and Governance Unit and Welsh Translation Unit	82
Corporate Services	Legal, Democratic Services & Business Intelligence	Supplies & Services	33
Corporate Services		Employer saving on pension costs as advised by Pension S151 Officer	450
Corporate Services		Reversal of National Insurance 1.25%	195
		Corporate Services Total	3,198
Education	Non-Delegated	Explore construction of new Available Walking Routes to Schools providing savings	196
Education	Non-Delegated	Enhance in County provision reducing out of county costs	232
Education	Non-Delegated	Home to School Transport saving	100
Education	Non-Delegated	Further review of demand and service pressures	60
Education	Non-Delegated	Catering & Cleaning services full cost recovery	100
Education	Non-Delegated	Better targeting of Education otherwise than at school (EOTAS) spending following full implementation of new model of provision	120
Education	Non-Delegated	Wider review of Directorate staffing to refocus resources and enhance cost recovery from other funding streams	63
Education	Non-Delegated	Additional Learning Needs Post 16 Transport - promotion of independent travel	25
Education	Non-Delegated	Continuing review and rationalisation of the directorate.	125
Education	Non-Delegated	Saving from migration of pupil management information system to the cloud	300
Education		Employer saving on pension costs as advised by Pension S151 Officer	450
Education		Reversal of National Insurance 1.25%	200
		Education (Non-Delegated) Total	1,971

Director	Head of Service Budget	Description	Savings 2023/24 £'000
Finance	Accountancy	Review accountancy service	30
Finance	Audit/Fraud	Review audit and fraud service	45
Finance	Benefits	Remove vacant posts	94
Finance	Benefits	Remove vacant post	16
Finance	Commercial Services	Remove vacant post in Commercial Services	100
Finance	CTRS	Rebase Council Tax Reduction Scheme	1,541
Finance	Deputy Chief Finance Officer	Review of Finance management structure	25
Finance	Insurance/ Treasury	Review insurance/treasury service	104
Finance		Employer saving on pension costs as advised by Pension S151 Officer	250
Finance		Reversal of National Insurance 1.25%	105
		Finance Total	2,310
Place	Building Services	Additional income through significantly increased work programme	650
Place	Building Services	Reduce trading account budget, covered by increased income generation.	600
Place	Cultural Services	Implementation of income generation agreement within the Grand Theatre Arts Wing	75
Place	Cultural Services	Increase fees and income targets in line with inflation	110
Place	Cultural Services	Review budget to deliver Cultural Activity	60
Place	Cultural Services	Review contract agreement with Waterfront Museum	100
Place	Cultural Services	Review Service Management and Directorate Budget for development work and cross support for Dylan Thomas Centre and staff	130
Place	Cultural Services	Review the partnership agreement with Wales National Pool	100
Place	Highways & Transport	Increase car park income	250
Place	Highways & Transport	Standardise charges in non-city centre car parks	100

Director	Head of Service Budget	Description	Savings 2023/24 £'000
Place	Highways & Transport	Apply full cost recovery principles to day markets on car parks and highways	20
Place	Highways & Transport	Energy saving from implementing LED lamps from extra investment	80
Place	Highways & Transport	Increase fee charges against highways maintenance capital works	100
Place	Highways & Transport	Uplift foreshore parking charges	350
Place	Highways & Transport	Increase street works and licencing fees annually in line with inflationary levels	25
Place	Highways & Transport	Increased charges and income from Marina and Knab Rock	40
Place	Highways & Transport	Introduce charges for parking waivers	100
Place	Highways & Transport	Operate an Additional Parking Enforcement camera car	57
Place	Highways & Transport	Review Parking Services Team	75
Place	Housing & Public Health	Introduce paid for advice and approval service for businesses across Food Safety and Trading Standards functions	22
Place	Housing & Public Health	5% Increase in Fees for next 4 years Cemeteries and Cremations. Fees are controlled by statute (The Local Authorities' Cemeteries Order 1977)	130
Place	Housing & Public Health	5% Increase in Fees in next 4 years Registrars. Fees are controlled by statute (Marriage Act 1949) stating the income from charges should not exceed the costs of provision.	30
Place	Housing & Public Health	Building Control - Various reductions to running costs	6
Place	Housing & Public Health	Delete vacancy and put permanent revised Food team management structure in place	100
Place	Housing & Public Health	Remove surplus budget	17
Place	Housing & Public Health	Increase Food Safety and Trading Standards Fees by 15%	15
Place	Housing & Public Health	Increase in Fees for next 4 years Building Control (in accordance with Land Authority Building Charges Regulations 2010)	23

Director	Head of Service Budget	Description	Savings 2023/24 £'000
Place	Housing & Public Health	Increase pest control fees to 15% for schools' contract and general pest income	15
Place	Housing & Public Health	Licensing staff restructure	39
Place	Housing & Public Health	non staffing Budget reductions	17
Place	Housing & Public Health	Decommission Nowcaster air quality monitoring system	28
Place	Housing & Public Health	Review of Urban Renewals Service	151
Place	Housing & Public Health	Review Public Health Service	45
Place	Planning and City Regeneration	Fee income from capital projects in City Regeneration to offset revenue costs	265
Place	Planning and City Regeneration	Increase Land Charges Income	30
Place	Planning and City Regeneration	Increase Planning Fee Income	100
Place	Planning and City Regeneration	Revise Swansea Market Rent Charges	50
Place	Planning and City Regeneration	Review Nature Conservation, Regeneration, Economic Development, & Planning sections	60
Place	Property Services	Increase in Quadrant income	140
Place	Property Services	Increase in Service Level Agreement Income	100
Place	Waste, Parks & Cleansing	Apply full cost recovery principles to graffiti charges over 4 years	10
Place	Waste, Parks & Cleansing	Increase weighbridge charges	55
Place	Waste, Parks & Cleansing	Increase Bulky Waste Collections charges	15
Place	Waste, Parks & Cleansing	Increase Cleansing income due to 15% increase in charges to third parties	13
Place	Waste, Parks & Cleansing	Increase Grounds Maintenance income due to 15% increase in charges to HRA, schools and third parties	50
Place	Waste, Parks & Cleansing	Increased income due to 15% increase in cost of separately paid for Ward Operatives	22

Director	Head of Service Budget	Description	Savings 2023/24 £'000
Place	Waste, Parks & Cleansing	Increase income from Reuse Shop	10
Place	Waste, Parks & Cleansing	Increase income from Wood Project	10
Place	Waste, Parks & Cleansing	Increase weed spraying income due to 15% increase in charges to Housing, schools and third parties	25
Place	Waste, Parks & Cleansing	Reallocate current Cleansing Project Teams	230
Place	Waste, Parks & Cleansing	Remove 50% of additional funding for mechanical brush resource at leaf fall	25
Place	Waste, Parks & Cleansing	Remove additional funding for litter bin replacements	105
Place	Waste, Parks & Cleansing	Review breadth and scale of cleansing operations	150
Place	Waste, Parks & Cleansing	Review individual missed collections service	30
Place	Waste, Parks & Cleansing	Review Street Cleaning	30
Place	Various	"Income earning" services to self-fund pay increase costs from increased fee charges on full cost recovery	750
Place		Employer saving on pension costs as advised by Pension S151 Officer	2,000
Place		Reversal of National Insurance 1.25%	800
		Place Total	8,735
Social Services	Adult Services	Realise saving in efficiencies through the Supported Living Framework and benefits of being located together (2.5% rather than 5% stated in contractual arrangements in light of Covid)	100
Social Services	Adult Services	Work though Complex Needs high-cost placements and establish a collaborative approach with Health for funding these packages of care to achieve a reduction in the overall costs of these packages due to more efficient and effective working with health in terms of new guidance around continuing health care cases	250

Director	Head of Service Budget	Description	Savings 2023/24 £'000
Social Services	Adult Services	Reduction in costs for external residential care by changing the business model and how we are funding voids in the system	50
Social Services	Adult Services	Increase client contribution and review of all fees and charges with a view to incorporating inflationary increases estimated at 10% in line with spending restrictions	1,000
Social Services	Adult Services	Review extra care services and recommission a different operating model to achieve efficiencies and better outcomes for individuals	100
Social Services	Child and Family Services	Continue to implement the new framework for the funding of children's complex needs placements to ensure continued equitable funding of these placements with Health	150
Social Services	Child and Family Services	Supported accommodation and floating support efficiency savings following a review and recommissioning exercise	100
Social Services	Child & Family Services	Reduce placement costs through negotiations with providers to achieve best value for children for both 4Cs framework and non-framework providers	500
Social Services	Directorate	Replacing core costs of non-statutory teams with Grant money which may become available through a range of local or regional opportunities	300
Social Services	Directorate	Do not fill vacant posts in Social Services	1,000
Social Services	Directorate	Employer saving on pension costs as advised by Pension S151 Officer	1,850
Social Services	Directorate	Reversal of National Insurance 1.25%	700
		Social Services Total	6,100
		Grand Total	22,314



Dear Colleague,

Using the Well-being of Future Generations Act in setting budgets and responding to the cost of living crisis

I am writing to you in relation to the ongoing cost of living crisis here in Wales. I recognise how difficult the general financial situation is for us as a country and globally and I recognise that many of you will have to make very difficult decisions to meet increased demands on your services in these extraordinary circumstances.

As you progress with setting your budgets for the next financial year, I wanted to emphasise the need to use the Well-being of Future Generations (Wales) Act 2015 ("the Act") to support your decision making.

The Act applies to your organisation and all Public Services Boards in Wales. Financial planning is one of the corporate areas identified within the statutory guidance of the Act, which states:

"Applying the five ways of working to your financial planning will address the tendency for short-term priorities and administrative process to overtake long-term interests. It is expected that financial planning will take account of the five ways of working within the sustainable development principle, particularly in terms of delivering for the long-term and facilitating preventative actions."

I recognise that public bodies are facing tighter budgets, and want to be clear that the advice I am setting out in this letter applies to your decisions around how best to make cost savings, as well as your allocation of any discretionary spending to address the cost-of-living crisis.

Alleviating some of the impact of the current crisis and any potential further cost pressures on households will undoubtedly be a priority consideration in your next budget. I know that you will want to ensure that any future expenditure is taken forward in line with the progressive long-term policy approach we have established in Wales through the Act.

The Act requires that you carry out sustainable development, seek to contribute to the national well-being goals, take every reasonable step to meet your well-being objectives and act in accordance with the sustainable development principle. In so doing, it is important to consider whether your budget addresses current needs, such as those identified in your local Public Services Boards' 2022 Well-being Assessments, while also addressing known longer-term trends including climate change,

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depleting natural resources and an ageing population. The Act requires that you acknowledge these trends and act now in a way that embodies preventative and long-term thinking.

In setting your budget in line with the Act, I would expect to see your budget decision-making reflecting the well-being objectives that you have set for your organisation. You should consider how the budget helps alleviate the immediate burden on those on the lowest incomes, hardest hit by the cost-of-living crisis. Longer term, consider how it could help to reduce the impact of any future cost of living crisis.

It is also important to consider carefully any reduction in funding to services that are disproportionately relied upon by those in the highest need. The type of issues that have been brought to my attention include cuts to leisure services, reducing access to physical activity for those in deprived communities, and measures such as reducing the temperature in swimming pools to make cost savings, which will disproportionately exclude the young and the elderly.

While there are no simple solutions to the cost-of-living crisis, there are steps that can be taken to ease the burden on households. There are also links between action to address the climate and nature crises and actions to address the cost-of-living crisis. These include resourcing interventions on things like local food, energy efficiency and transport where acting now can have an impact in both the immediate and longer term. A more joined-up and future focused approach is key to preventing problems and ensuring you take all reasonable steps to meet the well-being objectives you have set.

It is important to consider whether, on balance, your overall budget delivers across the four pillars of well-being (economic, environmental, social and cultural) with equal prominence. The involvement of local citizens is key to making a judgement on this. The Act details the ways in which you must collaborate with people, communities and other public bodies.

Such involvement can and must play its part in reducing systemic inequalities. In this context, extra effort is required to include the voices of those who may be less often heard, but most impacted, by the crisis for example disabled people, racialised people and those who are already the most economically deprived.

As I have said in previous correspondence, we do not want the Act to become a “tick-box exercise”. It needs to be applied in everything you do as a Public Body or Public Services Board. Agreeing your budget is one of the most important decisions that you will make each year.

My feedback on the PSB well-being assessments and emerging feedback on draft PSB well-being objectives, as well as the key findings and recommendations within the Future Generations Report 2020, outline additional opportunities that should be considered and help meet your duties under the Act.

I trust that you find this reminder and the information in this letter helpful.

Yours faithfully,



Sophie Howe

Future Generations Commissioner for Wales

Integrated Impact Assessment Screening Form – Appendix D

Please ensure that you refer to the Screening Form Guidance while completing this form.

Which service area and directorate are you from?

Service Area: Finance

Directorate: Financial Services

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services
- Other

(b) Please name and fully describe initiative here:

Budget Proposals 2023/24 – 2026/27

This report updates Cabinet on its budget proposals for budget savings for consultation with residents, community groups and other stakeholders. It has full and due regard to our duties under the Well-being of Future Generations Act 2015.

This report covers:

- A reminder of key elements of *Sustainable Swansea* and the new Transformation Strategy & Programme Framework 2022 – 2026.
- An overview of service and budget priorities for the current and following three years
- An update on the financial challenge facing the Council
- The proposed savings programme, including specific proposals for 2023/24 upon which we now need to consult and an indicative for three future years,
- The key risks associated with the current financial position
- Proposals for engagement and consultation
- Staffing implications
- Delivery and next steps

Each budget proposal will be subject to its own IIA process, and Cabinet and Council will receive a full report on the feedback from the consultation and outcomes of the IIA process in February 2023 so that they can be fully taken into account before any decisions are made. This process has already begun and initial impacts identified have been used to inform this report.

There will also be full engagement with the Council's Scrutiny Committee.

Integrated Impact Assessment Screening Form – Appendix D

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further Investigation	No Impact
	+	-	+	-	+	-		
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Human Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches? Please provide details below – either of your activities or your reasons for not undertaking involvement

In terms of consultation, the Council intends to fulfil its obligations by:

- Undertaking a **Public Survey**. Specific budget proposals and those relating to the Commissioning Reviews will be included in the public survey that will be available online.
- **Consultation with groups**. We will promote the survey to a number of Groups including children and young people, groups with protected characteristics and organisations such as Community Councils.
- **Staff engagement**. The survey will be promoted to staff.
- **Unions**. The Leader, Cabinet Members and Officers are due to meet Union representatives to discuss the proposals.
- **Schools**. Officers and Members will consult head teachers on proposals that affect schools.
- **Promoting** and communicating the consultation via website and social media.

There will be on-going consultation during the forthcoming year as and when the individual Commissioning Reviews progress and develop their proposals for transforming services and helping to deliver contributions towards the overall savings requirement.

The Council will need to consult with Trade Unions about the 2023/24 savings proposals and the likely impact on staff; in particular, the management of change and selection criteria where posts are at risk of redundancy. It is a legal requirement and incumbent upon the Council to commence formal negotiations with the Trade Unions to seek to avoid the need for such redundancies, to consider alternatives and to seek to reach agreement on the selection process for redundancies, should we get to that position. This is in line with the requirements of Section

Integrated Impact Assessment Screening Form – Appendix D

188 (1) of the Trade Union and Labour Relations (Consolidation) Act 1992 (as amended). This is on the basis that these proposals will potentially affect less than 99 employees (excluding schools) and that the period of consultation will be for a minimum of 30 days.

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

- a) Overall does the initiative support our Corporate Plan's Well-being Objectives when considered together?
Yes No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
Yes No
- c) Does the initiative apply each of the five ways of working?
Yes No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?
Yes No

Q5 What is the potential risk of the initiative? (Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...)

High risk

Medium risk

Low risk

Q6 Will this initiative have an impact (however minor) on any other Council service?

Yes No If yes, please provide details below

Q7 Will this initiative result in any changes needed to the external or internal website?

Yes No If yes, please provide details below

Q8 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

Each proposal will be subject to its own IIA process and be subject to consultation where needed. A full report will be presented to Cabinet in February.

The Council's overall aim is to protect frontline delivery of services as far as possible. However, whilst many things are important, not everything can be a priority. It is important, therefore (particularly in the current climate of significantly reduced resources), that we set out clearly our expectations on all services and relative priorities for funding in the context of the budget reductions that we face.

Integrated Impact Assessment Screening Form – Appendix D

This requirement is illustrated sharply by the “gearing” effect of savings on services. In other words, if our current funding requirement of £70m over three years were applied, for example, just to Place Services, the budget for this area would be completely removed. Consequently, other areas such as Education and Social Care also need to face some relative real terms level of reduction over the next three years, given the relative size of their budgets. Equally, however, if the level of funding for 2023/24 were to be sustained in every future year, then these planning assumptions could be very fundamentally reshaped, and savings asks reduced or possibly even eliminated.

The Council is proposing indicative medium-term financial allocations following an assessment of our overall priorities and the financial context that we face.

The statement which follows is based on an assessment of services in relation to the following criteria:

- **Invest:** those Services where the Council will increase current levels of investment in order to:
 - Deliver our top priorities; and/or
 - Achieve significant reductions in future spend
- **Maintain:** those services where the Council will broadly maintain current level of spend in the medium term to:
 - Deliver our top priorities
 - Meet statutory requirements
 - Meet resident expectations
- **Remodel:** those services where the Council will remodel the current level of spend over the medium term:
 - Because these are lower priority areas
 - To contribute to the overall budget savings requirement

Regardless of relative funding levels, there is an absolute requirement that all services must transform and strive for maximum efficiency.

Outcome of Screening

Q9 Please describe the outcome of your screening using the headings below:

- **Summary of impacts identified and mitigation needed (Q2)**
- **Summary of involvement (Q3)**
- **WFG considerations (Q4)**
- **Any risks identified (Q5)**
- **Cumulative impact (Q7)**

This report updates Cabinet on its budget proposals for budget savings for consultation with residents, community groups and other stakeholders. It has full and due regard to our duties under the Well-being of Future Generations Act 2015.

Each budget proposal will be subject to its own IIA process and Cabinet and Council will receive a full report on the feedback from the consultation and outcomes of the IIA process in February 2023 so that they can be fully taken into account before any decisions are made. This process has already begun and initial impacts identified have been used to inform the budget proposals within the report.

Integrated Impact Assessment Screening Form – Appendix D

(NB: This summary paragraph should be used in the ‘**Integrated Assessment Implications**’ section of corporate report)

- Full IIA to be completed
- Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Rhian Millar
Job title: Access to Services Manager
Date: 15/12/2022
Approval by Head of Service:
Name: Ben Smith
Position: Chief Finance Officer
Date: 15/12/2022

Please return the completed form to accesstoservices@swansea.gov.uk

Agenda Item 7



Report of the Cabinet Member for Economy, Finance & Strategy

Cabinet – 15 December 2022

Revenue and Capital Budget Monitoring 2nd Quarter 2022/23

Purpose:	To report on financial monitoring of the 2022/23 revenue and capital budgets, including the delivery of budget savings.
Policy Framework:	Budget 2022/23. Transformation and Future Council
Consultation:	Cabinet Members, Corporate Management Team, Legal Services and Access to Services.
Recommendation(s):	It is recommended that Cabinet: <ol style="list-style-type: none">1) Notes the comments and variations, including the material uncertainties, set out in the report and the actions in hand to seek to address these.2) Approves the virements set out in paragraph 2.7 and the use of the Contingency fund as set out in 3.2 subject to any further advice from the S.151 officer during the year.3) Reinforces the need for all Directors to continue to minimise service spending in year, recognising that the budget overall is currently balanced only by relying on future likely (but far from wholly assured) reimbursement from Welsh Government, centrally held contingency budgets and reserves.4) Recognises that cost overspends can now only reasonably be sought to be minimised, rather than eliminated, in current year by some targeted recovery action with a clear expectation of 'tough' rebasing choices to achieve a balanced budget for the 2023-24 budget round.5) Notes the indicative overspend in 4.1 with further action to be confirmed in subsequent quarters once it is clearer as to level of residual Covid reimbursement, the likely final cost of the local government pay award which will be paid in third quarter and the ongoing uncertainty over the teachers' pay award.
Report Author:	Ben Smith
Finance Officer:	Ben Smith

Legal Officer: Tracey Meredith

Access to Services Officer: Rhian Millar

1. Background and Introduction

- 1.1 This report details forecast variations from the agreed budget for 2022/23.
- 1.2 In respect of Revenue Budgets, this report provides a consolidated forecast, which combines:
- projected variations in relation to budget savings agreed by Council in March 2022
 - Variations arising from other service pressures not directly linked to specific savings plans (e.g. increased service demand, price and pay inflation, increased, but most often unfunded, regulatory obligations and burdens from both UK and Welsh governments)
- 1.3 The report includes comments from Directors in relation to the variations highlighted and the action that is in hand or proposed as appropriate.

2. Revenue Outturn Forecast Based on 2nd Quarter position

- 2.1 Appendix 'A' to this report details the approved Revenue Budget for 2022/23 and the forecast variation at this time.
- 2.2 Other than projected variations on Directorate expenditure, it is still too soon to confidently forecast final variations that may arise on some significant Corporate items, including the level of Council Tax collection (which posted a deficit in 2021-22 of £4m). However, given the ongoing impact of COVID and based on the 2021-22 final position on collection an optimistic forecast is that there will be a shortfall in the region of £2.0m in 2022-23. This could possibly be subject to some form of grant underpin support in due course from the Welsh Government, but is far from assured, and is certainly not at all presumed.
- 2.3 The overall Directorate position is summarised below:-

DIRECTORATE

	FORECAST VARIATION 2022/23 £000	COVID VARIATION 2022/23 £000	OTHER VARIATION 2022/23 £000
CORPORATE SERVICES	4,347	3,856	491
FINANCE	-2,342	0	-2,342
SOCIAL SERVICES	2,274	0	2,274
EDUCATION	5,511	0	5,511
PLACE	3,500	0	3,500
NET SERVICE EXPENDITURE	13,290	3,856	9,434

- 2.4 Directors' comments on the above variations are shown at Appendix B.

- 2.5 Within the *Recovery Plan Service Transformation* Programme, work continues to develop service delivery plans linked to savings targets and prioritisation of services. This includes the cross cutting nature of new reviews as well as the completion of current in-flight reviews.
- 2.6 The table above shows an estimated overspend for the year of £13.290million. Bar some COVID 19 pandemic fluctuations, this amount is in effect entirely because of the recently approved 2022/23 pay award. There is only a 3% pay award budgeted for. There will be in excess of £12 million additional payroll costs that are unfunded by the UK/Welsh Governments. The only funding announced as being available from Welsh Government in relation to COVID related costs in 2022-23 is, for the period up to the end of September 2023, Statutory Sick Pay support and Self Isolation payments plus a longer timescale to the end of the March 2023 for certain Free School Meals costs. Those amounts received at this stage have been included in the figures above. Section 2.7 below shows the level of the currently eligible expenditure that has been deemed as eligible and paid by WG to date.
- 2.7 Currently, monthly claims against additional COVID expenditure for the above specific currently eligible areas for April to September have been submitted to WG. The summary of claims submitted to date and claims WG have agreed to date are set out below:

Summary of claims submitted and approvals received to date in 2022/23

	Claim £000's	Paid £000's	
April to September 2022	3,526	3,109	(September claim submitted in October. WG response awaited)

To ensure as accurate forecast position as possible these grants have been vired to services as they are received and the impact included within the relevant service forecasts in section 2.3 and in Appendix A.

Grant claims to Welsh Government in relation to TTP/MVCS costs are ongoing currently but are expected to cease later in the year when the service is scaled back considerably with a new set up in conjunction with public health. As such it is expected that there will be total costs in the region of £3.9m arising. Costs (after grants received) are included under Corporate Service. An assumption regarding 100% funding of this cost is included in the table below and in Appendix A.

In addition to the specific additional service costs regarding Free School Meals in relation to COVID the authority has once again continued to act as an “Agent” on behalf of the Welsh Government in relation to Self-Isolation payments, Statutory Sick Pay and Cost of Living national scheme. All of these costs are anticipated to be funded 100% by the Welsh Government and as such costs incurred and grants received will be reported later in the year once the most recent announcements/schemes have been implemented.

