

CITY AND COUNTY OF SWANSEA

NOTICE OF MEETING

You are invited to attend a Meeting of the

CABINET

At: Council Chamber, Guildhall, Swansea

On: Thursday, 18 August 2016

Time: 4.00 pm

Chair: Councillor Rob Stewart

Membership:

Councillors: M C Child, W Evans, R Francis-Davies, J E C Harris, D H Hopkins, A S Lewis, C E Lloyd, J A Raynor and C Richards

The use of Welsh is welcomed. If you wish to use Welsh please inform us by noon on the working day before the meeting.

AGENDA

	Page No.
1. Apologies for Absence.	
2. Disclosures of Personal and Prejudicial Interests. www.swansea.gov.uk/disclosuresofinterests	
3. Minutes. To approve & sign the Minutes of the previous meeting(s) as a correct record.	1 - 6
4. Leader of the Council's Report(s).	
5. Public Questions.	
6. Councillors' Question Time.	
7. Pre-decision Scrutiny - Feedback on the Commissioning Review: Corporate Building and Property Services. Councillor C A Holley, Convenor of the Service Improvement and Finance Scrutiny Performance Panel will present feedback on pre-decision scrutiny.	
8. Corporate Building and Property Services Commissioning Review.	7 - 74
9. Revenue and Capital Budget Monitoring 1st Quarter 2016/17.	75 - 90

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| 10. Local Authority Governor Appointments. | 91 - 95 |
| 11. Childcare Sufficiency Assessment Refresh 2016. | 96 - 113 |
| 12. Exclusion of the Public. | 114 - 117 |
| 13. Corporate Building and Property Services Commissioning Review. | 118 - 129 |
| 14. Development of City Centre Sites, St David's Area North & South of Oystermouth Road. | 130 - 135 |

Next Meeting: Thursday, 15 September 2016 at 4.00 pm



Huw Evans
Head of Democratic Services
Wednesday, 10 August 2016

Contact: Democratic Services - Tel: (01792) 636923

CITY AND COUNTY OF SWANSEA

MINUTES OF THE CABINET

HELD AT COUNCIL CHAMBER, GUILDHALL, SWANSEA ON
THURSDAY, 21 JULY 2016 AT 4.00 PM

PRESENT: Councillor R C Stewart (Leader of the Council) Presided

Councillor(s)

M C Child

J E C Harris

C E Lloyd

Councillor(s)

W Evans

D H Hopkins

J A Raynor

Councillor(s)

R Francis-Davies

A S Lewis

C Richards

21. **APOLOGIES FOR ABSENCE.**

No apologies for absence were received.

22. **DISCLOSURES OF PERSONAL AND PREJUDICIAL INTERESTS.**

In accordance with the Code of Conduct adopted by the City and County of Swansea, the following interests were declared:

- 1) Councillors R Francis-Davies, C Richards and R C Stewart declared a Personal Interest in Minute 25 "Public Questions";
- 2) Councillor M C Child declared a Personal Interest in Minute 37 "Local Authority Governor Appointments".

23. **MINUTES.**

RESOLVED that the Minutes of the meeting(s) listed below be approved and signed as a correct record:

- 1) Cabinet held on 16 June 2016.

24. **LEADER OF THE COUNCIL'S REPORT(S).**

The Leader of the Council made no announcements.

25. **PUBLIC QUESTIONS.**

A number of questions were asked in relation to the following item(s) of the agenda:

- Item 7 "Cabinet Members Response to the Scrutiny of Gypsy Traveller Site Search Process – Final Report".

26. **COUNCILLORS' QUESTION TIME.**

Councillor R A Clay asked questions relating to Item 7 "Cabinet Members Response to the Scrutiny of Gypsy Traveller Site Search Process – Final Report".

The Leader of the Council responded.

27. **CABINET MEMBERS RESPONSE TO THE SCRUTINY OF GYPSY TRAVELLER SITE SEARCH PROCESS – FINAL REPORT.**

The Cabinet Member for Next Generation Services presented a report which outlined a response to the scrutiny recommendations and to present an action plan for agreement.

RESOLVED that:

- 1) The response as outlined in the report and related action plan be agreed.

28. **CAPITAL OUTTURN AND FINANCING 2015/16.**

The Cabinet Member for Finance and Strategy presented a report which detailed capital outturn and financing for the year ended 31 March 2016.

RESOLVED that:

- 1) The overall outturn position be noted and the net under spend of the approved budget of £30.555m be carried forward to 2016-2017.

29. **REVENUE FINANCIAL OUTTURN 2015/16.**

The Cabinet Member for Finance and Strategy presented a report which detailed the Revenue financial outturn for 2015-2016.

RESOLVED that:

- 1) The comments and variations in the report be noted;
- 2) The proposed reserve transfers detailed in Section 7.3 of the report be approved.

30. **REVENUE OUTTURN 2015/16 – HOUSING REVENUE ACCOUNT (HRA)**

The Cabinet Member for Finance and Strategy presented a report which detailed the City and County of Swansea's HRA outturn compared with the approved revenue budget for 2015-2016.