- 2.8 Service budgets currently only assume a 3% pay award, however the recently accepted pay offer from the Employers (for local government services) is significantly higher than this – with a minimum offer of £1,925 per spinal point. This equates to an overall average of around 7-8% on base pay and on-costs for pensions and employers’ national insurance. The cost of this is likely to be in

excess of £18m for Council staff with a further £2m estimated for Teachers (£3m full year effect) if the existing 5% offer is accepted (still subject to much uncertainty as to likelihood of being agreed). This exceeds the amount budgeted by a sum in the region of £12m and no additional government funding is likely forthcoming for any services. **This means particularly for schools, for this year, they will have to fund own pay awards from within existing budgets.** This is entirely consistent in treatment with other council services, which are also not funded, but means these costs will eat directly into schools delegated reserves, given the way schools delegated budgets operate, rather than Council's reserves due to their enforced staff overspending. Vehicle fuel costs are already feeding into reported forecast overspends in some areas and these are reflected where known, but remain volatile. Whilst in year energy costs are being closely monitored, and assessed to remain afforded within reasonable tolerance of the overall budgets set for the current year, with some offsetting savings elsewhere, but predominantly because of the advance buying of energy, the position remains extremely volatile and challenging for new energy forward purchases and will undoubtedly be a very significant burden on future year budgets (£15million increase, a threefold increase, remains a still very likely scenario).

2.9 Corporate Management Team has re-enforced the current arrangements for budget monitoring in particular:

- focus on a range of corrective actions, particularly for services overspent even before allowing for the unfunded pay award;
- targeted immediate spend minimisation and deferral action;
- spending control on all vacancies and contracts;
- a continued reminder that **no Responsible Officer is authorised to overspend their budget in line with Financial Procedure Rules;**
- and consequently that Directors must work closely with Cabinet Members and the Corporate Management Team to contain, reduce, defer and delay spending as far as possible, having due regard, to existing agreed budget and political priorities to nonetheless seek to limit service spending especially given the substantially higher than expected national pay awards;
- but recognising that the overall spend pressures are near wholly Covid or pay award related and that reserves were bolstered to temporarily assist with such pressures in the short term.

2.10 Offsetting opportunities do exist to temporarily ameliorate the currently identified service demand and price pressures as follows.

- £1m was set aside in the budget for the potential costs relating to the impact of the Apprenticeship Levy. The final costs relating to this levy will only be known once final employee related costs are calculated at the year-end. Should the full allocation not be required then any saving will be proposed to be used to mitigate service pressures at year end.
- £3.13m was set aside to meet any specific and significant inflationary increases arising in year. Given the overall financial projection at this stage, it is proposed by the S151 officer that this be earmarked as a compensating funding mechanism for likely higher than expected pay awards.
- Use of the Contingency Fund as detailed below.

3. Contingency Fund Provision for 2022/23

3.1 The contingency fund budgeted contribution was set at £3.731m contribution for 2022/23 as set out in the budget report approved by Council in March 2022. As a result of the favourable outturn position in 2021/22 there was a balance of £4.554m carried forward, to bring the total available in 2022/23 to £8.285m.

3.2 The current potential calls on the contingency fund for 2022/23 are:

Contingency Fund 2022/23	2022/23 (£m)
Budgeted contribution for year	3.731
Increase from 2021/22 carry forward	4.554
Increase from Central Inflation transfer	3.130
Coroner Court rooms	-0.026
Freedom of City Merchant Navy event	-0.002
Payroll temporary support	-0.075
Interim Director Corporate Services (up to)	-0.075
Potential for higher than budgeted national pay awards teaching and local government staff	-8.587
Ashlands Sports Centre	-0.150
Creation of IT Development Fund Reserve this was agreed as part of budget setting for 2022-23 and ongoing savings in future	-2.500
Balance 31st March 2023	0.0

The above table lists current potential calls on the budgeted contingency fund. All (apart from the pay award) are anticipated to be one off costs. The final amounts will be dependent on a number of factors during the year including speed of implementation, actual costs/commitments incurred and final Directorate outturn position. Spend approvals will be deliberately limited to seek to maximise underspend here as part of mitigating budget savings action.

As at 1st April 2022 some £3m remained within the Restructure Reserve to contribute toward ER/VR or other cost risks that may arise in 2021/22. The S151 officer remains satisfied that this is sufficient for 2022/23 and that there should be no call on contingency this year to fund such costs. The final costs of ER/VR will only be known towards the end of the year once all management actions re savings proposals etc are implemented. At this stage it is assumed that all ER/VR costs will be able to be contained within the sum left in the Restructure Reserve.

Based on current forecast the S151 officer proposes to utilise the current year forecast underspend on the Contingency Fund of up to £5.457m to provide additional mitigation, together with the forecast unused element of the inflation provision of £3.130m (some £8.587m in total) toward the potential unfunded element of the 2022/23 pay award.

The one off nature of the funding sources cannot be understated, the excess unbudgeted base costs will impact directly and significantly on the base budget pressures for 2023/24 and do not solve the inflationary pressures, merely defer most of the problem a year.

However, the S151 officer proposes to reserve his final position on the recommended levels of use of the restructure reserve and contingency fund until the absolute success or otherwise of reducing the forecast overspend is known at year-end.

3.3 The current indication is that, for 2022/23, there needs to be continued targeted mitigating action and delivery of savings proposals to help reduce the overall overspend. It looks inevitable as this early stage that some draws from contingency and earmarked reserves will be needed to achieve a fully balanced budget for the year but this was somewhat anticipated and led to the material bolstering of earmarked reserves at outturn. Any inroads to net spending will reduce the necessary draw from reserves and increase the amount of reserves available to carry into 2023/24.

3.4 The action being taken includes working through existing plans on an accelerated delivery basis:

- Management and Business Support Review: ongoing review of the management structure across the Council and future requirements given the Council's priorities, future challenges and the changing nature of the role of managers
- Managing the Pay Bill: review of options to contain or reduce employee costs across the Council as part of our overall future workforce strategy (subject to trade union consultation at the appropriate time)
- Commercialism through third party Procurement Savings and Income Generation: review of further options to increase income from fees and charges, trading etc, in addition to the targets already set.
- Progressing implementation of residual phases Commissioning Reviews and Cross Cutting Themes.
- Further implementation of the Social Services Saving Plan through which we have identified mechanisms for bringing down overall costs.
- On the basis that these are existing agreed actions fully set out in the agreed budget set by Council in March, whilst wholly recognising the ability to progress any of the above have been seriously impacted by Covid 19.
- Continuing the extant spending restrictions which have been agreed as necessary by Corporate Management Team.
- Directors detailed action plans as summarised in their Appendix B commentary.
- The Interim Director of Corporate Services leading the Recovery Plan implementation as agreed by Cabinet to agree alternative mitigating actions and future steps, taking into account post Covid 19 and Brexit.

3.5 It should be noted that at this time, although the Council continues to pursue a number of VAT related claims, some are more advanced than others, there is NO certainty of windfalls from VAT refunds or any other external source being received in the current year.

4. Revenue Budget Summary

4.1 The position reported above reflects the best known current position and shows a net £13.290m of shortfall in service revenue budgets, almost entirely in relation to the recently accepted 2022/23 pay award together with anticipated costs/loss of income as a result of COVID19 which when combined with a forecast £2.0m

shortfall in Council Tax collection leads to a total shortfall of £15.290m. To date the amount actually approved by WG in relation to COVID related additional costs/loss of income is set out as per 2.7 above. It is assumed that all the TTP costs will also be recovered and for 2022/23 some additional grant is shown below in the overall summary table of £3.9m. It is also possible that Council tax losses, or part of them at least, will be met by future WG grant support, but this is yet to be assured. In addition as identified above further mitigation is anticipated from the Apprenticeship/Inflation provision of £3.13m and Contingency fund of £5.457m. Taking account all of these mitigations and including the shortfall in Council Tax collection this results in a net forecast overspend for the council of £2.847m.

Summary

	£'m
Service Forecast overspend	13.290
Council Tax shortfall	2.000
Less Mitigating	
Assumed TTP/WVCS costs recovered	-3.856
Inflation provision assumed to be fully utilised for potential pay offer	-3.130
Contingency Fund balance after assumed use, to be utilised for agreed pay offer.	-5.457
Net overspend forecast	2.847

Note that the above includes unfunded schools pressures which will ultimately fall to schools budgets. In line with historic reporting conventions we do not directly reflect schools spending or reserves movements in year (assume neutral overall) but given the scale of the movement due to unfunded pay costs alone it is important to include this explanatory note. Actual individual and then collated, schools reserves movements will not be known until year end.

At present an anticipated £3.4m of this cost pressure will ultimately fall to schools delegated budgets and schools reserves, not Council reserves for pay alone. (Schools face additional local pressures including unfunded energy cost rises and local circumstances and it would be perfectly reasonable at this stage to assume that total draws from reserves across all schools are at least treble this figure). In that sense the residual overspend above will be fully covered by extra draws from schools reserves. It remains the case as highlighted by the S151 Officer in first quarter reporting to Cabinet that the scale of draws from reserves (both council and now schools reserves) are temporary expediency measures and are simply not sustainable going into 2023/24.

NB Further claims for re-imburement of expenditure in relation to the currently eligible expenditure areas will be submitted to Welsh Government in accordance with their relevant announcements and terms and conditions. Any decision re the nature of and subsequent success or otherwise of any further claims to Welsh Government is unknown at that this stage.

- a. Currently, all revenue grant income from WG in relation to COVID claims for the services has been allocated “back” to departments.
- b. Corporate Management Team have reinforced the expectation that both service and overall net expenditure **must** be, as far as practicable, contained within the relevant limits of the current year budget as set by Council, and certainly within any agreed level of tolerance set by Cabinet on the advice of the S151 Officer, recognising the extreme nature of the covid 19 impact.
- c. As previously mentioned, an early forecast as to the potential outturn on corporate items such as Council Tax collection is estimated to result in a shortfall in collection of £2m.
- d. Included in the projected budget for 2022/23 for other corporate items are capital finance charges. At this stage there is a likely at least a further £5m underspend on capital finance charges, but this will be formally reported at third quarter and any underspending will be transferred at year end to the capital equalisation reserve, a strategy previously agreed by Council. This will be reviewed and updated during the year as emerging capital demands arise (Levelling Up bids etc). The implemented capital financing strategy was formulated to smooth the impact of the implementation of the revised MRP policy whilst also taking advantage of drawing down long term borrowing at historically low interest rates. Any future borrowing will clearly be at materially higher rates and in the short term will need to be supported by draws from the capital equalisation reserve to smooth cost pressures. New borrowing can currently be temporarily deferred as the council has significant cash backed reserve balances and continued material slippage on its capital programme
- e. There continue to be risks around general inflationary pay and price pressures this year, including increases to the National Living Wage which will significantly impact contractors to the Council in some service areas. It will also put further pressure on the lower end of the current local government pay spine in future years. There has recently been agreement on the 2022/23 national local government pay award (3% budgeted). No agreement on teachers’ pay as yet. As previously mentioned the agreed offer is a flat rate offer of £1,925 to every spinal point, which equates, to an approximate overall average of 7-8% (higher for the lower spinal points). Current mitigation for the shortfall in funding over this budgeted amount is proposed as utilising the currently un-allocated elements of both the Inflation and Contingency provision totalling some £8.5m (see section 3.2 above).
- f. Detailed monitoring of budgets will continue and will be reported to the monthly Departmental Performance and Financial Management meetings.
- g. It remains imperative that sustainable, but sensitive in the ongoing unusual circumstances of Covid 19, base budget savings are found to replace in year one off actions to stabilise the 2022/23 budget ahead of the 2023/24 budget round.

4.2 Additional total costs in the delivery and implementation of the Oracle Fusion ICT project estimated arising directly as a result of delays related to the pandemic will need to be funded over 2022/23 and 2023/24. The Section 151 officer proposes to meet these costs from the Capital Equalisation Reserve and the ICT Development Fund Reserve in both years. A separate update report was considered at Cabinet on 20 January 2022 and appropriate budgetary provisions made. A further update to Cabinet on 20 October 2022 confirmed the use of the ICT Development Fund Reserve.

5. Capital Budget

5.1 Expenditure to 30th September 2022 is £42.266 million, summarised as follows:

Directorate	Budget 2022/23	Actual to 30/09/22	% spend
	£'000	£'000	
Corporate Services	1,610	1,280	79.5%
Finance	1,835	0	0.0%
Education	12,117	4,910	40.5%
Social Services	863	656	76.0%
Place (General Fund)	107,385	19,087	17.8%
Place (HRA)	48,613	16,333	33.6%
Total	172,423	42,266	24.5%

Expenditure on major capital schemes is detailed in Appendix C.

It should be noted that the actual spend to 30 September may only have 1 or 2 months costs relating to external invoices. The impacts of substantial price inflation on supplies and materials for schemes is continuing to lead to cost increases across the capital programme. This is under constant review with scheme cost re-engineering, however any material cost increases on individual schemes shall need to be agreed through FPR7 procedures.

This will have an impact on the revenue Capital Financing Charges in 2022/23 and future years.

6. Housing Revenue Account

6.1 During this Quarter, rent arrears and the number of households in rent arrears has risen however it is projected they will continue to increase due to the impacts of the cost of living crisis and energy bill increases. It is too early in the year to forecast the full impact on rent arrears and the budgeted Bad Debt Provision.

6.2 Revenue repairs overspent in 21/22 resulting in a budget increase of £1.32m for 22/23 in this area. Spend has been monitored and it is forecasted there will be an overspend of £0.250m for day to day repairs as a result of higher than anticipated building inflation and dealing with the backlog of repairs due to Covid. Day to day voids are forecast to overspend by £0.7m and an additional resource in the form of a new contractor has been sourced, in an attempt to reduce the number of void properties. A further £1.150m increase in 22/23 will be required due to the decreased period in electrical testing (currently every 10 years, new legislation reduces this to every 5 years).

6.3 Employee budgets will be overspent by £0.465m once the flat rate pay award is implemented. In addition to this, there will be a transfer to reserves of £0.3m to bolster them back to the agreed minimum level. All of the above anticipated overspends will be offset by a reduction in the Revenue Contribution to Capital transfer as a result of slippage in the Capital programme.

7. Legal Issues

7.1 There are no legal issues contained within this report.

8. Integrated Assessment Implications

8.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English. Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

8.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

8.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

8.4 The Revenue budget of the Council was approved following the application of the corporate Equality Impact Assessment (EIA) process throughout the Budget setting process (now replaced by IIA's). It is essential where service levels are affected by changes to the Revenue Budgets (including savings options) that the IIA process (alongside consultation and engagement as appropriate) is applied to ensure due regard is paid to the potential equality impacts of any proposals prior to decision making.

Background papers: - None

Appendices:

Appendix A – Revenue Budget forecast 2022/23

Appendix B – Directors comments on variances and action plans

Appendix C – Expenditure on major Capital Schemes

Appendix D - IIA

REVENUE BUDGET PROJECTION QUARTER 1 2022/23

<u>DIRECTORATE</u>	BUDGET 2022/23 £000	PROJECTED 2022/23 £000	VARIATION 2022/23 £000
CORPORATE SERVICES	25,003	29,350	4,347
FINANCE	32,922	30,580	-2,342
SOCIAL SERVICES	145,394	147,668	2,274
EDUCATION	202,157	207,668	5,511
PLACE	80,188	83,688	3,500
<i>NET DIRECTORATE EXPENDITURE</i>	485,664	498,954	13,290
SPECIFIC PROVISION FOR APPRENTICESHIP LEVY/INFLATION	4,130	1,000	-3,130
CONTINGENCY FUND	8,107	2,650	-5,457
<i>Assumed additional TTP grant to cover costs</i>	0	-3,856	-3,856
<i>OTHER ITEMS</i>			
LEVIES			
SWANSEA BAY PORT HEALTH AUTHORITY	88	88	0
CORPORATE JOINT COMMITTEE	200	200	0
CONTRIBUTIONS			
MID & WEST WALES COMBINED FIRE AUTHORITY	14,692	14,692	0
<i>CAPITAL FINANCING CHARGES</i>			
PRINCIPAL REPAYMENTS	16,868	16,868	0
NET INTEREST CHARGES	20,510	20,510	0
<i>NET REVENUE EXPENDITURE</i>	550,259	551,106	847
<i>MOVEMENT IN RESERVES</i>			
GENERAL RESERVES	0	0	0
EARMARKED RESERVES	-27,943	-30,790	-2,847
<i>TOTAL BUDGET REQUIREMENT</i>	522,316	520,316	-2,000
DISCRETIONARY RATE RELIEF	418	418	0
<i>TOTAL CITY AND COUNTY OF SWANSEA REQUIREMENT</i>	522,734	520,734	-2,000
COMMUNITY COUNCIL PRECEPTS	1,697	1,697	0
<i>TOTAL REQUIREMENT</i>	524,431	522,431	-2,000
<i>FINANCING OF TOTAL REQUIREMENT</i>			
REVENUE SUPPORT GRANT	297,425	297,425	0
NATIONAL NON-DOMESTIC RATES	89,167	89,167	0
COUNCIL TAX - CITY AND COUNTY OF SWANSEA	136,142	134,142	2,000
COUNCIL TAX - COMMUNITY COUNCILS	1,697	1,697	0
<i>TOTAL FINANCING</i>	524,431	522,431	2,000

Director's comments on budget variances

Interim Director of Corporate Services

The budget position in the second quarter reports that the Corporate Services directorate is overspending. The TTP service has been extended for the rest of the year and the WVCS programme has been extended to at least December 2022. Both programmes will recover all costs from Welsh Government funding.

Variance (under -)/over spend	£000	Explanation and Action
COVID-19 Variation:		
Test Trace & Protect Programme (TTP)/Wales Vaccination Certificate Service(WVCS)	3,856	This forecast is based on the latest position which includes the extension to the WVCS service. The expenditure is expected to be fully recoverable from Welsh Government Grant.
Net COVID-19 variation	3,856	
Other Variations:		
Design Print	-100	Loss of trading income which relates mainly to internal recharges to Council departments, however, this has been offset by additional base budget allocated for the year.
Net variations	-568	Net Employee, Supplies & Services underspend.
Pay Award	1,159	Estimated cost.
Total Other Variations	491	
Total Forecast Variation	4,347	

Director of Finance

The budget position in the first quarter shows the Finance directorate underspending.

Variance (under -)/over spend	£000	Explanation and Action
Council Tax Reduction Scheme (CTRS)	-2,000	Demand led spending which continues to be carefully managed to contain costs and which help ameliorate the unrelated losses on council tax collection.

Other variations	-342	Modest underspending across a range of employee and supplies and services costs netted off by an estimated pay award of £610k.
Total Forecast Variation	-2,342	

Director of Social Services

Variance (under -)/over spend	£000	Explanation and Action
Adult Services, Prevention and Tackling Poverty	2,716	Forecast overspends within Mental Health and Learning Disability and External Domiciliary Care. The pending pay award has eliminated the ability of staffing savings to offset this.
Child & Family Services	1,506	There are financial pressures due to service growth within Direct Payments and a forecast increased cost for Special Guardianship Orders. There are also pressures caused by the pending pay award.
Grants Commissioning and Partnerships	526	The forecast overspend is primarily attributable to pending pay award.
Integrated Services for Older People	-2,626	We are currently forecasting underspends within the external residential sector and within our own staffing establishment.
Resources Hub	152	An underspend on staffing is currently forecast.
Total Social Services	2,274	

Director's Comments

The overall forecast has deteriorated from that projected at quarter one. The expectation that the pending pay award will cost the Directorate significantly more than we have been funded is the primary reason for this.

Other than those variances attributable to the pending pay award, we are seeing pressures within Adult Services, Prevention and Tackling Poverty; where we are forecasting an overspend within Mental Health and Learning Disability Services. The pressures within Child and Family Services are due to the increased cost of Direct Payments and Special Guardianship Orders.

Overspends are partially offset by significant underspends in Integrated Services for Older People where we continue to forecast underspends around External Residential Care and in our workforce. We are very conscious of the negative impact of staffing vacancies and actions to fill front line vacant posts are a business priority.

Director of Education

Variance	£000	Explanation and Action
Covid 19 Variations		
FSM Support - Holiday BACS Payments	1,594	Cash Payments to those pupils eligible for FSM Holiday BACS payments.
FSM Support - BACS Payments	75	Cash Payments to those pupils eligible for FSM Study and Post-Exam Leave BACS payments.
FSM Support - Holiday Food Bags	14	Food Bags issued to those pupils eligible for FSM Holiday support.
Paid to Date	-1683	Reimbursement Received from WG - Paid up to August 22 so far.
Total Covid 19 variations	0	
Non Covid Variations		
FSM Support - BACS Payments – Bank Holiday (Unfunded)	31	Cash Payments to those pupils eligible for FSM Bank Holiday BACS payment - Royal Funeral – Not Reimbursable.
ALN - more costly out of County provision mitigated by further enhanced in County provision (so impact dependent on resourcing to deliver enhanced provision)	150	Indications are that savings will be made but the position will be clearer with September admissions/pupil placements. Since the addition of more specialist places in Swansea, out of County provision is starting to decline.
Catering and Cleaning services - Continuing work towards full cost recovery through SLAs where schools are receiving additional funding to reflect such cost pressures	100	Although full cost recovery was established from school SLAs, the real living wage and the introduction of universal free school meals are likely to add cost pressures.
Home to School Transport - further underlying cost pressures and undeliverable savings target re-creation of additional walking routes, allocated from Place	200	MTFP reflects robust management action to mitigate scale of demand and cost pressures, but underlying pressures continue to grow. The overall shortfall in delivery of the MTFP savings targets transferred to Education would be at least £200,000 for 2022-23 and £143,300 thereafter, until the third walking route is delivered.
Home to School Transport - Additional cost pressures of additional transport costs for Education - Summer Term.	137	Agreement to pay suppliers above contracted rates due to the risk on service contracts failing. Other LAs already acted forcing a response from Swansea. Backdated to March 22. Calculated using increases in average

		fuel price. ALN Contracts £76K, Mainstream Contracts £61K. No further payments to suppliers will be made.
Home to School Transport - Additional cost pressures of additional transport costs for Education from September 2022.	572	Forecasts estimate a 9.80% increase overall in value of the school transport contracts from September. This is from the most recent indices published. Until finally agreed this is up for constant review. Suppliers will increase charges due to the hike in the price of fuel.
Differences in Support Staff Pay Award - Schools Salaries.	2,748	LA Funded at 3%. £1,925 (+oncosts) per FTE Proposed.
Differences in Teachers Pay Award - Schools Salaries	652	LA Funded at 3%. Current Proposed 5%. Difference of 2%. Full year £1,118K. Part year impact for 22/23 is £652K
Differences in Education Staff Pay Award	1,110	LA Funded at 3%. £1,925 (+oncosts) per FTE Proposed.
Differences in Education Teachers Pay Award	62	LA Funded at 3%. Current Proposed 5%. Difference of 2%. Full year £106K. Part year impact for 22/23 is £62K.
Other continuing pressures (Primarily Historic Pension Costs, Maternity etc)	377	Will continue to mitigate as far as possible and contain such costs.
One-off managed savings identified in year in addition to those already reflected in MTFP	-627	Challenging to identify significant further savings in addition to MTFP requirements.
Net non-Covid 19 projected overspend	5,511	Continuing robust management action will seek to identify further savings in addition to MTFP requirements but the remaining projected overspend reflects the scale of externally driven and uncontrollable cost pressures
TOTAL PROJECTED PRESSURES	5,511	Reflects impact of decisions preventing the delivery of current year MTFP savings assumptions and unrecovered additional Covid-19 costs

The Council response to Covid-19 continues to impact the first and second quarters of 22/23. The Council's response is in line with Welsh Government Guidance and has required significant resource directed at Education. Payments for FSM support are now expected to continue only for the three remaining School Holiday Periods remaining of the 22/23 financial year, namely, the Christmas Break and Two Half Terms.

It was the LA's decision to make an FSM payment to cover the September Bank Holiday for the Royal Funeral. These costs (£31K) are not recoverable from Welsh Government.

It is expected that remaining costs considered Covid related will be recovered from available WG grant funding but there is always a risk that a few costs may not be fully reclaimable.

The most significant cost pressure to Education comes from 22/23 Pay Awards. In previous years there would have been an expectation that pay awards would be fully funded. There can be no such assumption this year. The variance between the budgeted increase and the proposed awards for Schools and Education Staff (inc. Teachers) is currently forecast at £4.57m, with the potential to increase further until an agreement is made.

In addition, the overspend forecasts have increased due to escalating cost pressures in school transport. Current forecasts estimate an indexation increase of 9.80% to contracts which will be implemented and backdated to September 22.

Due to the increase in fuel pricing during Q1 was a decision to offer backdated top-up payments to retain our current school transport providers. This has since prevented further suppliers from handing back their contracted services for Swansea schools. These payments we calculated based on the monthly average increases in fuel pricing and backdated to March 22.

The remaining projected overspend can be accounted for by the impact of WG or local decision which has increased the uncontrollable and statutory cost pressures, prevented the delivery of significant elements of current year MTFP savings assumptions.

There are other areas of identified demand and cost pressures, despite the continuing delivery of the Education strategy, but these are anticipated to be offset by further one-off managed savings in addition to those already reflected in the MTFP. However, the underlying base budget shortfall facing the Education portfolio budget, potentially being over £5.5m, is clearly of concern even though it directly reflects the full year impact of national or local decisions.

Director of Place

The directorate is currently projecting an overspend of £4.5m for the year ahead which includes an unbudgeted pay award of £2.6m for 22/23. This is however based on assumed use of budgeted contingency allocated to the Directorate in response to the ending of Welsh Government funding for loss of income and other impacts associated with Covid. It is still early in the year, however there is a current estimated £6.1m overspend of which £1.6m has already been mitigated by the use of contingency and a further £1.2m call on contingency by year end will reduce the overspend to £3.3m-3.5m. The aim for the next 2 quarters will be to mitigate the remaining £3.3m-3.5m overspend. Whilst income is recovering in some key areas, the rate of recovery remains slow and is impacting a range of services, fees and charges. Recovery of car park income is a significant unknown and remains supported in year by the Economic Recovery fund. Once ERF ends, this key area of income will be monitored closely. In addition inflationary pressures are being experienced across all areas of the

Directorate and we are mindful of likely implications from the annual pay award currently being negotiated nationally.

As is the case with any large directorate there are some other non Covid related projected overspends, including costs associated with rising price of Utilities, but will to mitigate where possible.

Appendix C

Capital expenditure on major schemes to 30 September 2022 (where spend greater than £250k)	£000's
Education	
Bishopston Comprehensive School Refurbishment	2,224
YG Gwyr Extension	1,127
YGG Tan y Lan new build	479
Free School Meals scheme - infrastructure / equipment	763
Social Services	
Child & Family in-house residential scheme	399
Digital Services	
IT equipment	563
Data Centre relocation	380
Place	
City Deal - Arena	644
City Deal - 71-72 Kingsway Offices	3,868
Palace Theatre Redevelopment	1,316
Redevelopment of Former BHS Building	1,518
Hafod Copper Powerhouse scheme	1,153
Corporate Building Services (Including Schools)	3,762
Disability Facility Grants	1,562
Mini Adaptation Grants	368
Local Transport Fund Schemes	613
Highways Carriageway Resurfacing	629
Marina Lock-Inner Gate Refurbishment	397
Bridge Repair/Retainment Walls	520
Community Play Schemes	694
HRA	
HRA Capital Programme (More Homes Schemes)	4,855
Wind and Weatherproofing	3,499
External Facilities	2,527
Adaptations	1,089
Boiler and Heating Upgrades	614
Chimney repairs	425
Fire and other safety measures	1,076
HRA Kitchens & Bathrooms	1,361
Total scheme value where spend greater than £250k	38,425

Appendix D - Integrated Impact Assessment Screening Form

Please ensure that you refer to the Screening Form Guidance while completing this form.

Which service area and directorate are you from?

Service Area: Accountancy

Directorate: Finance

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services
- Other

(b) Please name and fully describe initiative here:

Second quarter review of performance against annually set revenue and capital budgets

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further Investigation	No Impact
	+	-	+	-	+	-		
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Human Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Appendix D - Integrated Impact Assessment Screening Form

- Q3** What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches?
Please provide details below – either of your activities or your reasons for not undertaking involvement

There is no consultation undertaken on the review of second quarter performance against budget – this is a task for Directors and the Section 151 officer only, as it is just a position statement. Allocation of the budget is decided as part of the budget process, which follows all requirements for consultation

-
- Q4** Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

- a) Overall does the initiative support our Corporate Plan's Well-being Objectives when considered together?
Yes No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
Yes No
- c) Does the initiative apply each of the five ways of working?
Yes No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?
Yes No

-
- Q5** What is the potential risk of the initiative? (*Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...*)

High risk

Medium risk

Low risk

-
- Q6** Will this initiative have an impact (however minor) on any other Council service?
 Yes No If yes, please provide details below

-
- Q7** Will this initiative result in any changes needed to the external or internal website?
 Yes No If yes, please provide details below

-
- Q8** What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

Appendix D - Integrated Impact Assessment Screening Form

(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

Outcome of Screening

Q9 Please describe the outcome of your screening using the headings below:

- **Summary of impacts identified and mitigation needed (Q2)**
- **Summary of involvement (Q3)**
- **WFG considerations (Q4)**
- **Any risks identified (Q5)**
- **Cumulative impact (Q7)**

As this report is a review of performance against budget allocated by this authority there is no impact on anyone with a protected characteristic. The review is the duty of Directors and the Section 151 Officer only, there is no wider involvement.

Any consideration of the Well-being of Future Generations Act would take place as part of any proposal to set or change budgets, and risks and impacts would be assessed as part of any proposal.

The Revenue budget of the Council was approved following the application of the corporate Integrated Impact Assessment (IIA) process throughout the Budget setting process. It is essential where service levels are affected by changes to the Revenue Budgets (including savings options) that the IIA process (alongside consultation and engagement as appropriate) is applied to ensure due regard is paid to the potential equality impacts of any proposals prior to decision making.

(NB: This summary paragraph should be used in the ‘**Integrated Assessment Implications**’ section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Amanda Thomas
Job title: Chief Accountant
Date: 07/11/2022
Approval by Head of Service:
Name: Ben Smith
Position: Director of Finance/S151 Officer
Date: 07/11/2022

Please return the completed form to accesstoservices@swansea.gov.uk

Agenda Item 8



Report of the Cabinet Member for Corporate Service & Performance

Cabinet - 15 December 2022

Quarter 2 2022/23 Performance Monitoring Report

Purpose:	To report corporate performance for quarter 2 2022/23.
Policy Framework:	<i>Delivering a Successful & Sustainable Swansea Corporate Plan 2022/23</i> <i>Achieving Better Together Programme.</i>
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that Cabinet: 1) Notes the Council's performance in respect of managing the pandemic and its aftermath and achieving the Council's wellbeing objectives for quarter 2 of 2022-23; 2) Endorses the use of this information to inform executive decisions on resource allocation and, where relevant, corrective actions to manage and improve performance and efficiency in delivering national and local priorities.
Report Author:	Richard Rowlands
Finance Officer:	Paul Roach
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

1.0 Introduction

- 1.1 This report presents an update on the Council's response to the pandemic and its quarter 2 performance in respect of delivering the Council's Well-being Objectives (priorities) set out in the Corporate Plan 2022/23 *Delivering a Successful & Sustainable Swansea*:

- Safeguarding people from harm.
- Improving Education & Skills.
- Transforming our Economy & Infrastructure.
- Tackling Poverty.
- Delivering on Nature Recovery and Climate Change.
- Transformation & Future Council development.

2.0 Council Performance: Corporate Plan Delivery Performance 2022/23 Quarter 2

- 2.1 In 2021 managing the pandemic was the single most important priority for the Council and, as can be seen from the achievements above, resources were diverted to focus on protecting individuals, communities, and businesses from its ongoing effects. As such, in September 2021 Cabinet recognised that delivery of many aspects of the corporate plan would be delayed and agreed that it would not be appropriate to set targets for corporate plan performance in 2021/22.
- 2.2 Annual targets have now been developed across the indicators for 2022/23. In the meantime, quarter 2 performance is presented at Appendix A giving the actual performance as well as the performance trajectory comparing current performance to previous years. A narrative is also provided highlighting the key achievements, issues and actions over the last quarter.
- 2.3 Despite the ongoing impacts of the pandemic, in quarter 2 fourteen indicators show an improving or maintaining performance trend. These include among others: more apprenticeships or trainees starting in the Council in Q2 compared to the same periods in both 2020/21 and 2021/22; improvements in the timely recording of statutory visits to children on the Child Protection Register, when compared with the same time period last year; an increase in the number of projects with social benefit clauses and Beyond Bricks & Mortar in their contracts when compared to Q2 on 2021/22, and; an increase in the numbers of accredited qualifications being achieved by adults with Council support.
- 2.4 Of the other 13 comparable indicators:
- Two show a declining performance trend, which can be directly attributed to the impact the pandemic. For example, Covid continues to have both an indirect and direct impact on staff sickness levels.
 - Four show declining performance, which is within 5% of the previous comparable result. For example, there was a slight drop in the number of online payments made via the Councils websites in Q2, although the value of the online transactions grew by almost 11%.
 - Seven show declining performance trend, which cannot be attributed to the pandemic. For example, one planning application that had an economic imperative was refused by Planning Committee as the

proposal failed to comply with adopted planning policies for the area. Approval of the application would have resulted in unacceptable development.

2.5 Finally, there are six new performance indicators for quarter 2 2022/23 mainly the result of a new national social services performance framework introduced by Welsh Government. There is no previous years' data for these indicators, so 2022/23 will be the baseline year.

3.0 Performance Indicators

3.1 Performance indicators are assessed each year to ensure that they remain appropriate, although the COVID-19 pandemic and lockdown disrupted this process in 2020/21 and 2021/22. The current indicators and how the Council can better measure progress towards its objectives were reviewed prior to quarter 2 reporting. A fuller review will take place during the development of a new Corporate Plan to cover the period 2023/27.

4.0 Integrated Assessment Implications

4.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

4.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental, and cultural well-being of Wales by acting, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals.

4.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also considers other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the

United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

- 4.4 This report is on performance during Q2 2022/23 in delivering the Council's key priorities as set out in the Corporate Plan, so there is no direct impact on people or communities.

5.0 Financial Implications

- 5.1 In the current and anticipated financial environment further discussion and consideration will be required around priorities and target setting for performance improvement as part of *Achieving Better Together*.

6.0 Legal Implications

- 6.1 There are no legal implications associated with this report.

Background Papers: None.

Appendices:

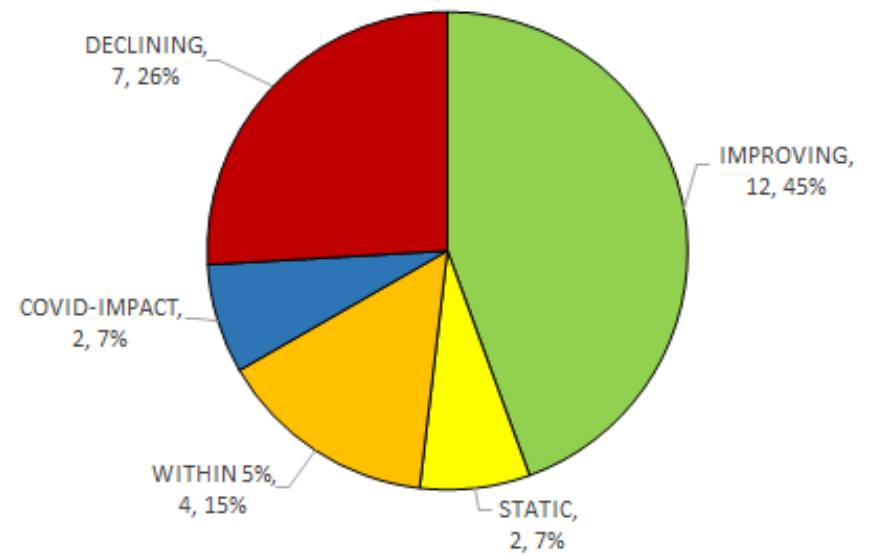
Appendix A	Q2 2022/23 Performance Monitoring Report
Appendix B	IIA

Corporate Performance Management Report Q2 2022/2023

Performance compared to same Period of previous
year

2022/2023 Quarter 2

Overall Council position



We have significantly refined the performance indicators associated with this priority taking into account changes to Welsh Government's performance framework for social services and to focus on a smaller number of more easily understood measures that together provide a proxy indicator of the overall health of social services and progress or not against our transformation activity.

The effectiveness of the Council's delivery of its social services functions remains the best overall indicator of how well or not it is delivering against its corporate safeguarding priority.

There are many hundreds of social services performance indicators that continue to be reported to Welsh Government and are monitored on a monthly basis within the social services directorate, quarterly by the corporate management team and bi-monthly by the dedicated performance scrutiny panels.

Whilst including all of these measures in the corporate performance report would be impractical, we need to remain flexible about making some further additions as the new Welsh Government performance framework becomes embedded and we get a better sense of which indicators provide the best overall measure of the health of the social care system.

There is also a need to develop some measures to reflect the wider Council contribution to corporate safeguarding. It is anticipated that improved corporate reporting capability linked to the implementation of Oracle Fusion will provide that development opportunity.

In terms this quarter, performance remains remarkably strong despite the considerable ongoing pressures linked to increased complexity of need for our population across all cohorts and significant deficits in workforce capacity across the whole of health and social care.

The rate of looked after children is approaching 100 per 10000 children.

Ten years ago the rate was 125 per 10000.

This demonstrates that our long term strategy to invest in more preventative, family support services better integrated with highly specialist statutory children services continues to be effective in enabling more children to remain living safely within their families and communities.

Demand for early help services is high and recourse to statutory services remains at a reduced level.

However our capacity to continue meeting post pandemic demand for early help support is challenged.

There is a concern that if early help services become overwhelmed then the longstanding positive trend we have seen will begin to reverse.

In those circumstances the numbers of children requiring statutory intervention will rise, looked after children numbers will likely increase, workforce pressures in statutory children services will be exacerbated and performance across the range of statutory indicators deteriorate.

The performance indicators we have chosen to focus on in this report allow us to monitor those key trends to ensure consideration of the need for any urgent remedial action can be considered.

In adult services, we don't yet have the equivalent levels of investment in or associated range of prevention and well being, services that would be required to make

the more fundamental shift to a prudent health and social care approach envisaged in the Social Services and Well Being Act and in Welsh Governments Policy for a Healthy Wales.

The Council's capacity to invest in that fundamental shift is limited as the bulk of the funding of the health and social care system is directed towards health boards and is predominantly invested in secondary care services.

Nevertheless the Council has committed to shifting investment away from traditional models of more institutionalised care to models that prevent or delay recourse to care or where that care is needed to provide it in a way that enables individuals to remain living in their own homes and communities.

The biggest shift in investment has been in developing integrated reablement services and to focus on identifying and better supporting informal carers.

Therefore these have been chosen as areas to focus on within the corporate plan alongside the more traditional measures of statutory social services performance particularly in relation to statutory safeguarding.

Current performance of our reablement services demonstrate higher than expected effectiveness of bedded reablement and below expected performance of reablement delivered in a person's own home.

This probably indicates that the overall health and care system continues to be under considerable strain and patients and residents are ending up with the available service rather than the optimal service particular at point of hospital discharge ie some patients/ residents with less complex needs are receiving a bedded service due to lack of capacity for community reablement at point of discharge whilst other individuals are becoming stuck in a community reablement service due to lack of long term domiciliary care capacity and deficits in primary and community health care provision.

These deficits in health and care capacity is leading to greater reliance on informal care arrangements.

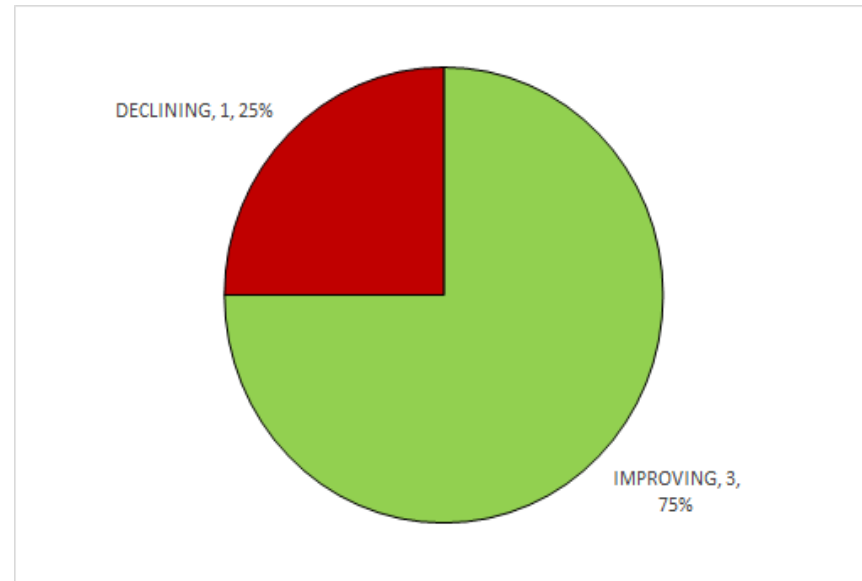
In that context, it is very necessary that we continue to see that the numbers of informal carers being identified and offered an assessment in their own right is increasing.

The Council continues to work with partners and carers through the regional partnership board arrangements to expand the range of approaches to supporting carers once they have been identified.

We will need to develop a proxy measure (or measures) that captures the overall deficit in care capacity at any given time as this is the ultimate measure of how well we are supporting and safeguarding the well being of our population with care and support needs.

Performance compared to same Period of previous year

2022/2023 Quarter 2

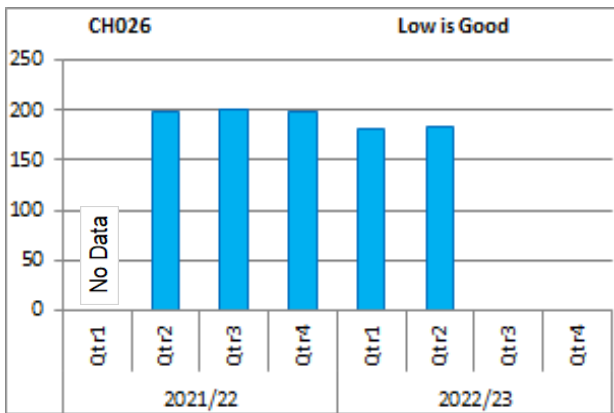
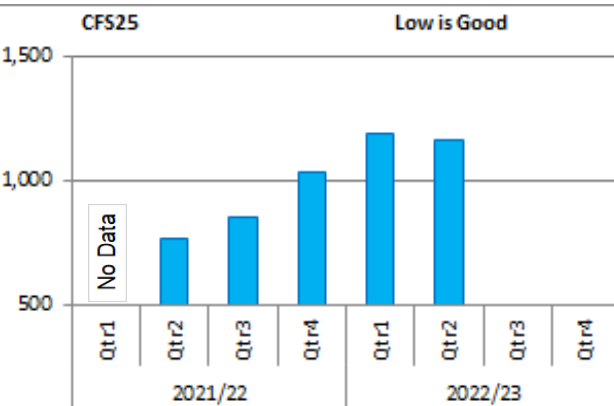


Safeguarding 17-22

Performance Indicator	KEY	2020/2021 Quarter 2	2021/2022 Quarter 2	2022/2023 Quarter 2	Comment-2022/2023
<p>CFS19a ↑</p> <p>The percentage of visits to children on the Child Protection Register (CPR) which were not overdue.</p>	RAG				<p>We have seen improvements in the timely recording of statutory visits to children on the Child Protection Register, when compared with the same time period last year. Although this is positive, we still want to improve our performance in timely recording of visits. Manager oversight provides a manual assurance mechanism that the visits have taken place.</p>
Result	93.03%	72.73%	81.50%		
Target					
Trend	IMPROVING	DECLINING	IMPROVING		
Num	227	152	163		
Den	244	209	200		
<p>CFS24 ↓</p> <p>The number of Children / Young People Supported by Child and Family Services at the end of the period</p>	RAG				<p>The reduction in the number of children and young people supported by Child and Family Services social work teams, compared with the same period last year (1333), continues to evidence the positive impact of our early help model - with more children, young people and their families receiving the right level of support, at the right time.</p>
Result	1436	1333	1250		
Target					
Trend	IMPROVING	IMPROVING	IMPROVING		
Num	1436	1333	1250		
Den					

Safeguarding 17-22

Performance Indicator	KEY	2020/2021 Quarter 2	2021/2022 Quarter 2	2022/2023 Quarter 2	Comment-2022/2023
CFS25 ↓ The number of Children / Young People supported by the Early Help Hubs at the end of the period	RAG				Recent changes to the way this information is recorded on the IT system has contributed in part to the increase, along with the higher number of referrals that are being received for early help support. There has and continues to be a steady increase in requests for earlier help now that the early help hubs are all open and able to work face to face with families.
	Result		771	1164	
	Target				
	Trend		No Data	DECLINING	
	Num		771	1164	
	Den				
CH026 ↓ The number of children on the Local Authority's Child Protection Register (CPR) at end of the period.	RAG				The number of children on the Child Protection Register has reduced compared with the same period last year (199). Weekly safeguarding audits review the decisions made throughout the child protection process to ensure there is consistency in the application of thresholds when considering if children are suffering or at risk of suffering significant harm.
	Result		199	184	
	Target				
	Trend		No Data	IMPROVING	
	Num		199	184	
	Den				



Attendance in Swansea remains lower than usual because of Covid. During the second quarter, although Swansea schools have faced less disruption compared to the same reporting period last year, attendance remains a top priority. The negative effect on school attendance remains significant during a period where between one in forty and one in twenty-five of the general population have Covid. In addition, the first month of the academic year has seen an upsurge in other common viruses causing pupils to stay at home, within the reporting period.

Schools in challenging contexts still appear to have lower attendance compared to schools in less deprived areas of Swansea. Each school in Swansea has been asked to share key messages with parents on the importance of attendance, schools' data on attendance has been shared with headteachers so that they can compare and a new flow chart of key steps to support and improve attendance has been developed while an inclusion strategy is being finalised. The numbers of learners being permanently excluded has halved in comparison to the same reporting period, last year. Implementation of Swansea's positive behaviour policy in schools is now embedded. Close monitoring of secondary schools' plans to support learners at risk of disaffection indicates dedicated support to prevent exclusion rates being even higher.

Authority wide attainment measures at foundation phase, key stage 2 and key stage 3 are no longer collected by Welsh Government. In key stage 4 and A Level year groups the return to externally verified examinations saw above national average performance in Swansea. However, Welsh Government no longer collect aggregated local authority data to make comparisons with other local authorities.

Preparation for the new Curriculum for Wales (underpinned by a strong emphasis on well-being) is in place and remains a focus area for the new regional education consortium - Partneriaeth. The importance of listening to learners remains a priority to ensure that the new pupil manifesto is considered carefully.

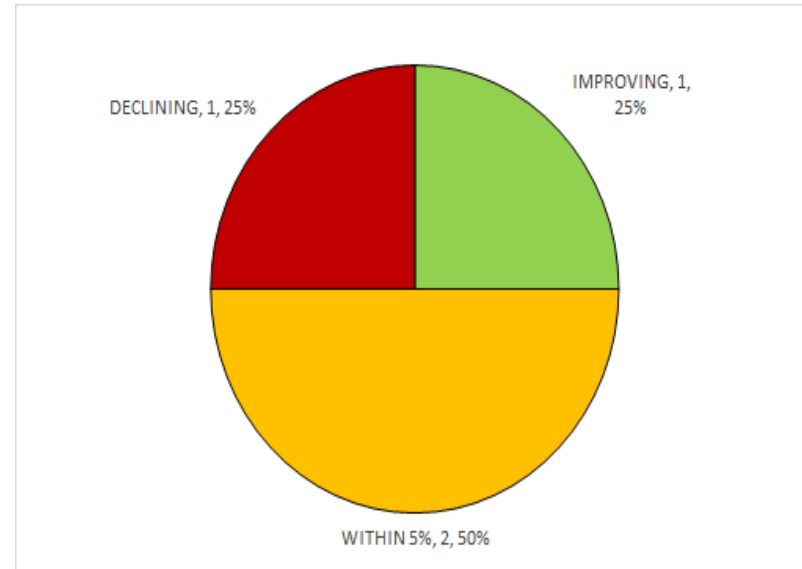
The implementation of the additional learning needs Act has progressed well. Pilot work has commenced to re-design specialist support for ALN provision within clusters of schools. More additional needs specialist places are well established. New performance indicators will emerge as transition from old special educational needs legislation to new ALN completes.