RESOLVED that the variations detailed in the report be noted.

31. **END OF YEAR 2015/16 PERFORMANCE MONITORING REPORT.**

The Cabinet Member for Transformation and Performance submitted a report which detailed the Corporate and Service Performance 2015-2017.

RESOLVED that Performance be reviewed to help inform executive decisions on resource allocation and, where relevant, corrective actions to manage and improve performance and efficiency in delivering local and national priorities.

32. **ESTABLISHMENT OF WESTERN BAY REGIONAL PARTNERSHIP BOARD AND UPDATE OF PROGRAMME OF WORK.**

The Cabinet Member for Adults and Vulnerable People submitted a report which sought to establish the Western Bay Regional Partnership Board.

RESOLVED that:

- 1) The Terms of Reference be considered and adopted and the establishment of the Western Bay Regional Partnership Board be supported;
- 2) The Chief Social Services Officer be delegated Authority in consultation with the Head of Legal and Democratic Services and the Section 151 Officer, to make such further amendments to the Terms of Reference as are deemed necessary and are agreed between the Partnership Bodies;
- 3) The position statement that provides a summary of the Western Bay programme of work be noted;
- 4) The nomination of Councillors M C Child, J E C Harris and R C Stewart as the three representatives of the City & County of Swansea on the Western Bay Regional Partnership Board be agreed;
- 5) The appointment of remaining non local authority and non LHB members of the Regional Partnership Board be delegated to the Members nominated in accordance with recommendation 3 of the report, in conjunction with representatives of the other Local Authorities and the Local Health Board, such appointment to be reported back to Cabinet.

33. **CORPORATE APPRENTICE AND TRAINEE STRATEGY.**

The Cabinet Member for Next Generation Services submitted a report which outlined the proposed Corporate Apprentice and Trainee strategy, along with the timeline for the project implementation.

RESOLVED that:

- 1) The key principles of the strategy be accepted and embedded across the Authority via the proposed action plan.

34. **CORPORATE ENERGY STRATEGY**

The Cabinet Member for Next Generation Services submitted a report which sought to agree scope and content of the Corporate Energy Strategy and to agree the action plan, recommendations and timescales for implementation.

RESOLVED that:

- 1) The key principles of the strategy be accepted and embedded across the Authority via the proposed action plan.

35. **2016 PLAY SUFFICIENCY ASSESSMENT.**

The Cabinet Member for Wellbeing and Healthy City submitted a report which sought to approve the 2016 Play Sufficiency Assessment including its key findings and associated Action Plan.

RESOLVED that:

- 1) The 2016 Play Sufficiency Assessment for Swansea and its associated Action Plan for implementation be approved.

36. **FPR7 AMENDMENT - WESTWAY ENHANCEMENT PROJECT, SWANSEA CITY CENTRE.**

The Cabinet Member for Enterprise, Development and Regeneration submitted a report which sought to approve the scheme and include the budget within the Capital Programme.

RESOLVED that:

- 1) The budget for the Westway Enhancement Project be increased from £1m to £1.592m.

37. **LOCAL AUTHORITY GOVERNOR APPOINTMENTS.**

The Cabinet Member for Education presented a report which sought approval of the nominations submitted to fill Local Authority (LA) Governor vacancies on School Governing Bodies.

RESOLVED that:

- 1) The following nominations be approved as recommended by the LA Governor Appointments Panel:

a)	Craig Cefn Parc Primary School	Mrs Cathy Vince
b)	Grange Primary School	Mr Stuart Lynch
c)	Pentre'r Graig Primary School	Mr Michael John Fuge
d)	Plasmarl Primary School	Mr Colin Goulding
e)	YGG Bryniago	Mr Lee Richards
f)	YGG Tirdeunaw	Mr Steffan Evans
g)	Birchgrove Comprehensive School	Mr Jordan Hill

38. **DISPOSAL OF SURPLUS LAND ON SCHOOL SITES - CLASE PRIMARY SCHOOL.**

The Cabinet Member for Education submitted a report which considered the response to the consultation carried out with Clase Governing Body on the proposed land sale.

RESOLVED that:

- 1) The site as indicated on plans attached being approximately 3.54 acres be declared as surplus to requirements,
- 2) Notice be served and the required consultation of communities and other interested parties, about the proposed disposal of land consisting, or forming part, of a playing field, be undertaken in accordance with The Playing Fields (Community Involvement in Disposal Decisions) (Wales) Regulations 2015;
- 3) If responses / objections to the proposed disposal are received, that a report is brought back to Cabinet to consider those responses / objections;
- 4) If no responses / objections are received that the Interim Director of Place be authorised to proceed to market the land identified for disposal and report back to Cabinet in due course upon completion of that exercise;
- 5) The incentive scheme be applied in accordance with the policy.