The new ten-year strategic plan for Welsh in Education is now ready for implementation with a draft five-year action plan in development. Improvements to the school estate as part of the Sustainable Communities for Learning continue to develop well.


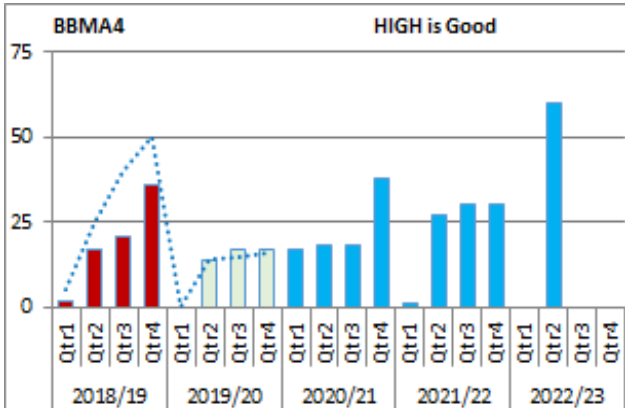

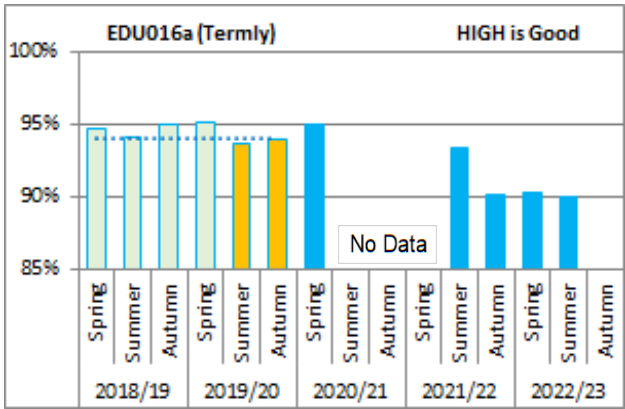
All reception aged children in Swansea receive a free school meal and paid school meal prices remain frozen during this reporting period.

Performance compared to same Period of previous year


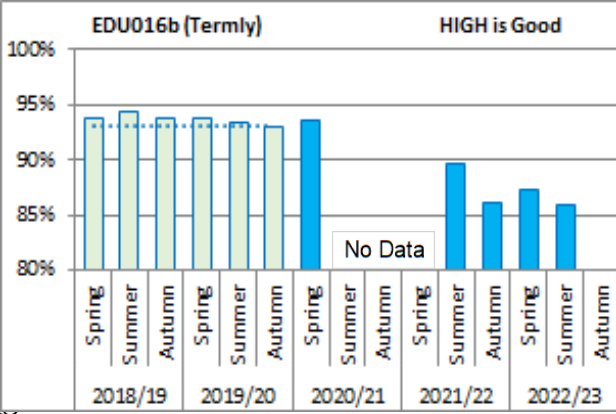

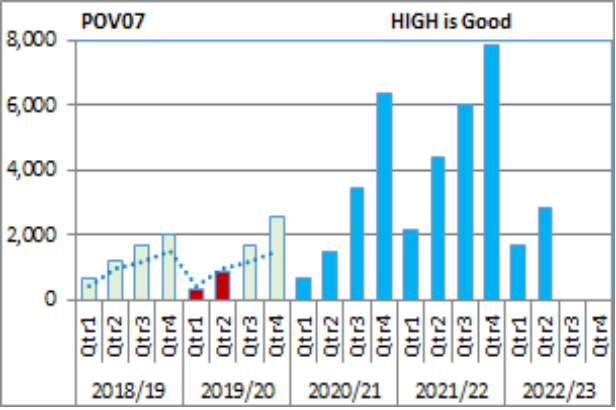
2022/2023 Quarter 2



Education & Skills 17-22

Performance Indicator	KEY	2020/2021 Quarter 2	2021/2022 Quarter 2	2022/2023 Quarter 2	Comment-2022/2023
BBMA4  The number of apprenticeships or trainee starts in the Council	RAG				Increase in apprentice recruitment from both Building Service and Waste Management.
Result	18	27	60		
Target					
Trend	IMPROVING	IMPROVING	IMPROVING		
Num	18	27	60		
Den					
					
EDU016a  Percentage of pupil attendance in primary schools	RAG				Attendance levels remain lower than pre-pandemic levels. Improving attendance through the use of whole school and targeted approaches is a priority. Guidance has been updated and shared with schools. A new policy and strategy to support this work are in development.
Result		93.28%	89.95%		
Target					
Trend	No Data	No Data	WITHIN 5%		
Num		1765348	1586672		
Den		1892575	1763997		
					

Education & Skills 17-22

Performance Indicator	KEY	2020/2021 Quarter 2	2021/2022 Quarter 2	2022/2023 Quarter 2	Comment-2022/2023
EDU016b  Percentage of pupil attendance in secondary schools	RAG				Attendance levels remain lower than pre-pandemic levels. Improving attendance through the use of whole school and targeted approaches is a priority. Guidance has been updated and shared with schools. A new policy and strategy to support this work are in development.
	Result		89.60%	85.80%	
	Target				
	Trend	No Data	No Data	WITHIN 5%	
	Num		734402	505273	
	Den		819622	588907	
 <p>EDU016b (Termly) HIGH is Good</p>					
POV07  The number of training and employment person weeks created by BBM for unemployed and economically inactive.	RAG				Continued Targeted and Recruitment opportunities secured through on-going regeneration projects/improvements across Swansea.
	Result	1492	4410	2824	
	Target				
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	1492	4410	2824	
	Den				
 <p>POV07 HIGH is Good</p>					

The second quarter performance for 2022 is largely positive, with a significant number of PIs being met. Some indicators are showing downward trends when compared against results for last year, or against the last monitoring period. Explanatory comments have been provided based on the specific circumstances prevailing. The recent effects of cost price inflation on the construction sector is now having an impact on our regeneration programme delivery. This is in addition to the previous challenges of skilled and unskilled labour shortages, together with supply issues for some construction materials, which also continue to affect programme and construction costs.

The delivery of actions within the Swansea Economic Recovery Action continues. The action plan, that was prepared in partnership with key stakeholders, and that is supported by deployment of the Council's economic recovery fund, includes a range of initiatives to stimulate economic activity and resilience within Swansea's local economy. The Regional Economic Delivery Plan, led by this Council and produced in collaboration with other authorities in the region and with Welsh Government, is now the platform for the production of the Shared Prosperity Fund Investment Strategy. The regional Investment Strategy has now been prepared and submitted to UK Government and a decision is awaited. In addition, four Round 2 Levelling Up funding bids have also been submitted for consideration.

The strategic regeneration partnership with Urban Splash continues to make good progress. This new partnership had been announced on signing of the Strategic Partnership Agreement and Stage 1 design work has commenced on the initial three schemes and delivery strategy. These include Copr Bay Phase 2, the Civic Centre site and St Thomas site. We are also working towards securing a major new tenant for the Debenhams unit in the Quadrant Shopping Centre. Productive discussions continue, with a focus on securing the use of this unit for the future. Progress also continues on the new Castle Square Gardens project. A planning application was submitted in July 2022, and work continues on the procurement and construction aspects of the project which plans for a new Water fountain/jets, the addition of green space and a range of new cafes and restaurants overlooking the square. The design stage is now complete, as well as pre-application consultation.

The new Public Sector Hub Central project at the former BHS building has had planning permission approved and RIBA stage 3 is complete. A contractor has also been successfully appointed. Works have also progressed on site at the Kingsway Employment Hub building to construct a major new high-tech office development, totalling 114,000 square feet of commercial floor space, providing flexible co-working and office opportunities for innovative tech, digital and creative businesses.

We are also nearing completion at the Hafod Copperworks Powerhouse project which will see the building handed over to Penderyn for fit out in Quarter 3. Refurbishment works continue at the historic and derelict Palace Theatre, which was acquired by the Council both saving a part of Swansea's heritage and acting as a regeneration catalyst for the Upper High Street. The innovative digital workspace will offer a home for growing businesses in the tech, digital and creative sectors. 1544m² of floor space will be refurbished to create a quality office space that offers the prospect of providing accommodation for multiple SMEs. Work has also continued with Skyline Enterprises who aim to create a gondola attraction with luge tracks, zip lines and visitor facilities on Kilvey Hill. Land assembly discussions to facilitate the scheme are now well advanced and technical survey work is underway.

The Welsh Housing Quality Standard (WHQS) is a long term programme to improve the condition, thermal performance, security and affordability of social housing owned by the Council in Swansea. On completion of the original WHQS on 31st December 2021, the Council had invested more than £546m over 18 years to make its housing stock compliant with the Standard.

From the beginning of this current financial year 2022/23, WHQS passed from a compliance target stage to a maintenance phase. The capital investment for this year's programme is £37.4m out of a total HRA Capital Programme of £48.6m, which includes £11.2m for the More Homes new build programme.

The WHQS outturn expenditure at the end of quarter 2 is £11.5m which is around 31% of budget allocation while More Homes is £4.9m which represents 43% of the budget. Programme delivery is proving to be challenging as a consequence of inability to recruit key technical staff to design and procure projects, together with lack of contractor capacity and shortages of core materials delaying the overall programme. Officers are carefully managing and monitoring programme progress but is likely that some of the capital budget will be slipped into the next financial year's programme.

Welsh Government has consulted with social housing providers in Wales about a new standard they intend to introduce on 1st April 2023. The new Standard, WHQS2023, will build on the achievements of the earlier standard with a major policy objective of making all social housing in Wales net zero carbon by the mid 2030's. Large scale investment programmes will be required to meet the future statutory duties that will also increase fire and safety standards and environmental improvements and water saving measures.

The Council's More Homes Programme, focussed on providing new build Council housing, is looking to a 10 year delivery ambition of 1000 new affordable homes. Following the completion 60 homes in 2021/22 work has now completed on 25 homes on Hill View Crescent in Clase. This scheme was awarded £1.5m of Innovative Housing Programme (IHP) funding to fund the renewable technologies to continue the Homes as Power Stations theme. Work is underway at West Cross to develop a scheme of 6 bungalows, which was also awarded IHP and built to HAPS standard. These are due to be completed in December 2022.

The Council has successfully bid for Welsh Government Transitional Accommodation Capital Programme (TACP) funding for works to 34 void properties, increasing the overall number of properties being prepared for letting over the next 6 months, this approach would also lead to normal voids being turned around more quickly; as the in-house team would not be undertaking major capital work. The bid also included a request to fund the remodelling and conversion of 2 ex-District Housing Offices and the Sparks Centre. The former Penlan DHO will be converted into 6 x 2 bedroom flats, with 2 ground floor flats will be wheelchair accessible. The former Eastside DHO will be converted into 4 x 1 bed flats, and again the 2 ground floor flats will be accessible. Design work has been completed and work is due to start in February.

Work is ongoing to convert a former social services property in Gorseinon into 2 x 3 bedroom homes, and will be completed in February 2023. The former Education site at Brondeg House has also been acquired to develop for affordable housing, and the existing building has now been demolished to make way for new affordable housing. Concept plans are now being developed for all the HRA sites in conjunction with planning and placemaking colleagues. The demolition of the former Clase DHO has now been completed, as part of the Creswell Road development of 9 new homes, and planning is due to be submitted in December. Detailed design is also underway for Heol Dynys, which will accommodate 20 homes. A masterplan is being developed with a multi-disciplinary team for 4 x sites in Bonymaen, with a planning application expected to be submitted in January 2023.

The Council is also progressing the procurement of a development partner or partners to deliver mixed tenure housing on 2 Council owned sites in Penderry, whilst maximising the delivery of affordable housing to meet local need. The Council has also procured a multi-disciplinary team to deliver a masterplan for the enhanced refurbishment of a large Housing owned site which also contains an element of new build. Public consultation events have been held with the residents to gauge their views on the proposals. Plans are now being developed to deliver the improvements, starting with the internal improvements to the council owned properties, starting with a programme to deliver kitchen and bathroom replacements. As part of the ongoing acquisitions programme to rapidly increase housing supply, the council has also purchased 23 properties, which will be let as social rented accommodation.

Quarter 2 was one of the busiest and most challenging events seasons the team has experienced in several years, as the outdoor events sector continues its journey to the 'new normal', set against a background of human resource and infrastructure supply issues.

The quarter started with the return of the popular Wales Airshow on Swansea Bay, following the 2 year break. The popular Red Arrows closed the weekend's displays on the Sunday afternoon, to a bumper crowd. Several major live music events were staged in Singleton Park, including Anne-Marie, Nile Rogers and Paul Weller, along with outdoor cinema, charity runs and fairs; whilst Oystermouth Castle provided the back drop to a sell-out performance of Shakespeare's A Mid-Summer Night's Dream.

Three new events came to Swansea in August - creating a 'summer of sport' launched with a week-long Para Sports Festival, which introduced many of our younger citizens to the world of para-sport. Over 15 national governing bodies took part, leading up to us hosting Britain's first-ever standalone World Triathlon Para Series event, with over 120 Paralympic, World and European champions competing on the Saturday. This was followed by the inaugural Ironman 70.3 Swansea on the Sunday (selling out in under 48hours), when 2000 athletes undertook the gruelling swim, bike and run challenge. These events took place against the backdrop of the Bay and showcased Swansea and the Gower landscape lending a further economic boost to our tourist economy.

September started with the popular street food festival, later followed by the Admiral Swansea Bay 10k, where 3000 runners participated, free from Covid restrictions.

These events are underpinned by community and commercial hires, which were supported via the Council's Economic Recovery Fund allocation, to secure free use as an incentive and enabler to recovery in the sector, as audiences have been slow to return in some cases. The return of major and minor events provided an essential boost for the local resident and visitor economy and thanks to strong campaigns and marketing strategies for these and other cultural activities, visitswanseabay.com is on track for its 2nd most successful year in terms of number of visitors, and most successful year in terms of income generated.

Overall page views for the quarter are 675,067, the 2nd highest amount for our second quarter. This is up 16% on 2019 (our last full year of activity unaffected by COVID). This takes the total for the year so far to 1,673,996 million page views. During the quarter the website also brought in £30,143 via ticket sales, taking the 2022 total so far to £120,441, a 343% increase on last year.

As with support for hires and event organisers, ERF was utilised to support the tourism sector by offering a free-entry level marketing partner package. This includes a page on the visitswanseabay.com (our destination website) and has resulted in a total of 204 businesses being supported, an increase of 67% prior to the pandemic. This has added significantly to the choice available for visitors and residents and improved the search engine optimisation, resulting in increased 'organic traffic' where the site shows up more frequently in search engines.

Our marketing strategy continues to be flexible to account for the evolving economic challenges. Continuing with the 'Make Swansea Bay your Happy Place' theme, the focus of the first two months of the quarter was on online activity, with updates to the website and social media campaigns highlighting the attractions, activities and events for a fun-packed family holiday or day out in Swansea Bay. As a result, social media following increased to over 85k on Facebook and over 19k on Twitter.

In September, the team launched the Autumn Campaign with a new destination video, which to date has received over 257k impressions, over 67k views, a reach of over 75k, almost 350 reactions/shares, and has generated almost 1400 'click throughs' to visitswanseabay.com. The video was also sent to our customer email database to over 11,500 contacts, generating an open rate of 37% (significantly higher than the industry average).

In addition, a partner video featuring the Welsh Surfing Federation, showcasing Llangennith and Rhossili Bay was released. This video has also received significant engagement with almost 165k impressions, a reach of over 65k, almost 59k views, almost 1000 reactions/shares and 1800 click through's to the website.

The Economic Recovery Fund also provided the resource for high profile activity during this key shoulder period, to extend the visitor season. This has included an Outdoor Media Campaign which was live from late August until late September across high footfall sites on the London Underground, London Paddington and at key Railway stations, including Reading and Birmingham New Street. This Outdoor Media Campaign has so far achieved over 25m impacts (at 32% more than forecast) and will also run again in Feb 2023. All videos display the visitswanseabay.com web address throughout, directing potential visitors to the website (where local tourism business Partners are featured) to plan their next holiday or short break in Swansea Bay, Mumbles and Gower.

This is augmented by the localised Enjoy Swansea integrated marketing campaign 'Yours to Enjoy' which we promoted heavily during this busy quarter promoting the national events, cultural venues and activities in the community, the different outdoor attractions in Swansea and events at Oystermouth Castle. This is managed via all online channels including web content, emails, blogs, and social media. Offline media was also used and consisted of PR, billboards, bus and bridge advertising, digital screens and targeted magazines, ensuring the brand was visible across Swansea.

Raising awareness of the Enjoy brand in Swansea to residents and event organisers was an important objective that was set as part of the campaign, it helps customer confidence and access to up to date information. Our ability to invest in this resulted in external event organisers wanting to buy into the reach, with over £20,000 worth of income achieved from organisers purchasing an Enjoy Event Marketing Package (with many returning to pay for further support during Quarter 3).

Engagement and growth of the database is also key and fresh creative content was commissioned, with a photographer and videographer capturing moments at the major events. On the ground, competitions, presence at events and activities to encourage 'sign up' were also to thank for a further 3.4k people now receiving event details. Enjoy Facebook followers have also continued to rise and the Enjoy event page had an increase of 33.2% page views during this quarter.

Promoting Swansea as a location for film and television is also a key part of the service's remit, and a strong income generator to offset our costs. Cultural Services facilitates enquiries through to end to end production support, resulting in major film location management, alongside smaller arts based productions. For example, during this quarter, we hosted Collective Cymru's production of GALWAD, as part of the UK wide 'Unboxed Festival'. GALWAD is a story told in real-time over seven days online, and on Sky TV, live from Wales. The story commenced in Swansea before moving to locations in Merthyr Tydfil and Blaenau Ffestiniog. Other smaller productions during the quarter included: Hungry Bear's Bargain Holidays, featuring Katherine Ryan and Joe Wilkinson cycling along Mumbles Prom and orienteering in the grounds of Oystermouth Castle; true-crime docudrama from the team at Monster Films; and Telesgop filming a feature on Gower Seafood Hut for Food Nation (BBC Wales/TWO).

This work is reflected in positive impacts for the hotel sector, with hotel occupancy levels for July and August 2022 almost returning to 2019 figures and September's bed occupancy figures exceeding pre pandemic occupancy rates. We continue to liaise with the sector directly and to capture data in support of inward investment through Visitor Surveys. The 2022 Visitor Survey's findings will be available later this year. Accommodation providers also benefited from Economic Recovery Funding, with a capital grant scheme made available to small accommodation operators in rural or semi-rural areas who want to improve their offer or star grading. Over 30 applications were received and thanks to an further ERF being made available, 15 different projects were made possible across the destination all to be completed by March 2023 ready for the summer season.

The cultural sector also benefited from ERF support with small grants made available to artists, freelancers and creative companies who had struggled to survive as the leisure and cultural sector shut down. Recovery has been slow with audiences still being hesitant so monies were available to aid and to boost new ways of working. At the Grand theatre for example a new company was established, Grand Ambition, with ERF funding, to develop new audiences, youth theatre and 'home grown' talent. A Gala performance showcased aspects of this to mark the theatres 125th anniversary, with a celebration of local talent to a sell out auditorium. Investment in the theatre's branding and box office systems, Foyer, bar and cafe, in partnership with Gower Brewery is also starting to aid much needed recovery, as audiences and touring theatre remain lower than pre pandemic. Further works are progressing in the Malthouse area to encourage customers back into these space.

Several new public arts projects were also created to encourage alternative, creative attractions for the city centre that are engaging and connected to our commitment to diversity and inclusion. Arts Arkade was established as a meanwhile use of the former Cranes music store, linking with local artists and the Universities to develop links between the venues, communities and emerging public spaces and digital infrastructure. Developing digital inclusion and understanding 'digital citizenship' is a key part of the ambition for this programme of work and we hope to secure skills in the local sector to develop programming for the new Arena skin and digital screens in the city. The World Reimagined was also installed, as a public arts trail in the city centre, following months of work with schools and community group to explore the unknown histories and stories of Swansea and its residents in relation to the way we understand the

Transatlantic Trade of Enslaved peoples. This work is still on display and will be auctioned later in the year, to generate funds for communities to promote racial and social justice. Celebrating the achievements of all our communities, and better representing our diversity was a pledge made in 2020, and continues to inform the work of all our venues. Promoting this is also a key agenda in a new commission for street arts infrastructure - where ERF monies have been utilised to create several permanent sites for large scale artworks that create an attraction and help launch a new, better coordinated strategy for arts in the public realm and positive presentation of the city centre, on an international stage.

Regeneration of the city centre also informs the plans for the new Community Hub in the former BHS/ What Store and Miss Selfridge. This last quarter saw the completion of RIBA stage 3 and new contractors Keir, appointed to deliver Stage 4, and the detailed designs for a new library, archive and community learning/ recreation space (alongside several other council and community services). Work is underway to develop a new brand, and name, alongside operational requirements that can inform a wider plan for the libraries, community access to services and secure a sustainable Hub model more widely.

Improvements to our Leisure infrastructure also picked up pace, with the appointment of Morganstone Ltd as main contractor for the 7M scheme at Cefn Hengoed, to include a 3G Barn and improved Community Leisure and PE facilities. A turf cutting event was held in September for key stakeholders, funding partners and the school to celebrate the start of these works as a follow on from improvements to many of the school areas as planned with our Leisure contractor. This included corridors and foyers being transformed during school holidays period, with further work progressing to transform the old gymnasium into a modern fit for purpose reception and fitness suite commencing also. Freedom Leisure in partnership with Morriston Comprehensive School also delivered a 200k improvement to their school gymnasium with a new sportshall floor, new LED lighting and full redecoration. The area is used jointly by the school and community and was supported significantly by Sport Wales, with the remaining funds from Freedom and the School as a match.

The vision to deliver a Swansea Bay Sports Park offer in partnership with the University also progressed, with planning permission approved for a new 3G pitch at the Sports Park. The scheme is being funded by the University, with support from the Council in assessing the best future operating model, subject to tender costs and legal implications. This work will further inform assessment and discussion with Swansea University to assess the wider ambition for an international sports village.

Whilst the Leisure portfolio performed well across the summer period, particularly the LC and holiday based programmes and clubs; the energy impacts and cost of living crisis have become a major challenge for the sector, particularly those facilities with pools and high energy consumption. Work has been undertaken to highlight the risks associated with energy in particular, with a detailed costed option for mitigation strategies and opportunities to invest into renewable solutions, due to be reported to Cabinet in Q3.

Whilst the facilities are managed via contract, their viability is critical to the Council's overall engagement and health and wellbeing strategy. Cultural Services deliver a significant element of this, including the ParkLives programme, which offers free and low-cost activities in parks, outdoor spaces and community buildings encouraging people to become more active, and during the school holidays, added a significant timetable of activities for the community with 112 sessions for 1200 participants. Activities included Tai Chi, Nordic Walking, Pilates and Low Impact Fitness which enhances the mental and physical benefits of being physically active in our older population as well as more traditional activities for young people.

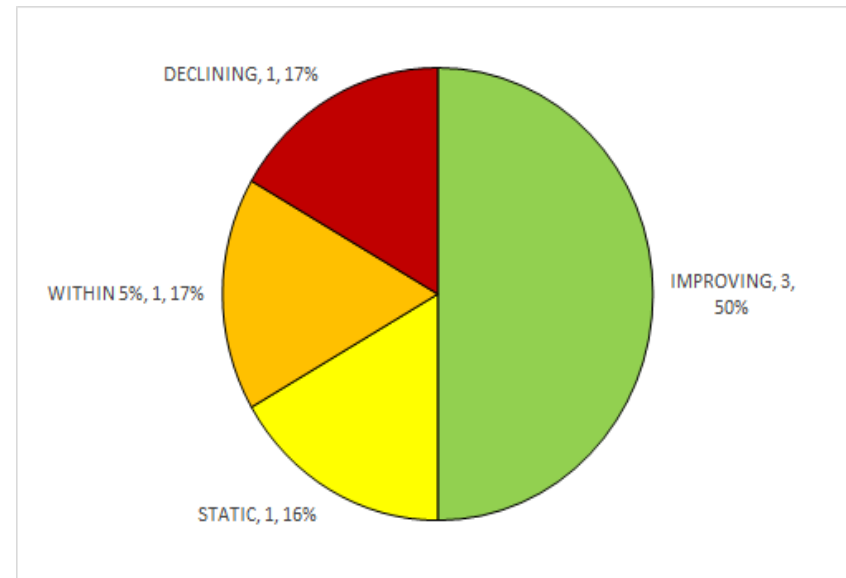
Income, usage and overall participation in the foreshore attractions including the Bay Rider, Crazy Golf and Rec car parks, showed the highest demand in recent times, even prior to the pandemic and with mobile contactless payment being well received. The good weather and demand for affordable outdoor activities was also strong, and will enable the Council to review its offering, opening times and investment options moving forward. Local demand for Langland Bay beach huts also remained high, with 1,000 applications against 80 beach huts available to let under a licence agreement, for periods of 10; 3 and 4 months. The winter lets that were also introduced recorded 100% occupancy. With all the 10 year leased huts now having been returned to the Council to form part of the seasonal offer, we can report the model is working well and allows financial forecasting that enables planned maintenance and improvements on a rolling programme.


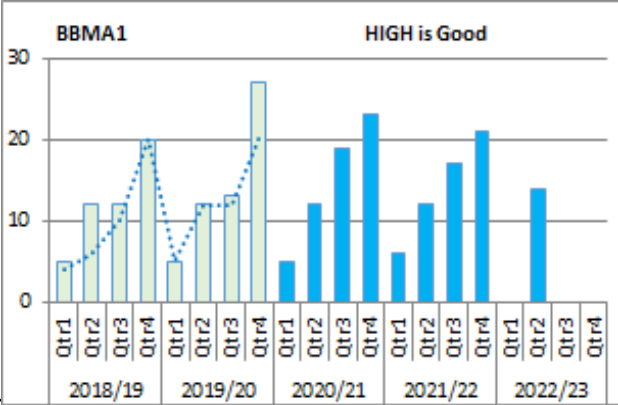

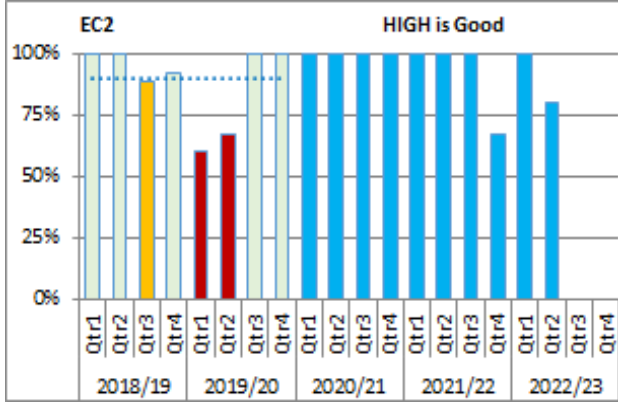
Our beaches were well used during this last quarter and improvements to facilities such as at Caswell Bay, also mean visitors with physical disabilities have


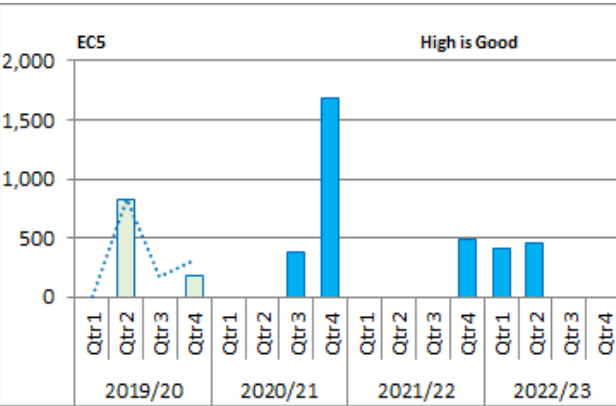

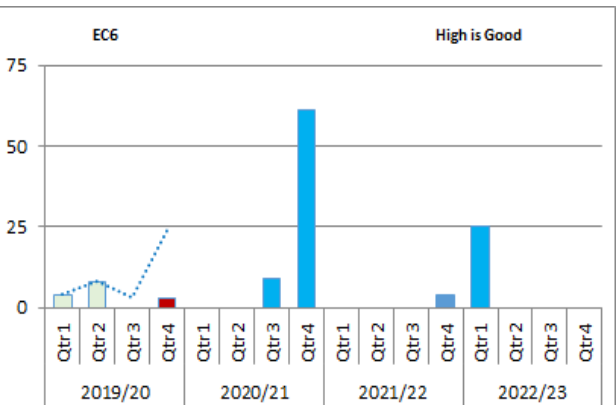
opportunities to enjoy and participate equally. For example, a partnership with Surability provides beach and floating wheelchairs, which were used on 50 occasions, with the trained and qualified surfability team on hand to support people getting in and out as required. 40 registration forms recorded almost half of users coming from outside Wales, demonstrating the impact of these improvements on our tourism offer and further grants have been achieved to replicate this in other destinations, including Rhossili and Port Eynon.

Performance compared to same Period of previous year

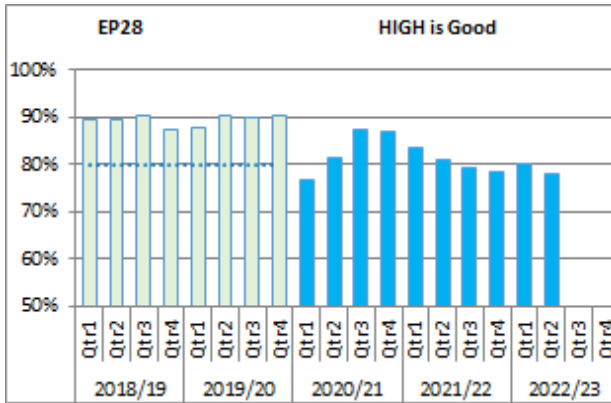
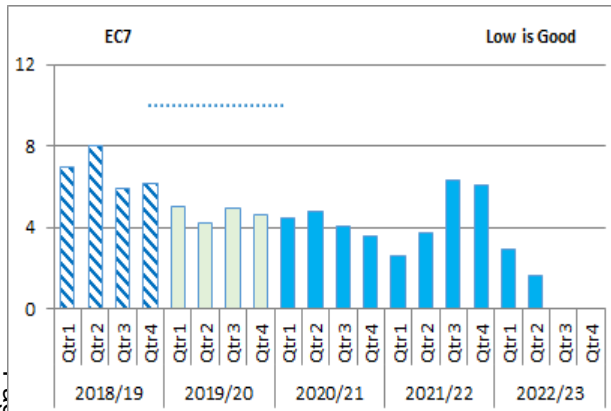
2022/2023 Quarter 2



Performance Indicator	KEY	2020/2021 Quarter 2	2021/2022 Quarter 2	2022/2023 Quarter 2	Comment-2022/2023
BBMA1  The number of projects with social benefit clauses and Beyond Bricks & Mortar in their contracts	RAG				Good response from Project Mangers around projects starting on site that include Community Benefit clauses.
	Result	12	12	14	
	Target				
	Trend	STATIC	STATIC	IMPROVING	
	Num	12	12	14	
	Den				
					
EC2  The Percentage of all major applications with an economic imperative that are approved	RAG				One application was refused by Planning Committee as the proposal failed to comply with adopted planning policies for the area. Approval of the application would have resulted in unacceptable development.
	Result	100.00%	100.00%	80.00%	
	Target				
	Trend	IMPROVING	STATIC	DECLINING	
	Num	7	6	4	
	Den	7	6	5	
					

Performance Indicator	KEY	2020/2021 Quarter 2	2021/2022 Quarter 2	2022/2023 Quarter 2	Comment-2022/2023
<p>EC5 </p> <p>Amount of commercial floorspace (measured by sq m) created within the Transforming Towns Programme target areas to accommodate job creation</p> 	<p>RAG</p> <p>Result</p> <p>Target</p> <p>Trend</p> <p>Num</p> <p>Den</p>	<p>0</p> <p>DECLINING</p> <p>0</p>	<p>0</p> <p>STATIC</p> <p>0</p>	<p>460</p> <p>IMPROVING</p> <p>460</p>	<p>6 schemes are progressing on site, the quarterly output for this measure relative to the same period last year is improved from nil output.</p>
<p>EC6 </p> <p>Number of new housing units created in Transforming Towns target areas as a result of Transforming Towns Programme funding.</p> 	<p>RAG</p> <p>Result</p> <p>Target</p> <p>Trend</p> <p>Num</p> <p>Den</p>	<p>0</p> <p>DECLINING</p> <p>0</p>	<p>0</p> <p>STATIC</p> <p>0</p>	<p>0</p> <p>STATIC</p> <p>0</p>	<p>4 schemes are progressing on site currently. The quarterly output for Q2 relative to the same period last year shows no change from a nil base.</p>

Performance Indicator	KEY	2020/2021 Quarter 2	2021/2022 Quarter 2	2022/2023 Quarter 2	Comment-2022/2023
EC7 ↓ Average Turnaround Time for Land Charge Searches completed in the period	RAG				Following completion of the Land Registry project, staff are able to concentrate fully on responding to searches which has seen an improvement in performance.
	Result	3.60	3.73	1.63	
	Target				
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	3.60	3.73	1.63	
	Den				
EP28 ↑ The percentage of all planning applications determined within 8 weeks.	RAG				There has been a planning officer vacancy within the team throughout this quarter and a Team Leader vacancy since early September which is impacting on performance.
	Result	81.51%	80.81%	78.09%	
	Target				
	Trend	DECLINING	DECLINING	WITHIN 5%	
	Num	357	480	442	
	Den	438	594	566	



Tackling Poverty Q2 22-23

The corporate plan sets out the council's commitment to tackle poverty to ensure that every person in Swansea can achieve their potential. To meet this commitment, the corporate Tackling Poverty Strategy ensures that tackling poverty is everybody's business.

Cost of Living Impact

The economic impacts of the COVID-19 pandemic and the cost of living crisis continues to have a significant impact on those already experiencing poverty and is driving those at risk of poverty, into poverty.

The Bevan Foundation 'Snapshot of Poverty' Summer 2022 report highlights that more than 1 in 8 Welsh Households either sometimes or often struggle to afford everyday items and that the majority of people (57%) are now cutting back on essential items such as heating, electricity and/or water.

There is also a clear link between the cost of living crisis and people's health, with 43% of people in Wales reporting that their mental health has deteriorated as a result of their financial position. The above report also stated that 11% of people were worried about the prospect of losing their home over the next three months. A Cost of Living webpage was launched in September www.swansea.gov.uk/costoflivinghelp with almost 35,000 page views by the end of the month.

Welfare Benefits

The number of people on Universal Credit in Swansea (Swansea East, Swansea West and Gower) is 23,045 (DWP, March 2022). The number of people on legacy benefits in Swansea is 12,805 (DWP November 2021).

From early May 2022, people on legacy benefits (Child Tax Credit / Housing Benefit / Income Support / Income-based Jobseekers Allowance / Income-related Employment and Support Allowance / Working Tax Credit) will migrate to Universal Credit by the end of 2024.

Welfare Benefit Entitlements

The step to help address the impacts of Welfare Reform, including supporting people to claim the full benefits they are entitled to so that they are able to maximise their income is reported through the amount of welfare benefits raised through securing rights and entitlements by the Welfare Rights Team.

The amount of benefits secured during the second quarter of 22/23 was £245,274.99, a slight decrease on the same quarter in 21/22. The ongoing impact of Welfare Reform means that the amount of benefit income is reduced. The team responded to 262 benefit enquires and trained 31 support workers this quarter.

Employability Support

The number of people gaining employment through Employability Support by the end of this quarter is 298 (April - September 2022). This covers the outcomes achieved by the following programmes; Swansea Working; Communities for Work; Communities for Work Plus; Workways STU; and Workways Plus.

Support through these programmes results in help for young people to access employment, education and training after reaching the age of 16, as well as help for people to overcome their barriers to employment through co-ordinated, person-centred employability support.

Council Tax Reduction (CTR) and Housing Benefit (HB)

The performance indicators of CTR and HB average time for processing new claims has decreased compared to the same period last year. The increase in time taken to process new applications for HB/CTR claims reflects a number of issues including the shift of more straightforward applications for financial assistance to help with rent over to Universal Credit. Those applications remaining in Housing Benefit being the more complex cases, particularly those for supported accommodation where in depth consideration of the rent charges must be carried out.

The Revenues and Benefits Service continues to manage additional grants on behalf of Welsh Government which is also having a significant impact on processing times as staff are diverted away from core functions to deal with those. In addition, a number of staff have left the Benefits Service to work elsewhere in the authority and to date, replacements are not yet in post. Although recruitment is underway, there will as always be a need for a lengthy period of training for the new staff on complex benefit schemes.

Housing

The Council, along with partners in the housing sector and support charities, have continued to address homelessness in Swansea. Many people have been supported to find a place to live and move on from emergency temporary accommodation into longer-term homes. The average number of days spent by homeless families with children in Bed and Breakfast accommodation increased from this time last year due to the continued pressure on temporary accommodation, and families have moved into suitable accommodation as soon as possible. Pressure on temporary accommodation is continuing to increase due to a lack of suitable move-on accommodation solutions, particularly for single person households.

Skills & Qualifications

The number of accredited qualifications achieved by adults with Local Authority support remains the same as the previous quarter (as this quarter covers the seasonal break in the academic year). Figures for the new academic year will be available in the next quarter report. This includes accredited and non-accredited Lifelong Learning courses such as digital literacy, Essential Skills and Learning for Life courses (languages, wellbeing and arts).

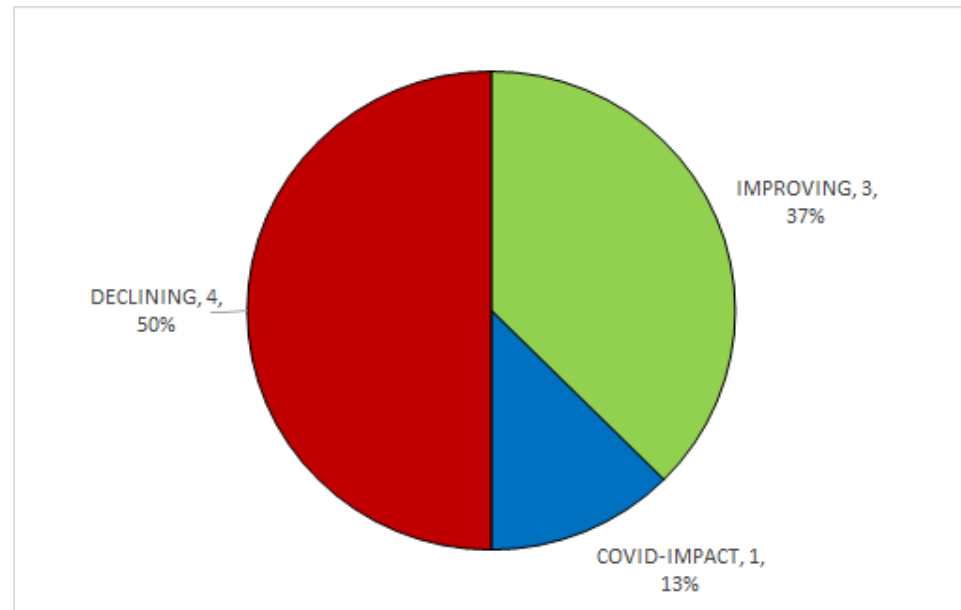
Partnership working between Swansea Working, Lifelong Learning, Employability programmes and partners continues to offer participants accredited training and qualifications to meet employment opportunities. There have been 411 employability-based training outcomes via Swansea Working.

Partnership Working

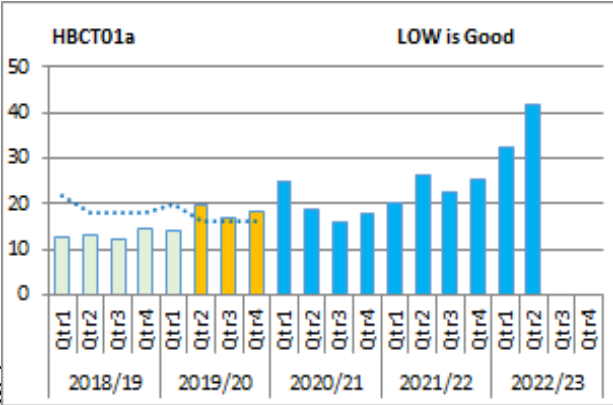
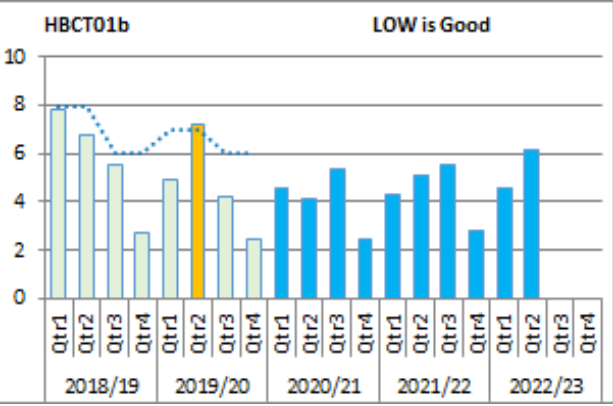
The Swansea Council Poverty Forum, Swansea Poverty Partnership Forum, Financial Inclusion Steering Group and Swansea Food Poverty Network have continued to meet regularly. The planned launch of the Swansea Poverty Truth Commission in September was rescheduled for October. These networks provide opportunities for sharing good practice, information, trends, changes to services and new opportunities, encouraging collaboration and partnership working. £52,500 of Welsh Government's Cost of Living Grant has been allocated to a Fuel Costs Support Fund and plans are being made to target vulnerable residents in Swansea via front line support services, launching in October. Applications for the remaining £22,454.17 Household Support Fund was received via 36 applications (the funding panel is scheduled to meet in October). Total funding of £64,204 Period Dignity in Communities funding is being awarded to 34 successful applicants.

Performance compared to same Period of previous year

2022/2023 Quarter 2



Tackling Poverty 17-22

Performance Indicator	KEY	2020/2021 Quarter 2	2021/2022 Quarter 2	2022/2023 Quarter 2	Comment-2022/2023
HBCT01a ⬇ Housing Benefit Speed of Processing: Average time for processing new claims.	RAG				The service continues to be seriously impacted by the requirement to administer grants for Welsh Gov and more recently by the loss of a significant number of staff to other services. Replacement staff have not yet been appointed and when they are they will require significant support and training over a lengthy period until they can work as quickly as the staff who have moved on.
	Result	18.60	26.00	41.80	
	Target				
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	10693	11952	18098	
	Den	575	459	433	
					
HBCT01b ⬇ Housing Benefit Speed of Processing: Average time for processing notifications of change in circumstances.	RAG				The service continues to be seriously impacted by the requirement to administer grants for Welsh Gov and more recently by the loss of a significant number of staff to other services. Replacement staff have not yet been appointed and when they are they will require significant support and training over a lengthy period until they can work as quickly as the staff who have moved on.
	Result	4.12	5.10	6.13	
	Target				
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	16214	21816	27256	
	Den	3931	4284	4446	
					


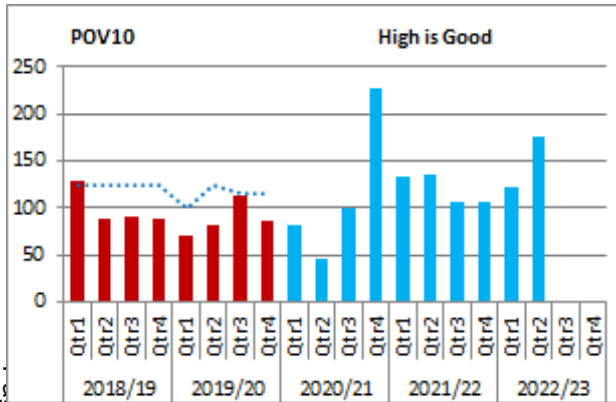

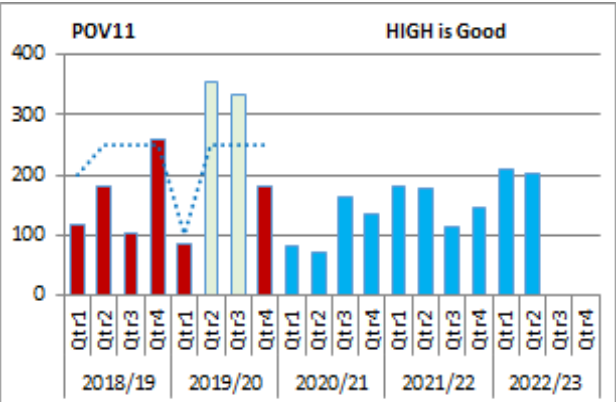
Tackling Poverty 17-22

Performance Indicator	KEY	2020/2021 Quarter 2	2021/2022 Quarter 2	2022/2023 Quarter 2	Comment-2022/2023
HBCT02a <p>Council Tax Reduction Speed of Processing: Average time for processing new claims.</p>	RAG				The service continues to be seriously impacted by the requirement to administer grants for Welsh Gov and more recently by the loss of a significant number of staff to other services. Replacement staff have not yet been appointed and when they are they will require significant support and training over a lengthy period until they can work as quickly as the staff who have moved on.
Result	24.18	27.40	38.76		
Target					
Trend	IMPROVING	DECLINING	DECLINING		
Num	46477	51579	50620		
Den	1922	1880	1306		
HBCT02b <p>Council Tax Reduction Speed of Processing: Average time for processing notifications of change in circumstances.</p>	RAG				Further introduction of automation continues to improve performance but the functionality requires further work before the benefits of automation related to both new claims / changes in circs is equalised.
Result	4.81	3.90	2.95		
Target					
Trend	IMPROVING	IMPROVING	IMPROVING		
Num	62798	60724	38481		
Den	13049	15723	13064		

Tackling Poverty 17-22

Performance Indicator	KEY	2020/2021 Quarter 2	2021/2022 Quarter 2	2022/2023 Quarter 2	Comment-2022/2023
POV05 ↑ The amount of welfare benefits raised through securing rights and entitlements by the Welfare Rights Team (£)	RAG				The ongoing impact of welfare reform means that the amount of benefit income is reduced. The team focus on maintaining income and ensuring people are claiming all that they are entitled to and avoiding sanctions. Appeal representation has increased this quarter in comparison to this time last year.
Result	438951.45	245274.99	219891.89		
Target					
Trend	DECLINING	DECLINING	DECLINING		
Num	438951.45	245274.99	219891.89		
Den					
<p>POV05 HIGH is Good</p>					
POV06 ↓ The average number of days all homeless families with children spent in Bed and Breakfast accommodation	RAG				Covid continues to have an impact on the availability of temporary accommodation; move on is slower due to wider pressures on the availability of affordable housing, and households continue to present at a time of crisis where little/no prevention work is possible prior to temporary accommodation being needed. We have also seen a number of Ukrainian families present needing emergency accommodation which has placed added pressure on stock levels.
Result	2.00	5.00	19.33		
Target					
Trend	STATIC	DECLINING	COVID IMPACT		
Num	6	10	174		
Den	3	2	9		
<p>POV06 LOW is Good</p>					

Tackling Poverty 17-22

Performance Indicator	KEY	2020/2021 Quarter 2	2021/2022 Quarter 2	2022/2023 Quarter 2	Comment-2022/2023
POV10  Number of people gaining employment through Employability Support	RAG				The enhanced engagement and employer engagement work and planning had led to access to more employers and outcomes. The delivery of a central employment hub and working with employers to change ways of recruitment has led to increased job entries on last quarter and on this time last year
	Result		135	176	
	Target				
	Trend	DECLINING	IMPROVING	IMPROVING	
	Num	46	135	176	
	Den				
 <p>POV10 High is Good</p>					
POV11  Number of accredited qualifications achieved by adults with local Authority support	RAG				Whilst the attendance at Swansea Working courses has improved and this shows on comparison to this time last year. There was a slight reduction on the first quarter due to less courses running in the school holidays and parents not being able to attend due to childcare. The Swansea Working training course offer has expanded meaning more clients can access the courses
	Result	71	178	201	
	Target				
	Trend	DECLINING	IMPROVING	IMPROVING	
	Num	71	178	201	
	Den				
 <p>POV11 HIGH is Good</p>					

During Quarter 2 we began a review of the council's transformation strategy and goals with a view to developing the next phase of the council's transformation journey. As part of this work, we started a lessons learned review of the council's Sustainable Swansea Programme (2015-19) and the first two phases of the Achieving Better Together programme which ran from 2020-22. This review will be concluded by the end of the calendar year and will inform the content of the new transformation programme for 2023-27.

At the end of September 2022, £2.29 million (48%) of the savings required to balance the budget for 2022-23 are being delivered, while 52% are still to be delivered before the end of the financial year. Against a backdrop of increasing inflation, energy prices and staff pay awards, in September, spending instructions were issued to all services and all employees, including the Housing Revenue Account.

During the pandemic, the council suspended corporate performance targets as council activities were redirected to respond to its effects. In the second quarter we developed targets for the Key Performance Indicators contained in the council's corporate plan for 2022-23. We also started work on developing the 2023-27 corporate plan and Medium-Term Financial Plan. The Public Services Joint Committee also met to begin the process of updating our 2040 wellbeing plan.

In terms of the council's digital agenda, progress continued on upgrading the council's back-office systems with the formal completion of user acceptance testing. In the second quarter we saw an increase in the number of online payments received via our websites compared to the previous quarter, although they were slightly lower than the number of transactions when compared to the same quarter last year. Payment kiosks in the council's reception have been upgraded and are working well. There has been the usual seasonal rise in automated reporting around waste management for Quarter 2 compared with Quarter 1, which has exceeded the same period last year slightly. There has also been an increase in parking permits issued. There were no serious data breaches during the quarter. However, there were twenty-one breaches that did not meet threshold for referral to the Information Commissioner's Office with no more than two people affected in any breach.

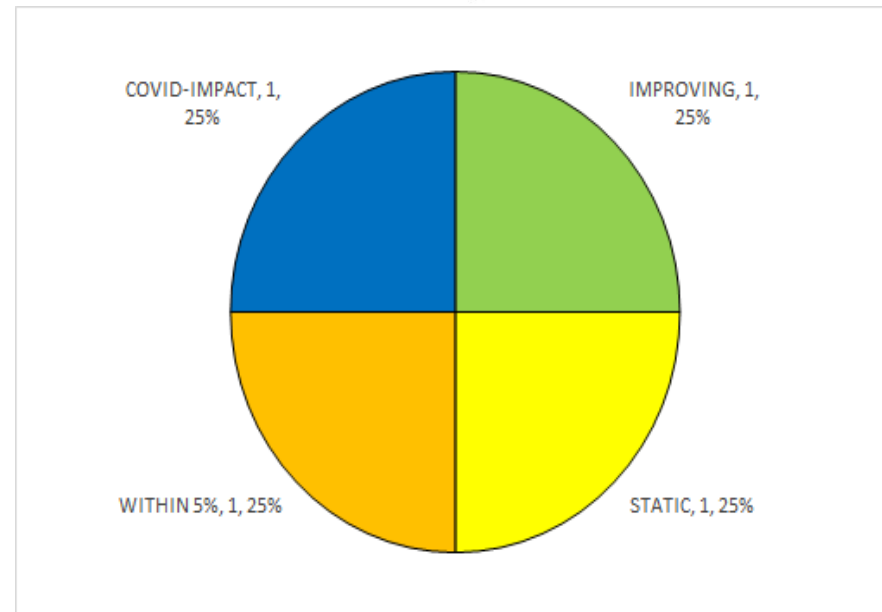
In the council's corporate contact centre, Quarter 2 saw a fall in the number of calls compared to the same quarter last year, although call numbers in both years remain significantly higher than they were pre-pandemic. This increased demand can be attributed in part to grants that have been made available (e.g., cost of living and fuel payments). Despite the fall in call numbers this year, the contact centre continues to struggle to keep up with demand due to the higher overall call levels and some staff absences over the quarter. The year-to-date call abandonment rate at the end of September stood at 22%, although performance in September was 19% showing some improvement.


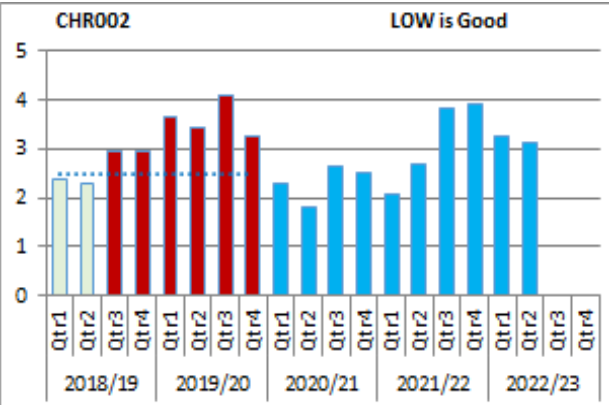
Consultation on the council's workforce strategy concluded in this quarter, with the draft being considered by the Governance and Audit Committee and the recognised Trade Unions. The strategy was presented to Cabinet in October for approval. The number of working days/shifts per full time equivalent lost due to sickness absence reduced in quarter 2 compared to quarter 1 but is still higher than the same time last year. There are several possible reasons for this including, continuing COVID illness, NHS treatment delays impacting on those with long-term/chronic illnesses and stress arising from work-related stress in some areas. The no-detriment sickness policy that was put in place during the pandemic came to an end on 30 September, which may lead to further improvement in sickness rates in quarter 3.

By the end of Quarter 2, we had developed the council's draft public participation strategy which will be consulted upon during quarter 3. We also appointed Co-production Network for Wales (Co-pro Lab) to help the council develop its co-production capability through upskilling and embedding co-production behaviours into everything that we do.

Performance compared to same Period of previous year

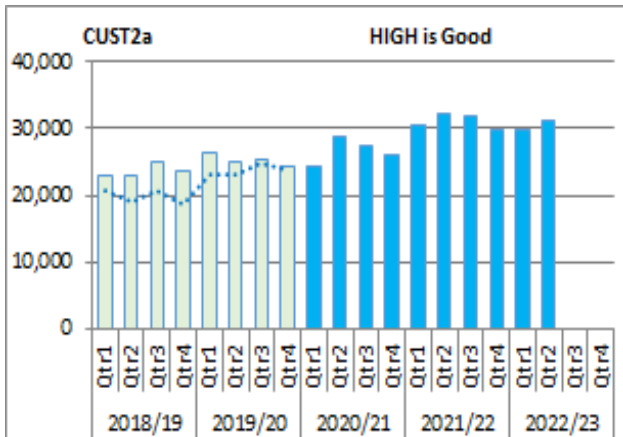
2022/2023 Quarter 2



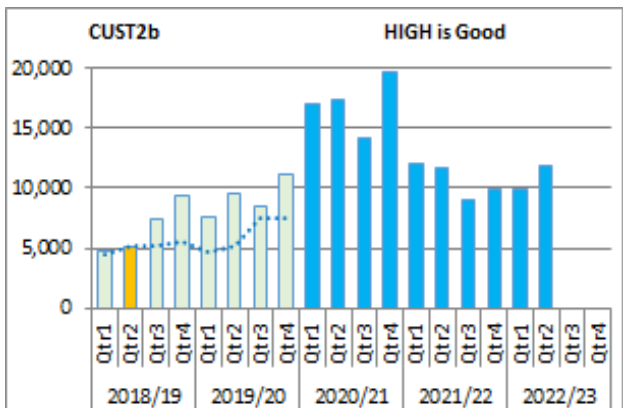
Performance Indicator	KEY	2020/2021 Quarter 2	2021/2022 Quarter 2	2022/2023 Quarter 2	Comment-2022/2023
CHR002  The number of working days/shifts per full time equivalent lost due to sickness absence	RAG				COVID continues to have a direct and indirect impact on sickness absence. The no-detriment principle to Covid related absence has given rise to increased sickness, but with the protocol having ended at the beginning of October, Q3 will show whether any improvement is evident. The delays in people waiting for health treatment has impacted long term absence levels. We believe that this is reflective in the number of critical illness/condition cases that have emerged in all areas over the last 12 months and continue to do so. Personal Stress is another identified key factor especially amongst the front-line services, for example, compounded by the impact of COVID on Social Care from working right through the pandemic in unprecedented circumstances, but also as a result of the pressures within a very challenged labour market.
	Result	1.82	2.71	3.12	
	Target				
	Trend	IMPROVING	DECLINING	COVID IMPACT	
	Num	16118.96	25109.62	29505.40	
	Den	8872.99	9272.42	9471.37	
					


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Performance Indicator	KEY	2020/2021 Quarter 2	2021/2022 Quarter 2	2022/2023 Quarter 2	Comment-2022/2023
CUST2a ↑ Number of online payments received via City and County of Swansea websites	RAG				The number of transactions is following the seasonal pattern and growing compared with Q1 2022. Although the number of transactions has fallen slightly compared with Q2 last year, the value of the online transactions has grown by almost 11%
	Result	28677	32167	31273	
	Target				
	Trend	IMPROVING	IMPROVING	WITHIN 5%	
	Num	28677	32167	31273	
	Den				
CUST2b ↑ Number of forms completed online for fully automated processes.	RAG				There has been the usual seasonal rise in automated reporting around waste management for Q2 compared with Q1, which has exceeded the same period last year slightly. There has also been an increase in parking permits issued
	Result	17373	11609	11887	
	Target				
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	17373	11609	11887	
	Den				



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Performance Indicator	KEY	2020/2021 Quarter 2	2021/2022 Quarter 2	2022/2023 Quarter 2	Comment-2022/2023
PROC12  Number of data breaches which has resulted in an enforcement or monetary penalty notice being issued by the Information Commissioners Office (ICO)	RAG				There were 21 data breaches during the quarter. None of these data breaches reached the threshold for referral to the ICO. No serious breach occurred and the maximum number of people affected in any breach was 2 (the vast majority affecting only one person).
	Result	0	0	0	
	Target				
	Trend	STATIC	STATIC	STATIC	
	Num	0	0	0	
	Den				
NO GRAPH DISPLAYED All results are zero					

Importantly the new 'Delivering on Nature Recovery and Climate Change' corporate well-being objective was approved at July 7th 2022 Council meeting. Beyond that Governance has advanced and continues to adapt to ensure we keep a clear focus on:


- Swansea Council Achieving net zero carbon by 2030
- Swansea achieving net zero carbon by 2050
- Delivering on Nature Recovery

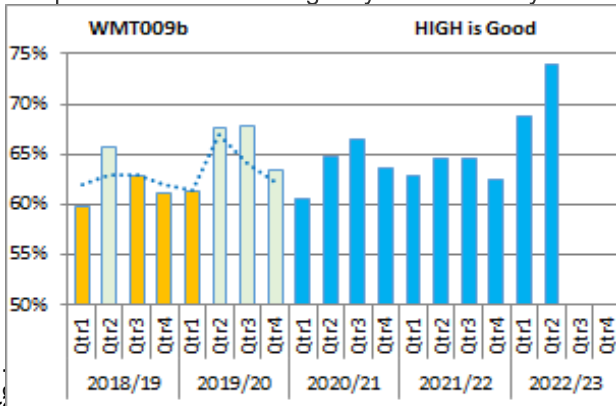
The majority of strategies under this new well-being objective have been approved or are imminent with both the Street Lighting and Sustainable Transport Strategies and the Council's Biodiversity Plan due for approval in coming months. Our focus is now on delivery, monitored within the structure of the governance arrangements that have been put in place. The presentation of the report on delivery of Net Zero to Cabinet in December will propose actions that then be monitored up to 2030 and beyond. Performance measures and targets will be developed subject to the adoption of recommendations within that report.

NO GRAPH DISPLAYED



Only 1 indicator reported - trend IMPROVING

Nature Recovery and Climate Change 19-22



Performance Indicator	KEY	2020/2021 Quarter 2	2021/2022 Quarter 2	2022/2023 Quarter 2	Comment-2022/2023
WMT009b  The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	RAG				Please note this data is for Quarter 1 2022/2023 due to reporting timescales in waste return portal. Performance has increased relative to previous annual period as the council is now using EFW (energy from waste) rather than landfill for disposal of black bags.
	Result	64.70%	64.57%	74.02%	
	Target				
	Trend	DECLINING	DECLINING	IMPROVING	
	Num	16447.61	18984.79	20019.02	
	Den	25422.30	29402.28	27044.37	



NEW PI's FOR 2022/23 - no graphs displayed

Performance Indicator	KEY	2020/2021 Quarter 2	2021/2022 Quarter 2	2022/2023 Quarter 2	Comment-2022/2023
AD011e  The percentage of residential reablement stays completed during the year where the need for support was mitigated or reduced	RAG				In comparison to Q2 in 21/22, the performance has dropped. However, the service is still performing above the expected level for the year. The performance will be influenced by the residents' level of need.
	Result			68.00%	
	Target				
	Trend			No Data	
	Num			34	
	Den			50	
AD011f  The percentage of community reablement packages of care completed during the year where the need for support was mitigated or reduced	RAG				New KPI (separating out residential from community reablement and combining the number of individuals who end a period of reablement with no or reduced need). This figure reflects the complexity of individuals being referred into the service, and our ability to screen out inappropriate referrals in the face of hospital pressure to discharge with limited alternative support at home within the domiciliary care sector.
	Result			48.00%	
	Target				
	Trend			No Data	
	Num			36	
	Den			75	

Performance Indicator	KEY	2020/2021 Quarter 2	2021/2022 Quarter 2	2022/2023 Quarter 2	Comment-2022/2023
AD024i ↑ The percentage of enquiries completed within 7 working days from the receipt of the reported alleged abuse.	RAG				No comment submitted
	Result			79.03%	
	Target				
	Trend			No Data	
	Num			98	
	Den			124	
AS13b ↑ The percentage of identified carers who have been offered an assessment at the point of assessment of the 'cared for'	RAG				No comment submitted
	Result			86.07%	
	Target				
	Trend			No Data	
	Num			414	
	Den			481	

Performance Indicator	KEY	2020/2021 Quarter 2	2021/2022 Quarter 2	2022/2023 Quarter 2	Comment-2022/2023
CFS14a  The percentage of contacts received by statutory children's social services during the period where a decision was made by the end of the next working day	RAG				As anticipated report development for this measure is ongoing - we hope to provide values for Quarter 3.
	Result				
	Target				
	Trend				
	Num				
	Den				
CFS18a  The rate of looked after children (LAC) per 10,000 of the 0-17 Swansea population at end of the period (excluding asylum seekers)	RAG				This is a new indicator for 2022/23. The data here represents the looked after children who are aged under 18 years. Overall, the number of children who are looked after by Swansea Council has been decreasing over the last year. This is in line with our strategy to support children and young people to remain living at home with their family or wider family network, where it is safe to do so.
	Result			102.69	
	Target				
	Trend			No Data	
	Num			481	
	Den			46840	

Appendix B - Integrated Impact Assessment Screening Form

Please ensure that you refer to the Screening Form Guidance while completing this form.

Which service area and directorate are you from?

Service Area: SDU

Directorate: Corporate Services

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services
- Other

(b) Please name and fully describe initiative here:

Q2 2022/23 Performance Monitoring Report – this reports on performance during Q2 2022/23 delivering the Council's key priorities as set out in the Corporate Plan.

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further Investigation	No Impact
	+	-	+	-	+	-		
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Appendix B - Integrated Impact Assessment Screening Form

Human Rights

**Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches?
Please provide details below – either of your activities or your reasons for not undertaking involvement**

This reports on performance during Q2 2022/23 delivering the Council's key priorities as set out in the Corporate Plan, so no consultation or engagement is required.

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

- a) Overall does the initiative support our Corporate Plan's Well-being Objectives when considered together?
Yes No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
Yes No
- c) Does the initiative apply each of the five ways of working?
Yes No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?
Yes No

Q5 What is the potential risk of the initiative? (Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...)

High risk

Medium risk

Low risk

Q6 Will this initiative have an impact (however minor) on any other Council service?

Yes

No

If yes, please provide details below

Q7 Will this initiative result in any changes needed to the external or internal website?

Yes

No

If yes, please provide details below

Q8 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and

Appendix B - Integrated Impact Assessment Screening Form

whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

Outcome of Screening – This reports on performance during 2021/22 delivering the Council’s key priorities as set out in the Corporate Plan, so there is no direct impact on people or communities.

Q9 Please describe the outcome of your screening using the headings below:

- **Summary of impacts identified and mitigation needed (Q2)**
- **Summary of involvement (Q3)**
- **WFG considerations (Q4)**
- **Any risks identified (Q5)**
- **Cumulative impact (Q7)**

(NB: This summary paragraph should be used in the ‘**Integrated Assessment Implications**’ section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: R Rowlands
Job title: Strategic Delivery & Performance Manager
Date: 14/11/22
Approval by Head of Service:
Name: Lee Wenham
Position: Head of Communications & marketing
Date: 14/11/22

Please return the completed form to accesstoservices@swansea.gov.uk

Agenda Item 9



Report of the Deputy Leader (Service Transformation)

Service Improvement & Finance Scrutiny Performance Panel 17 January 2023

Review of Sustainable Swansea Programme

Purpose:	To provide the Panel with an update on the Sustainable Swansea Programme and share the learning to inform subsequent corporate transformation activity.
Content:	This report provides an overview of the Sustainable Swansea - Fit for the Future programme and updates the committee on implementation of the commissioning reviews as well as identifying key achievements and lessons learnt.
Councillors are being asked to:	Consider and provide views on the information provided. This report is for information only.
Lead Councillor:	Councillor Andrea Lewis, Deputy Leader (Service Transformation)
Lead Officer:	Martin Nicholls, Chief Executive

1. Background

1.1 The Sustainable Swansea – Fit for the Future delivery programme was approved by Cabinet in July 2014 and was subject to further review and refresh at Cabinet in July 2015. The programme had three objectives, to:

- transform services
- ensure financial sustainability
- improve outcomes for residents.

1.2 The programme was introduced to address the financial, demographic and sustainability challenges faced by Swansea Council at that time, focusing on the core future purpose of the Council, the transformation of services and models of delivery, greater collaboration with other councils, local organisations, community groups and residents, sustainability, and prevention. The objectives were aligned with the Council's twelve budget

principles, i.e., everything is included, engagement, less money, demonstrating efficiency, cutting red tape, full cost recovery, increased income, different models of delivery, supporting those at risk, the evidence base, sustainable outcomes, and personal responsibilities.

- 1.3 Any work on service changes and budgets across the Council was included in the programme with the aim of harnessing efforts in one direction and avoiding duplication. The programme initially consisted of:
- a strategic framework (core purpose of the council, future council, policy framework and the medium-term financial plan)
 - 4 work streams (efficiency, new models of delivery and prevention and stopping service)
 - 14 delivery strands¹
 - numerous change projects
- 1.4 The programme was reviewed in 2015 as the pace of delivery was slower than anticipated (albeit that service specific savings of around £16 million were delivered by the programme in 2014-15) and a further £70-80 million savings were expected to be required over the subsequent three years. As a result, the programme focused on the delivery on the following budget savings:
- Continuation and development of service delivery savings approved by Council in February 2015 and subsequently reviewed.
 - Other elements of the Sustainable Swansea Delivery Programme approved by Cabinet in July 2014 and reviewed by Cabinet in July 2015.
 - Cash freeze in Schools Delegated Budgets
- 1.5 The review also identified a lack of traction and ownership in some areas and the need to delay or revise previously agreed projects to ensure robust governance arrangements were in place. It concluded that, while the strategic aims of the programme and the 4 workstreams were fit for purpose and should remain unchanged, work should be undertaken to embed and integrate major change programmes especially those undertaken by Social Services and Education to capture all of the savings. Moreover, whilst the review recommended retaining the existing four workstreams, it also recommended a significant focus on three new key areas: Commercialism, Commissioning and Prevention, to secure long-term change and savings.
- 1.6 Seventeen commissioning reviews were undertaken as part of the Commissioning Delivery Strand, to identify optimal operating models that delivered the right services in the right way to meet the needs of customers. Appendix 1 provides an update on the commissioning reviews that reported to Committee as being AMBER in November 2018.

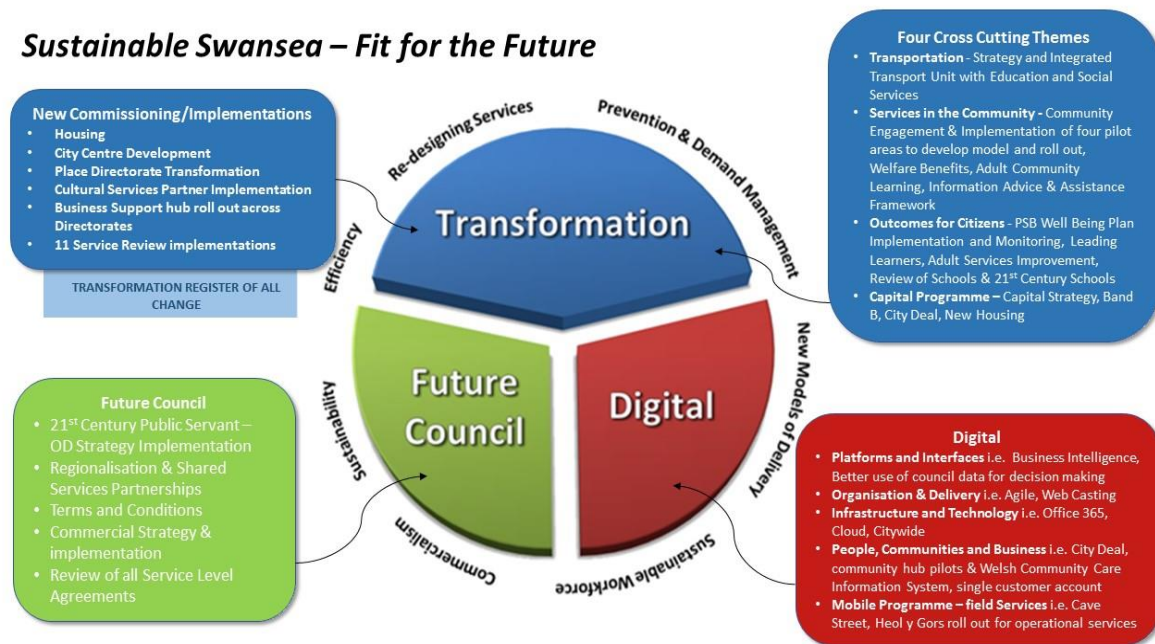
¹ Continuous Improvement, Workforce, Support Services, Assets, Third Party spend, Income & Charging, Customer contact, Commissioning services, Collaboration, Community action, Demand management, Early intervention, Council priorities, Future Council

2. Projects and Programme Governance

- 2.1 Structured programme management was used to govern and manage the Sustainable Swansea Programme. The Corporate Management Team (CMT) and Cabinet reviewed progress monthly. The programme was sponsored by the Deputy Leader and led by the Director of Resources / Corporate Services, supported by the Chief Transformation Officer / Head of Service at the time. The programme was reviewed annually in parallel with budget setting to:
- Report on and close those projects that had been delivered.
 - Incorporate changes from the internal and external environment, which were either emerging or long-term priorities that would impact the Council's sustainability.
 - Evaluate all projects and make appropriate changes, e.g., where legislation, new thinking / models, changes in the Corporate Plan or Local Well-being Plan, or changes from the external environment influence the original scope, therefore the project needed to change / morph.
 - Incorporate priorities emerging from annual budget discussions between Senior Management and Members, as well as any changes in the revised MTFP.
 - Review lessons learnt with stakeholders (e.g., Welsh Audit Office (WAO), Welsh Government, partners, and many other stakeholders) and incorporate learning into the next phase.
 - In addition, Scrutiny undertook pre-decision Scrutiny of any programme recommendations going before Cabinet. Scrutiny also reviewed progress annually.
- 2.2 During the early phases of the Sustainable Swansea – Fit for the Future programme, Cabinet, and the Executive Board (Corporate Management Team) provided strategic oversight but then a Programme Board was established chaired by Corporate Director of Resources and comprising the Leader, the Cabinet Member with responsibility for the programme, the Director of People Services, and the Director of Place (Work Stream Sponsors).
- 2.3 The programme was implemented by a Programme Delivery Team which included a Programme Manager, a Strand Lead for each of the 14 Delivery Strands (continuous improvement, workforce, support services, assets, third party spend, income and charging, customer contact, commissioning services, collaboration, community action, demand management, early intervention, Council priorities and Future Council).
- 2.4 During 2015, governance arrangements were reviewed, and arrangements were put in place to strengthen oversight and the implementation of the programme. A Transformation and ICT Programme Office was established, and a Sustainable Swansea Programme Manager appointed. The Council's Leadership Group was also incorporated within the governance arrangements, accountable to the Executive Board and embedding change across the organisation. Although the 4 Work Streams remained, the Delivery

Strands were revised to include modernising ICT, promoting safer independence, supporting children and families and an education strategy. The income and charging Delivery Strand was also revised to include a broader focus on commercialism under the efficiency workstream and the commissioning services strand was also revised into commissioning reviews and commissioning implementation under the new models of working strands.

Sustainable Swansea – Fit for the Future



3. Key Outcomes and Achievements

3.1 The 2015 Review identified that the programme provided a platform for wider debate about long term future change and enabled the development of new innovative ideas and projects such as the Prevention Budget and a Community Development Fund.

3.2 In total the programme is estimated to have delivered around £70 million of savings over its lifetime, including £16 million in 2014-15 alone. Key outcomes and impacts included:

- Achieving a reduction in Business Support functions by removing duplication and streamlining processes across all Directorates. Over the life of the Business Support work, it is estimated the Council has saved £3.6 million. Commercial opportunities within the Civic buildings were delivered by developing a more modern, commercial, sustainable, and social space for staff and visitors. Implementation of the Service Centre and Transactions Team incorporated the employee services helpdesk. Significant improvements in self-service options for officers and managers streamlined processes and delivered resource benefits in the Service Centre. The services, which are available to the public through Contact Swansea, had been increased to include Street Lighting, Parks & Leisure.

Business Intelligence now hosted within Legal Services, including FOI and SAR.

- A significant increase in income generation by increasing fees and charges to 5%, both to meet demand and to bring the Council in line with other authorities and organisations.
- The Waste Service increased recycling rates, which reduced residual waste at the five sites to 2,200 tonnes in 2017-18, down from over 11,000 in 2015/16, which is around an 80% reduction. Waste changes also supported achievement of a 62% recycling target in 2018-19 – the Welsh Government target was 58% at that time.
- Delivered a new Leisure delivery model. The Council started a new partnership with Freedom Leisure on the 1st October 2018, which was to bring investment and sustainability to these services for the future.
- The Council was in the process of growing a sustainable workforce model through traineeship and apprenticeship schemes across the Council, e.g., fifteen in Corporate Building Services in 2018/19 and a further twelve in 2019/20.
- Gower Centres had widened their reach so that more young people and families attend on weekends, offering a sustainable and more inclusive approach.
- MyClydach launched in October 2018 being the first Services in the Community Hub pilot delivered, bringing multiple services together into one place including virtual support.
- Co-production had begun within Adult Services to help redesign services around direct payments and parent and carer groups. The Corporate Co-Production Strategy was developed to expand this approach across more areas, in order to increase resident and business involvement in the design of future services.
- Launch of the commercial cleaning services pilot for vulnerable adults in their own homes, building on partnership working with the third sector, such as the Red Cross and Age Cymru.
- Delivery of new digital tools. Rollout of Skype for Business formed part of the agile working programme and enables staff and Councillors to use instant messaging, internet voice calls, video conferencing and virtual meetings. This new technology had enabled the Council to improve efficiency and effectiveness and will reduce travel time and expense claims.

3.3 Examples of what went well also encompassed the following aspects:

- Engagement: The programme was positively received by residents and employees and Participation Cymru training was delivered successfully. During the engagement process the Council had been more open than previously about the challenges it faced.
- Strategic View: A platform became available for a much wider debate about the future and links were able to be made to the Future of the Council.
- Programme Shape: The projects captured the right things in a logical manner, aligned to other major projects
- Redundancies: The Council was able to avoid compulsory redundancies

- Funding for Change: Included the Transformation Fund (backfill, training provided), the Community Development Fund (pump priming community action) and the Prevention Budget (innovative ideas/projects).

4. Lessons Learnt

4.1 As can be seen from the list above the programme achieved significant savings and facilitated change across the council. However, as with all programmes there were challenges and lessons to be learned² including the importance of:

- Having clearly specified projects, roles and accountabilities and monitoring arrangements
- Ensuring budget clarity, in respect of savings achievement and budget adjustments being made
- Clear process for bidding for investment in projects
- Tracking intended benefits and outcomes, especially for continuous transformation activity and cross cutting themes, and understanding the impact of changes on users as well as the council
- Phasing change to manage the impact on service delivery to reduce the risk of exceeding service capacity to deliver or negatively impact upon service provision.
- Having staff resources available to support the projects and consistent approach to the use of external support
- Balancing quicker efficiencies with preparing the ground for longer term, more preventative changes
- Effective engagement and co-production with residents and staff (see box)

Sustainable Swansea Programme Examples of Engagement Activity

We engaged with residents on the wider aims of Sustainable Swansea, the core purpose of the Council and the need for residents and communities to do more to help themselves. “Continuing the Conversation” was used to get these messages across. We also undertook consultation and Equality Impact Assessments on specific budget proposals with a focus on:

- What the Council will stop doing – with clear “stories” about why this is necessary and what this will mean for you.
- Our future relationship with residents – helping you to help yourself.
- Behaviour change – targeted social marketing to support demand management priorities.
- Reviewing the narrative with Cabinet and the role of Cabinet Members in community engagement events.

We engaged with employees on Sustainable Swansea and budget issues using roadshows, StaffNet and team meetings. Further work was needed to cascade this down to staff via “manager led conversations”. The involvement of Cabinet

² Lessons learned summarise the feedback received from officers involved in the development and delivery of the Sustainable Swansea Programme

Members in staff engagement was also considered to help engage employees on the “bigger picture”, not just Sustainable Swansea. As part of the Council’s commitment to meaningful engagement we:

- Ran engagement training for Members and Officers using Participation Cymru
- Held staff roadshows and workshops on Sustainable Swansea and the future shape of the Council exercise
- Briefed all Members on the revised programme and how we could support them in engaging local residents in things like community action, changing expectations
- Ran local participation events across the City to engage the widest cross section of people that we could

During the programme it became clear that engagement needed to be more relevant and dynamic. Newly developed strategies included:

- Using the new StaffNet to generate debate on the hot issues
- Using smaller (ideally cross service), workshops to debate the issues with employees
- Using the Innovation Community as “barometers” to assess the messages, how they are delivered and received

5. Conclusions

5.1 The Sustainable Swansea Programme was effective, enabling the council to deliver significant change to services and its operating model, which improved service outcomes while delivering around £70 million of savings over its lifetime.

5.2 Despite changes needing to be made to some projects and others taking longer than expected to complete, there is no doubt that the programme achieved its objectives of:

- transforming services
- ensuring financial sustainability
- improving outcomes for residents

5.3 The annual reviews allowed the programme to evolve and adapt to changes in the external environment (e.g., budget) and continually to improve how the programme was governed and projects prioritised and progressed. The lessons learned during the programme summarised in paragraph 4.1 above were used to inform the development of the Achieving Better Together Programme which succeeded Sustainable Swansea in 2019-20.

6. Moving on: Recovery Plan

6.1 On 15 October 2020, Cabinet approved the new ‘From Recovery to Transformation’ report detailing the 3 Phases from recovery through to the ‘Swansea – Achieving Better Together, Transformation Strategy & Programme Framework 2022 – 2026’.

- 6.2 Following the first phase to 'remobilise' the Council following the pandemic, the second 'refocus' phase of Achieving Better Together supported the Council to deliver its ongoing corporate priorities and plans, whilst adapting to address the impacts coming out of the COVID crisis. The delivery was through a formal process within the following work streams:
- Care Services.
 - Education and Learning.
 - Future Workforce and Equalities.
 - Community Support.
 - Economy and Environment.
- 6.3 Refocussing the Council set about creating the foundations to support the longer-term culture change required to reshape the Council, encouraging employees to adopt behaviours and mind-sets that are required to support a sustainable, efficient, and effective future Swansea Council. Examples include:
- A renewed Agile Policy (including staff wellbeing).
 - Development of a Coaching Network (including learning & development opportunities).
 - Relaunch & re branding of the Leadership hub (Let's Talk).
 - Relaunch of the Ideas Hub.
 - Involvement Workshops.
 - A flexible working project enabling staff to work from any location, including from home, and exploring hours of work.
 - Various Network Groups established e.g., Diverse Staff Support Group and a Cross Council Community Response Group.
 - Staff Story Book launch.
- 6.4 The next phase of transformation for Swansea Council is looking beyond 2022, it is taking account of the priorities of the new Council, a new Chief Executive, and a new corporate plan for the Council.

7. Integrated Assessment Implications

- 7.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.

- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

7.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental, and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals.

7.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also considers other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

7.4 An IIA screening form has been completed (Appendix 2). There are no potential impacts identified and no requirement for involvement or engagement. Scrutiny councillors will be asked to consider the information provided and give views. This report is for information only.

8. Financial Implications

8.1 There are no financial implications associated with this report.

9. Legal Implications

9.1 There are no legal implications associated with this report.

Background Papers: None

Appendices:

Appendix 1: Update on 2018 update on commissioning reviews

Appendix 2: IIA Screening Forum

Service Review	Status (Complete /Business as Usual/ Rolled into ABT)	Intended Outcomes and any specific intended financial benefits	Progress since November 2018	Outcomes / Savings NOT delivered with reason	Any further action
<p>Parks and Cleansing</p> <p><i>Chris Howell</i></p> <p><i>Cabinet</i></p> <p><i>Date: 15th December 2016</i></p> <p><i>Page 126</i></p> <p><i>9 Year Plan 2016 – 19</i></p>	<p>Complete</p>	<p>The City & County of Swansea has aspirations to deliver on its Healthy cities & Wellbeing agendas and the wellbeing goals of the Well Being of Future Generations Act</p> <p>To provide clean streets and other public realm for the residents and visitors of Swansea</p> <p>To maintain accessible and safe playgrounds and outdoor facilities for everyone</p> <p>To maintain parks, beaches and open spaces which are attractive, inviting and safe for all</p> <p>Ensure services provide best value for money</p>	<p>New income streams since 2017 update</p> <ul style="list-style-type: none"> • Online hanging basket and floral decoration – 2022/23 sales at £172K • Flower canvas prints – not progressed, Commercial Team trialled but no interest • Adopt a bench online ordering – 2021/22 sales of benches and trees at £70K • Adopt a flower bed online ordering- Commercial Team trialled but no interest • Knot weed services now advertised and online enquiry form. – 2021/22 knotweed and general weed spraying sales at £155K • Implement segregation of litter collection – completed – tonnage recycled in 21/22 was 118T • Introduction of a 7-day service through shift patterns – ongoing discussions with Trade Unions and Staff – put on hold • Explore partnership with Botanical Gardens – lead by Estates – University withdrew interest, no current plans • All car parks now under Highways • Relocation of Christmas storage hut to Botanical Gardens – Not progressed following reassessment • Partnership with SS and Waste re use shop for re use wood and Marketing of Ezytree package to external organisations – Ezytree in full use, wood products project in place 	<p>7-day working review will be considered in the future as part of a Authority wide review</p>	<p>None</p>

Service Review	Status (Complete /Business as Usual/ Rolled into ABT / Other)	Intended Outcomes and any specific intended financial benefits	Progress since November 2018	Outcomes / Savings NOT delivered with reason	Any further action
Additional Learning Needs	Other	<p>1.Children, young people and their families receive the right support at the right time from the right person to meet their additional learning needs.</p> <p>2.Children, young people and their families develop resilience and dependence to sustain positive change.</p> <p>3.We intervene early to prevent the escalation of needs.</p> <p>4.We work collaboratively across a range of different services both internally and with external partners</p> <p>5.Children, young people and their family's needs are at the centre of decision making</p> <p>6. Staff's knowledge and expertise is improved through the provision of appropriate research, learning and development activities.</p> <p>7. The capacity of our partners to support children and young people is improved.</p> <p>8. All services are provided in an open and fair way.</p> <p>9. Services use IT to provide an accessible, effective and efficient service.</p>	<p>Initially the service areas undertook stage 1 and 2 of the Commissioning Review process within each of the service areas in scope, Educational Psychology Team, Special Educational Needs (SEN) and Assessment Support Team, Learning Support Team and the Home Tuition Team.</p> <p>Additionally, the biggest change facing this service area is the implementation of the Additional Learning Needs and Educational Tribunal Act (Wales) 2018 which involves a significant expansion of local authorities statutory responsibilities</p>	<p>Review has not progressed against the Commissioning Review process but transformation of Additional Learning Needs aligned to the 2018 Act is progressing under a separate project</p>	None

Service Review	Status (Complete /Business as Usual/ Rolled into ABT/Other)	Intended Outcomes and any specific intended financial benefits	Progress since November 2018	Outcomes / Savings NOT delivered with reason	Any further action
<p>Public Protection</p> <p>Peter Richards</p> <p><i>Cabinet Date 20th April 2017</i></p> <p><i>Plan 2020</i></p> <p>Page 128</p>	<p>Implementation continuing to progress through plan</p>	<p>To protect and safeguard the public especially vulnerable people.</p> <p>For people to feel safe and confident going about their business.</p> <p>To have good and successful businesses in an environment of fair trading which supports the local economy.</p> <p>To contribute to Swansea being a Healthy and Safe city.</p> <p>To meet legislative requirements.</p> <p>To provide reassurance to concerns from both internal and external customers.</p> <p>To maintain key partnerships by closely working with other services within the Council and external organisations.</p> <p>To generate income to support the aims of the service.</p> <p>To undertake an enabling role and help educate others.</p>	<p>The review of the service illustrated that the vast majority of functions are statutory, (i.e. 95 activities are statutory out of a total of 98 activities provided) and of high value providing protection to the public, therefore opportunities for radical change are limited.</p> <p>Additional income opportunities achieved to date:</p> <ul style="list-style-type: none"> • Trading pitches at identified locations rented and for which a street trading authorisation is required • Passport checking service • Provide boxes for cremated remains • Introduce 5 years leases on monumental kerbs and Planters • Provide in-house pest control service across Council services • Provide digital enhancements to Swansea Crematorium offering webcasting for absent family and friends. • Formalised central Pest Control contract with Education and other internal services • Secured grant funding from Welsh Government to fund specific air quality projects working with Swansea University. • Provided Pollution control consultancy and hiring out specialist Air monitoring equipment • Development ongoing to replace the existing Civica APP primary back-office solution for Public Health and Housing 	<p>Provision of E-learning training for taxi drivers (Licensing) – A licensing pack is provided to all taxi drivers, with relevant information on becoming a taxi driver, including a video link on their role in identifying safeguarding issues. They are tested on the information provided through the knowledge test and costs are recovered through fees and charges.</p> <p>Provision of advice to businesses, including training to raise business awareness related to new and existing regulations (Food Safety and Trading Standards) - A paid for advice service available and link on the Council's website. Limited take up to date which is being reviewed and work is ongoing with the corporate team to identify ways to more effectively promote the services available to increase take up.</p>	<p>Develop detailed business case to analyse potential demand, potential income, risks and resources & IT requirements to effectively deliver the E Learning training proposal.</p> <p>Develop Primary Authority partnership arrangements (one stop shop offering <u>paid for</u> regulatory advice / Packages to new businesses, but likewise could be considered for existing businesses)</p>

Service Review	Status (Complete /Business as Usual/ Rolled into ABT/Other)	Intended Outcomes and any specific intended financial benefits	Progress since November 2018	Outcomes / Savings NOT delivered with reason	Any further action
Catering	Complete	<p>To provide and maintain a modern, innovative service that offers independence and choice in provision whilst retaining the requirements of a healthy and balanced diet.</p> <p>The service will be responsive and affordable which meets the complex needs of consumers both in schools and in care & support environments.</p>	<p>Transformation of Civic Centre Staff Canteen service:</p> <ul style="list-style-type: none"> • Sales revenue increased by 4%. • Added new revenue streams & improved existing ones • Food costs reduced from average of 60% to 35% • Staff costs reduced from average of 70% to 45% • Target profit margin of 15% • Target food cost budget implemented of 35% of sales • Refurbishment of canteen area • Relaunch and rebranding of the service to create a modern and customer focused brand • Food cost reductions through cost monitoring and budget systems put in place • Food waste reductions through menu changes to meet consumer demand • Staff cost reduction through reduction in hours • Introduction of new vending machines to increase out of hours convenience and revenue • Improvement and investment into trolley service • Addition of second EFT card machine and steps taken to improve the speed of transactions made with the card machine <p>Transformation of Guildhall Staff Kiosk service:</p> <ul style="list-style-type: none"> • Relaunch and rebranding of the service to create a modern and customer focused brand • Food cost reductions through cost monitoring and budget systems put in place • Implementation of sales targets and sales monitoring systems • Introduction of EFT Card Machine to increase transactions • Purchase of new vending machines to increase out of hours revenue 		None

Service Review	Status (Complete /Business as Usual/ Rolled into ABT/Other)	Intended Outcomes and any specific intended financial benefits	Progress since November 2018	Outcomes / Savings NOT delivered with reason	Any further action
Catering (cont)	Complete (2019)	<p>To provide and maintain a modern, innovative service that offers independence and choice in provision whilst retaining the requirements of a healthy and balanced diet.</p> <p>The service will be responsive and affordable which meets the complex needs of consumers both in schools and in care & support environments.</p>	<p>Social Services catering service review: a review was undertaken by the catering unit to investigate the catering services provided by social services in the Older People homes across Swansea.</p> <p>It was found that savings could be made through the implementation of a revised service in consultation with the Catering Unit. Progress includes:</p> <ul style="list-style-type: none"> • Reduction in number of staff on shift per day • Reduction in non-efficient staff hours • Flexible hours built in for anomalies and unforeseen circumstances • Overall reduction in core hours • Overall reduction in food costs • Overall reduction in annual staff cost • Universal menu structure • Comprehensive collection of costed menu items • Recipe cards • Portion control measures • Nutritional analysis of meals • Meal pre-ordering system • Reduced and streamlined breakfast structure • Easy-to-serve evening meal structure 	This was concluded in December 2019 with an estimated £100k saving	None

<p>Domiciliary Care</p>	<p>Complete (new framework implementation, procurement and contract awards – 2019</p> <p>Post award transition & end of project completed July 2020)</p>	<p>Update provided 2018: As per outcome of commissioning review to co- produce and retender external provision of Older People and Younger Adults Physical Disability for non- complex domiciliary and respite care.</p> <p>Promote our vision for health, care and wellbeing in the future whilst meeting the requirements of the Social Services Wellbeing Act, Ethical Care Charter considerations, our Corporate Values and Sustainable Swansea requirements.</p> <p>Address the key elements of the agreed Service Model :-</p> <ul style="list-style-type: none"> • Better Prevention • Better Early Help • New Approach to Assessment • Keeping People Safe • Working Together Better • Improved Cost Effectiveness <p>Address specific Corporate Priorities :-</p> <ul style="list-style-type: none"> • Safeguarding People from Harm • Transformation and future council development so that we and the services that we provide are sustainable and fit for the future <p>Enable more effective use of resources and greater control over expenditure.</p>	<ul style="list-style-type: none"> • Specification completed, tender documentation and evaluation panel arrangements • Procurement process completed; out for tender and evaluation. Tender evaluation approval report completed for approval • Contract award report provided to Cabinet and approved. • Contract award process – new arrangements in place 1st October 2019. New and existing POC for respite transferred. New POC for Domiciliary care transferred. Transition period for existing Domiciliary care where required ran over 6 months. • End of project review including lessons learnt documentation • Transition planning developed and implemented with service leads. 	<p>Contract for respite services terminated because Provider unable to achieve contractual requirements. Respite services successfully transferred to framework operators.</p> <p>Some services continue to be purchased off framework to meet demand which exceeds framework capacity.</p>	<p>Framework refresh anticipated 23/24.</p> <p>Exploration of new commissioning models to increase capacity and develop more resilient services underway.</p> <p>Regional position is being considered to ensure compatibility / prevent destabilisation.</p>
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Service Review	Status (Complete /Business as Usual/ Rolled into ABT/Other)	Intended Outcomes and any specific intended financial benefits	Progress since November 2018	Outcomes / Savings NOT delivered with reason	Any further action
Residential Care	<p>Commissioning review complete</p> <p>Ongoing implementation of optimum model for internal residential care.</p>	<p>Implementation of new Residential services model - refocus the Council's in-house residential care service to focus on complex needs, residential reablement and respite only. Commission all standard residential care for non- complex needs and nursing care from the independent sector.</p> <p>Following public consultation and Cabinet decision – decision reached to close Parkway Residential home.</p>	<p>Business transition progressed with Social work, care management leads alongside carers and families of all residents of Parkway to support through process.</p> <p>Parkway fully vacated Dec 2019 – temporary use for residents of private care home following incident in care home from Dec 2019 to February 2020. Parkway then used temporarily during Covid pandemic. Vacated Jan 21 but used for standby and staff training. Jan 23 in process of being sold.</p> <p>Internal care homes have responded flexibly during the pandemic and now in recovery, offering step-up beds from the community or step-down from hospital for reablement, assessment and temporary beds. In addition to the continuation of planned respite and long-term placements for dementia / complex care. There has been an increased demand for reablement capacity and temporary pathway beds aligned to the 'Home First' model supporting hospital discharge, providing care where there is limited capacity in the Dom Care sector.</p>		<p>Continued recovery from the pandemic and responding to the pressures across the Health and Social Care system.</p> <p>Internal beds use focused on reablement, planned respite, short-term emergency placements – step-up from the community or step-down from hospital and long-term complex care.</p>

Service Review	Status (Complete /Business as Usual/ Rolled into ABT/Other)	Intended Outcomes and any specific intended financial benefits	Progress since November 2018	Outcomes / Savings NOT delivered with reason	Any further action
Day Services	Commissioning review completed – ongoing implementation of optimum model for internal day services.	<p>Following public consultation and Cabinet decision:</p> <ul style="list-style-type: none"> • Close Rose Cross Day Services • Close Hollies Day service <p>Implement new Day Services Model - Remodel day services for older people ti focus on complex needs only going forward.</p>	<p>Hollies and Rose Cross Day services closed. Service users offered alternative places or support.</p> <p>St Johns, Norton Lodge, Ty Waunarwydd day services remodelled to support more complex needs. Boundaries reviewed for all including Llys Y Werin and Ty Conwy (externally commissioned day services). Covid impact meant day services were closed but gradually reopened in 2020 other than Ty Waunarwydd day service as the building is supporting the residential service operations. Service users offered alternative service. Continuing to monitor level of need and use of services, following impact of covid.</p>		Reviewing the demand for, and scope of internal and commissioned Older people day services post covid.

Service Review	Status (Complete /Business as Usual/ Rolled into ABT/Other)	Intended Outcomes and any specific intended financial benefits	Progress since November 2018	Outcomes / Savings NOT delivered with reason	Any further action
Learning Disabilities, Mental Health, Physical Disabilities	Commissioning strategies co-produced and approved.	<p>Promote our vision for health, care and wellbeing in the future whilst meeting the requirements of the Social Services Wellbeing Act, Ethical Care Charter considerations, our Corporate Values and Sustainable Swansea requirements.</p> <p>Address the key elements of the agreed Service Model:</p> <ul style="list-style-type: none"> • Better Prevention • Better Early Help • New Approach to Assessment • Keeping People Safe • Working Together Better • Improved Cost Effectiveness <p>Address specific Corporate Priorities:</p> <ul style="list-style-type: none"> • Safeguarding People from harm 	<p>Supported Living</p> <p>Service assessments of LD and MH Supported Living completed. LD Supported Living framework developed in 2018 and recommissioning of services complete in 2020.</p> <p>MH Supported Living framework in process of being established – expected May 23</p> <p>Residential Care</p> <p>Service assessments completed in 2020. Conclusions for LD / YAPD services generated as follows:</p> <p>Commissioning Strategy -Retain the current strategy for commissioning residential accommodation in learning disability services and focus on the development of clear strategy for younger adult with physical disabilities in particular and development of accommodation commissioning arrangements for this client group.</p> <p>Procurement Model - Maintain current arrangements of the mixture of spot purchasing through CCAPS and local arrangements but improve local arrangements for specifying residential care outcomes, performance indicators, provider engagement to ensure the residential model fits with the SSWB act and our Adult Services model. Include consideration of introducing block contract arrangements in high cost existing provision.</p>		<p>Development of new Supported Living framework and refresh of existing frameworks to include Health partners to enable joint commissioning of services and more effective arrangements for sharing risks / costs.</p> <p>Regional approaches being considered via Regional Accommodation Group.</p> <p>Regional Capital opportunities to develop new MH services being explored.</p> <p>Ongoing development of Supported Living to meet the needs of population, including two new LD services scheduled to commence in 23/24 (8 beds).</p>

Service Review	Implementation Status (Complete / Rolled into ABT)	Intended Outcomes and any specific intended financial benefits	Progress since November 2018	Outcomes / Savings NOT delivered with reason	Any further action
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Learning
Disabilities,
Mental
Health,
Physical
Disabilities
cont.

- Transformation and future council development so that we and the services that we provide are sustainable and fit for the future
- Enable more effective use of resources and greater control over expenditure.

Profile of Supply - Maintain mixed delivery (maintain both internal and external services) to retain control of services which need to be responsive and placement rights not compromised.

Purpose and Nature of Internal Service - Explore a regional capital bid to deliver a re-modelled internal emergency support service including intensive support to prevent break down and a wider range of options for emergency support and more focus on reablement and move on.

Arrangements for progressing these objectives to be implemented during 2023.

Service Assessments for MH completed in 2020. Options for future service commissioning created. Development of services to progress as business as usual. Objectives include market facilitation to encourage development of residential capacity for less complex mental health needs, including for older people with nursing needs, and reduction in use of high cost care home beds where alternative options can be created.

Day Opportunities

Service Assessments completed for LD and Physical Disabilities.

MH service assessment and options due for completion February 2023.

Opportunities for developing new MH care homes services and alternatives to residential care is being considered via Regional Accommodation Group having regard to capital opportunities and resource limitations.

Service Review	Implementation Status (Complete / Rolled into ABT)	Intended Outcomes and any specific intended financial benefits	Progress since November 2018	Outcomes / Savings NOT delivered with reason	Any further action
<p>Learning Disabilities, Mental Health, Physical Disabilities cont.</p> <p>Page 137</p>			<p>Day Opportunities Continued</p> <p>LD coproduction group identified initial draft options in October 2022 – to be refined with group early 2023 and agreed options to be progressed with wider stakeholders and preferred option to be presented for decision.</p> <p>Sensory Impairment Services</p> <p>Service assessments completed. Options development and appraisal completed. Decision to be taken forward by People Commissioning Group early 2023.</p> <p>Specialist Domiciliary Care</p> <p>Service assessments and framework for MH in development. Expected completion May 2023</p>		

Integrated Impact Assessment Screening Form

Please ensure that you refer to the Screening Form Guidance while completing this form.

Which service area and directorate are you from?

Service Area: Strategic Delivery Unit

Directorate: Corporate Services

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services
- Other

(b) Please name and fully describe initiative here:

Overview report for the purposes of Scrutiny. The report is 'for information' and seeks to provide an overview of the Sustainable Swansea - Fit for the Future programme, to outline key achievements and lessons learnt.

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further Investigation	No Impact
	+	-	+	-	+	-		
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Integrated Impact Assessment Screening Form

Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Human Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches? Please provide details below – either of your activities or your reasons for not undertaking involvement

This is a ‘for information’ report that seeks to provide an overview of the Sustainable Swansea - Fit for the Future programme and describe key achievements and lessons learnt, so no consultation or engagement is required.

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

- a) Overall does the initiative support our Corporate Plan’s Well-being Objectives when considered together?
 Yes No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
 Yes No
- c) Does the initiative apply each of the five ways of working?
 Yes No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?
 Yes No

Q5 What is the potential risk of the initiative? (Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...)

High risk <input type="checkbox"/>	Medium risk <input type="checkbox"/>	Low risk <input checked="" type="checkbox"/>
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Q6 Will this initiative have an impact (however minor) on any other Council service?
 Yes No **If yes, please provide details below**

Q7 Will this initiative result in any changes needed to the external or internal website?
 Yes No **If yes, please provide details below**

Q8 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?
(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and

Integrated Impact Assessment Screening Form

whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

Outcome of Screening

Q9 Please describe the outcome of your screening using the headings below:

- **Summary of impacts identified and mitigation needed (Q2)**
- **Summary of involvement (Q3)**
- **WFG considerations (Q4)**
- **Any risks identified (Q5)**
- **Cumulative impact (Q7)**

This is a 'for information' report that seeks to provide an overview of the Sustainable Swansea - Fit for the Future programme and describe key achievements and lessons learnt, so no consultation or engagement is required, so there is no direct impact on people or communities.

(NB: This summary paragraph should be used in the **'Integrated Assessment Implications'** section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Richard Rowlands
Job title: Strategic Delivery and Performance Manager
Date: 19.12.22
Approval by Head of Service:
Name: Lee Wenham
Position: Head of Communications and Marketing
Date: 19.12.22

Please return the completed form to accesstoservices@swansea.gov.uk

Agenda Item 10



To:
Councillor Rob Stewart
Cabinet Member for Economy,
Finance & Strategy

Please ask for: Overview & Scrutiny
Gofynnwch am:

Direct Line: 01792 636292
Llinell
Uniongyrochol:

BY EMAIL

e-Mail scrutiny@swansea.gov.uk
e-Bost:

Date 4 January 2022
Dyddiad:

Summary: This is a letter from the Service Improvement and Finance Scrutiny Performance Panel to the Cabinet Member for Economy, Finance and Strategy. The letter concerns the meeting held on 6 December 2022 and the Mid Term Budget Statement.

Dear Councillor Stewart,

On the 6 December, the Service Improvement and Finance Scrutiny Performance Panel met to discuss the Mid Term Budget Statement. The Panel are grateful to Ben Smith, Chief Finance Officer / S.151 Officer, for attending to discuss and answer our questions.

We are of course aware that the officer gave a report to Council 5 days previously, however we appreciated his update on more recent developments of the Wales Fiscal Analysis Assessment of the Barnett consequentials that there is around £600m available. The officer made us aware that almost half of this will go toward business rates and next in line is likely to be towards the health service however Welsh Government are under no obligations to follow the allocations implied in the Barnett consequentials.

The Panel felt that any money given to social care would have a positive knock effect of relieving the health service but as the officer pointed out, the health service does not hold reserves and therefore this may not be taken into account.

We asked when the money was likely to be received and the officer informed us that the £600m is spread over two years, but it is predominantly in 2023/24. The officer was keen to stress that although this provides potentially better outlook in the short term the longer term is likely remain challenging.

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We asked for further detail on the quarter of cash backed reserves that has been allocated for spending in the current year and were informed that £20m will be spent from the Economic Recovery Fund (ERF), around £10m will be used to fund the pay awards and an estimated £10m could be spent from school reserves to cover school staff pay award.

We were also reminded of your earlier announcement that a final draw from the ECF of up to £15 million is for spending on central energy costs to avoid individual services or individual schools making staffing related decisions driven solely by energy price spikes.

The officer stressed to us that when considering a raise in council tax there is a balance to be struck between maintaining and protecting services and affordability and cost of living issues for residents and taxpayers. He commented on the trade-offs in the choices the Council when budget setting.

We asked whether the raise in living wage had been factored in, the officer told us that yes, assumptions had been made and factoring in to budget setting regarding this however there will be a knock on effect on external social care providers.

We are aware that since our meeting the Welsh Government budget settlement was issued on 14 December and we will be looking at the budget proposals in January with pre decision scrutiny to follow in February.

Your Response

We are interested in any thoughts you may have on the contents of this letter but, in this instance, we require no formal written response.

Yours sincerely,



Councillor Chris Holley
Convener, Service Improvement and Finance Scrutiny Performance Panel
✉ cllr.chris.holley@swansea.gov.uk



To:
Councillor David Hopkins,
Cabinet Member for
Corporate Services and
Performance

Please ask for:
Gofynnwch
am:

Overview & Scrutiny

Direct Line:
Llinell
Uniongyrochol:

01792 636292

e-Mail
e-Bost:

scrutiny@swansea.gov.uk

BY EMAIL

Date
Dyddiad:

4 January 2022

Summary: This is a letter from the Service Improvement and Finance Scrutiny Performance Panel to the Cabinet Member for Corporate Services and Performance. The letter concerns the meeting held on 6 December 2022 and the Quarter 1 2022/23 Performance Monitoring Report.

Dear Councillor Hopkins,

On the 6 December, the Service Improvement and Finance Scrutiny Performance Panel met to discuss the Quarter 1 2022/23 Performance Monitoring Report. The Panel are grateful to Richard Rowlands, Corporate Performance Manager, for attending to discuss and answer questions. Our observations focused on the following areas.

We noted that the Councils performance is still continuing to recover from the effects of the pandemic and that a review of performance indicators is taking place next year to reflect the new corporate plan.

The officer summarised the position that out of 23 comparable indicators within the report and 5 are shown improving or maintaining trends. Of the 18 that had dropped 6 were attributable to the pandemic and 9 were not. The remaining 3 indicators were small declines of within 5% of the previous result. There were also 18 new indicators that we couldn't compare either because there was no previous data available to compare with and 5 indicators which couldn't be compared to the previous financial year because data wasn't collected for those indicators during the period.

We were informed that safeguarding performance held up well in quarter one with fewer children and families escalating into statutory services. We were told that staff sickness particularly the workforce and especially acute in domiciliary care services remains a challenge.

We appreciate the disruption to education over the pandemic and the knock on affects this has had regarding exams, attendance and pupil progress. In regards to

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statements of special educational needs we can see the performance indicator for this is around time taken to produce a final statement, which has fallen due to the changes in Additional Learning Needs support. We felt that a quantitative measure does not consider the quality, impact and success of statements and whether the requirements set out in statements are being delivered. We understand that statutory indicators come from Welsh Government and that this measure will be replaced or added to, to reflect the changes in legislation and provision so we will wait to see if they consider more qualitative measures in future.

We heard that there are increased processing times for the Council tax and housing benefits, which is largely the result of staff being diverted to cover some additional work that's come from processing Covid and other Welsh Government grants. We were concerned whether this would be a long term issue however your officer assured us although this impact will continue because the grants are still being processed the housing benefits department have indicated they are not too adversely affected by this.

We commented on the number of online payments that were made through the Council's website as well and although understand there are some reasons for this drop, namely changes to banking, security measures and waiving some fees we were still surprised that with the phone lines often being difficult to get through and less footfall in offices that this figure has dropped. We wonder if this drop in online use is putting extra pressure onto the contact centre and will ask this question to the relevant Council officers.

We await further development of the Nature Recovery and Climate Change performance indicators that will come forward in due course.

In addition to this meeting, I attended the Governance and Audit Committee on 14 December and shared with them the scrutiny of the Annual Review of Performance 2021/22 which came to this Panel on 8 November. I shared with the Committee that we found the language very technical and streamlining would need to be considered before sharing wider with the public. I took on board further recommendations from the Committee that this Panel will consider for future Performance Reports.

Your Response

We are interested in any thoughts you may have on the contents of this letter but in this instance, we require no formal written response.

Yours sincerely,



Councillor Chris Holley
Convener, Service Improvement and Finance Scrutiny Performance Panel
✉ cllr.chris.holley@swansea.gov.uk



To:
Councillor Cyril Anderson
Cabinet Member for Community
Services

Please ask for:
Gofynnwch am:

Overview & Scrutiny

Direct Line:
Llinell Uniongyrochol:

01792 636292

e-Mail
e-Bost:

scrutiny@swansea.gov.uk

BY EMAIL

Date
Dyddiad:

4 January 2022

Summary: This is a letter from the Service Improvement and Finance Scrutiny Performance Panel to the Cabinet Member for Community Services. The letter concerns the meeting held on 6 December 2022 and the Recycling and Landfill Annual Performance Monitoring 2021/22 and Recycling of Business Waste Briefing.

Dear Councillor Anderson,

On the 6 December, the Service Improvement and Finance Scrutiny Performance Panel met to discuss the Recycling and Landfill - Annual Performance Monitoring 2021/22 and Recycling of Business Waste Briefing. The Panel are grateful to you and Matthew Perkins, Group Leader for Waste for attending to discuss and answer questions.

We were informed that the Welsh Government minimum recycling target is 64% this year and every year up to 2024/25, when it increases to 70%. Your officer told us that last year Swansea Council achieved 65.07% which is an increase of 0.58% on the previous year. We were also made aware of the new Waste Strategy which sets out the Council's plan for achieving the Welsh Government statutory targets.

We were pleased to hear that from February the Council has moved away from landfill towards energy to waste which contributed to a jump in recycling performance from 65% to over 70% subject to validation. This will help towards a move up the recycling performance table of the 22 Councils in Wales. Prior to this, Swansea have remained relatively mid table in regards to recycling. The officer explained it is difficult to move up the table due to the make-up of student population, high rise buildings and the amount of commercial waste in Swansea. We were also informed that Swansea Council will meet all of the Welsh Government recycling targets for this year.

We asked for further information about the energy to waste contracts and were told that after some initial local sifting, a quarter of the waste goes to Scandinavia and the three quarters goes to an energy to waste plant in Bedford. We expressed disappointment that this could not be carried out more locally but understand that

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these decisions were ultimately due to which energy to waste plants had space. We look forward to space becoming more available in a closer plant in the future so that a move can be considered.

We asked further about commercial waste and whether commercial waste recycled through a private contractor counts towards our target but you informed us that it doesn't. It would be interesting to know how we compare to private providers especially as we would want to encourage commercial enterprises to use the Council services so that this recycling can be counted towards our targets. We also asked whether cardboard and plastic recycling rates have changed and your officer informed that cardboard did double during the pandemic but has gone back down to pre-pandemic levels and plastic levels remain static.

We are concerned that there is only one location for the recycling of wood in Swansea now and this has been contentious. The officer explained it is essentially an issue of space as wood is now required to be sorted into hazardous and non-hazardous and not all sites have spaces 2 bins.

The officer also informed us of the imminent legislation from the Welsh Government around mandatory recycling for all non-domestic premises, deposit return schemes and extended producer responsibility. The impact of these on the Council is unknown as yet.

Your Response

We are interested in any thoughts you may have on the contents of this letter but in this instance, we require no formal written response.

Yours sincerely,



Councillor Chris Holley
Convener, Service Improvement and Finance Scrutiny Performance Panel
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**Councillor Elliot King
Cabinet Member for Equalities
and Culture**

To: *Please ask for:
Gofynnwch am:*

*Direct Line:
Llinell Uniongyrochol:*

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*Date
Dyddiad:*

Overview & Scrutiny

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4 January 2022

BY EMAIL

Summary: This is a letter from the Service Improvement and Finance Scrutiny Performance Panel to the Cabinet Member for Equalities and Culture. The letter concerns the meeting held on 6 December 2022 and the Audit Wales Report – “Making Equality Impact Assessments more than just a tick box exercise”

Dear Councillor King,

On the 6 December, the Service Improvement and Finance Scrutiny Performance Panel met to discuss the Audit Wales Report “Making Equality Impact Assessments more than just a tick box exercise”. The Panel are grateful to you and Rhian Millar, Consultation Coordinator for attending to discuss and answer questions.

We were informed that Equality Impact Assessments (EIAs) have been in place since 2010 and the Council have been carrying them out since 2012. We recognise their importance in tackling inequality and echo the sentiments of the Audit Wales report that they should not become a tick box exercise.

We were made aware that the Council’s EIA process was reviewed last year and as a result the decision was made to create the Integrated Impact Assessment (IIA) to link in with the new social model of equality. We spoke about our awareness and understanding of the challenges Swansea Council faces alongside all public bodies when carrying out EIAs and in particular the lack of resources and absence of clear guidance.

We were pleased to see how monitoring the impacts of policies and decisions is built into the IIA form developed by the Council but queried what the process was on reporting any outcomes. We were informed that the responsibility for monitoring is with the officer responsible for the policy or decision which although understandable due to resources, does mean this monitoring process could be missed and the impact of a policy or decision on protected characteristics may not be monitored after the fact.

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU

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We suggested that if an officer completing the IIA ticks to say there will be no impact they should explain why there isn't an impact, not just explaining the impact when ticking yes. This would help to make sure this question is being answered accurately by officers.

We appreciate the default position that a screening IIA is carried out for all public facing reports and we are aware that some reports are written for information only with no action going forward. We queried whether an IIA screening is required in these circumstances and your officer informed us that this is being looked at internally so we will wait to hear what comes from those discussions.

From our discussion around public reports, we asked about the protocol for non-public reports however we were told that these are much harder to monitor as the Access to Services Team will not ordinarily have sight of these but clear guidance is given to officers that if you're making a change, no matter how small and if it does have an impact then an IIA should be carried out.

Further to this, with the responsibility falling on individual officers to carry out and monitor their IIAs, we asked what awareness officers have of their socioeconomic duties and whether they would understand what a strategic decision is in the context of socioeconomic duty. Your officer informed us that you have run training sessions and there is guidance on the intranet.

In regards to the Consultation and Engagement Strategy we feel that engagement is paramount if we're going to move beyond this being a tick box exercise. We are aware the strategy is out for public consultation and would be keen to see that the impact measurements for this reflects all the protected characteristics when making these assessments and is not just about numbers. We would also encourage consultation within the Council to maximise opportunities to make officers aware of their responsibilities to EIA's.

Your Response

We are interested in any thoughts you may have on the contents of this letter but in this instance, we require no formal written response.

Yours sincerely,



Councillor Chris Holley
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Agenda Item 11

Service Improvement and Finance – Scrutiny Performance Panel

Work Plan 2022/23

<p>Meeting 1 6 Sep 2022 10am</p>	<ol style="list-style-type: none"> 1. Role of the Service Improvement and Finance Scrutiny Panel 2. Overview: <i>Understanding Financial Reporting</i> Ben Smith – Director of Finance / S.151 Officer 3. Overview: <i>Understanding Performance Monitoring</i> Richard Rowlands – Strategic Delivery and Performance Manager 4. Work Plan 2022/23 Panel to discuss/agree work plan topics for the coming year.
<p>Meeting 2 4 Oct 2022 10am</p>	<ol style="list-style-type: none"> 1. Q1 Revenue and Capital Budget Monitoring Report – 2022/23 <i>Invited to attend:</i> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Ben Smith – Director of Finance / S.151 Officer 2. Annual Performance Monitoring Report for 2021/2022 <i>Invited to attend:</i> Cllr David Hopkins – Cabinet Member for Corporate Services & Performance Richard Rowlands – Strategic Delivery & Performance Manager
<p>Meeting 3 8 Nov 2022 10am</p>	<ol style="list-style-type: none"> 1. Review of Revenue Reserves <i>Invited to attend:</i> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Ben Smith – Director of Finance / S.151 Officer 2. Annual Review of Performance 2021/2022 <i>Invited to attend:</i> Cllr David Hopkins – Cabinet Member for Corporate Services & Performance Richard Rowlands – Strategic Delivery & Performance Manager 3. Welsh Public Library Standards Annual Performance Report <i>Invited to attend:</i> Cllr Elliott King – Cabinet Member Equalities and Culture Karen Gibbins – Library Services Manager Karen Davies – Principal Librarian 4. Welsh Housing Quality Standards Annual Update <i>Invited to attend:</i> Cllr Andrea Lewis, Cabinet Member for Service Transformation Carol Morgan – Head of Housing and Public Health
<p>Meeting 4 6 Dec 2022 10am</p>	<ol style="list-style-type: none"> 1. Mid Term Budget Statement 2022/23 <i>Invited to attend:</i> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Ben Smith – Director of Finance / S.151 Officer 2. Quarter 1 2022/23 Performance Monitoring Report <i>Invited to attend:</i> Cllr David Hopkins – Cabinet Member for Corporate Services & Performance Richard Rowlands – Strategic Delivery & Performance Manager 3. Recycling and Landfill - Annual Performance Monitoring 2021/22 and Recycling of Business Waste Briefing <i>Invited to attend:</i> Cllr Cyril Anderson– Cabinet Member Community Services Chris Howell – Head of Waste Management and Parks Matthew Perkins – Group Leader, Waste

	<p>4. Audit Wales Report – “Making Equality Impact Assessments more than just a tick box exercise” <i>Invited to attend:</i> Cllr Elliot King - Cabinet Member Culture and Equalities Rhian Millar – Consultation Coordinator Lee Wenham – Head of Communications and Marketing</p>
<p>Meeting 5 17 Jan 2023 10am</p>	<p>1. Budget Proposals 2023/24 – 2026/27 <i>Invited to attend:</i> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Ben Smith – Director of Finance / S.151 Officer</p> <p>2. Q2 Revenue and Capital Budget Monitoring Report 2022/23 <i>Invited to attend:</i> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Ben Smith – Director of Finance / S.151 Officer</p> <p>3. Q2 Performance Monitoring Report 2022/23 <i>Invited to attend:</i> Cllr David Hopkins – Cabinet Member for Corporate Services & Performance Richard Rowlands – Strategic Delivery & Performance Manager</p> <p>4. Sustainable Swansea Update - Transformational delivery aspects <i>Invited to attend:</i> Cllr Andrea Lewis – Cabinet Member for Service Transformation Martin Nicholls – Chief Executive Sarah Lackenby – Head of Digital and Customer Services Marlyn Dickson – Strategic Change Programme Manager</p>
<p>Meeting 6 14 Feb 2023 10am</p>	<p>1. Annual Budget and Medium-Term Financial Plan: Pre-Decision Scrutiny <i>Invited to attend:</i> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Ben Smith – Director of Finance / S.151 Officer</p>
<p>Meeting 7 14 Mar 2023 10am</p>	<p>1. Q3 Revenue and Capital Budget Monitoring Report 2022/23 <i>Invited to attend:</i> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Ben Smith – Director of Finance / S.151 Officer</p> <p>2. Planning Annual Performance Report 2021/22 <i>Invited to attend:</i> Cllr David Hopkins – Cabinet Member for Cabinet Member for Corporate Services & Performance Phil Holmes – Head of Planning and City Regeneration Ian Davies - Development Conservation and Design Manager Tom Evans – Place making and Strategic Planning Manager</p> <p>3. Annual Complaints Report <i>Invited to attend:</i> Cllr Andrea Lewis - Cabinet Member for Service Transformation Sarah Lackenby – Head of Digital and Customer Services</p>
<p>Meeting 8 18 April 2023 10am</p>	<p>1. Q3 Performance Monitoring Report 2022/23 <i>Invited to attend:</i> Cllr David Hopkins - Cabinet Member for Corporate Services & Performance Richard Rowlands – Strategic Delivery & Performance Manager</p> <p>2. Annual Review of Well-being Objectives and Corporate Plan <i>Invited to attend:</i> Cllr Rob Stewart - Cabinet Member for Economy, Finance and Strategy Richard Rowlands – Strategic Delivery & Performance Manager</p>

<p>Meeting 9 9 May 2023 10am</p>	<p>1. Progress update on the Local Government Use of Data Action Plan (delayed due to pandemic impacts / diversion of resources) – tbc</p> <p>2. Welsh Language Standards Annual Report 2021/2022</p> <p><i>Invited to attend:</i> Cllr Elliott King – Cabinet Member Culture and Equalities Cllr Robert Smith – Cabinet Member for Education and Learning Lisa DeBenedictis - Standards Officer</p>
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