39. **EXCLUSION OF THE PUBLIC.**

Cabinet were requested to exclude the public from the meeting during consideration of the item(s) of business identified in the recommendations to the report(s) on the grounds that it / they involve the likely disclosure of exempt information as set out in the exclusion paragraph of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007 relevant to the items of business set out in the report(s).

Cabinet considered the Public Interest Test in deciding whether to exclude the public from the meeting for the item of business where the Public Interest Test was relevant as set out in the report.

RESOLVED that the public be excluded for the following item(s) of business.

(CLOSED SESSION)

40. **DISPOSAL OF SURPLUS LAND ON SCHOOL SITES - SITE VALUATIONS AND FINANCIAL DETAILS - CLASE PRIMARY SCHOOL.**

The Cabinet Member for Education submitted an information report which outlined the site valuation and financial information redacted from the report presented in the open part of the agenda.

41. **REVIEW OF THE COUNCIL'S NON OPERATIONAL PROPERTY INVESTMENT PORTFOLIO.**

The Cabinet Member for Transformation and Performance submitted a report which sought acceptance of the recommendations of independent review of the Council's non-operational property investments portfolio and to proceed with the setting up of an investment fund for future acquisitions.

RESOLVED that the recommendation(s) as set out in the report be approved.

The meeting ended at 5.05 pm

CHAIR

Published on 22 July 2016

Report of the Cabinet Member for Transformation and Performance

Cabinet – 18 August 2016

CORPORATE BUILDING AND PROPERTY SERVICES COMMISSIONING REVIEW

Purpose:	To outline the background of the CB&PS Commissioning Review, under the Commissioning Delivery Strand and to report on the findings and recommendations from the review.
Policy Framework:	<i>Sustainable Swansea – fit for the future</i>
Reason for Decision:	Approval is sought to proceed with implementation of the recommendations, including seeking alternative models of delivery, reduction or cessation of services
Consultation:	Legal, Finance, Access to Services.
Recommendation(s):	It is recommended that: 1) The key recommendations of the review are accepted and authority given to proceed with implementation, in line with the recommendations contained within the stage 4 report (Appendix A).
Report Author:	Martin Nicholls
Finance Officer:	Paul Roach
Legal Officer:	Debbie Smith
Access to Services Officer:	Phil Couch

1. BACKGROUND

- 1.1 As part of the Commissioning Delivery Strand, under Sustainable Swansea, all services were required to carry out Commissioning Reviews to identify their current and potential future performance in relation to what they do, how they do it and the cost involved ('value for money'), so the right services are provided in the right way to meet the needs of our customers.
- 1.2 The Commissioning Review process is completed in 4 stages:
- Stage 1 - Define Outcomes
 - Stage 2 – Service Assessment
 - Stage 3 – Comparison and Benchmarking
 - Stage 4 – Options Appraisal

In addition, there are 2 Gateways during the process, the first at the end of Stage 2 and the second at the end of Stage 4.

- 1.3 The Stage 4 report incorporating the Options Appraisal is found in **Appendix A**. This outlines the key findings and proposed way forward including recommendations to deliver the most viable future service option.

2. SCOPE OF REVIEW

The scope of services to be included within the CB&PS Commissioning review was set out in Stage 2 of the process and consisted of:

- Support Services
- Technical Services
- Strategic Estates & Facilities
- HRA & Non HRA Maintenance
- HRA & Non HRA Capital

Future outcomes identified and agreed at this stage were as follows:

- To provide and maintain a sustainable, affordable and quality property portfolio, 'Fit for the Future', enabling the council to deliver its corporate and other priorities.
- To provide and maintain quality, affordable social housing, ensuring that housing is safe and secure, that tenants thrive and the communities we serve prosper.
- To provide and maintain a sustainable educational portfolio to enable education to deliver their priorities, making a positive difference, with lasting benefits to pupil attainment.
- To maximise financial return for the commercial portfolio whilst considering alignment with financial objectives and corporate well-being.
- To offer additional, added value including employment and apprenticeship opportunities which contribute to the council's overall corporate objectives, transforming lives and strengthening the local economy.

3. FINDINGS OF STAGE 4 REVIEW

Following the options appraisal and consideration of different models of delivery, it has been determined that the most suitable way forward would be as follows:

3.1 Cluster 1 – Corporate Building Services

The Preferred Delivery Model for Corporate Building Services was Transformed in-house, the main reasons for this were as follows:

- High performing and cost effective service
- Retains flexibility and control
- Avoids lengthy and costly change process
- Potential local government reorganisation
- Keeps future options open post LGR
- Local employment and apprenticeships
- Management team already reduced by 50%
- Has potential to generate more income
- Doesn't duplicate delivery of management costs

3.2 Cluster 2 – Corporate Property Services

The Preferred Delivery Model for Corporate Property Services was also Transformed in-house, the main reasons for this were as follows:

- High performance
- High levels of local knowledge and experience
- Teams already reduced
- Potential local government reorganisation
- Keeps future options open post LGR
- Local employment and apprenticeships

4. EQUALITY AND ENGAGEMENT IMPLICATIONS

EIA screening has been completed and the initiatives arising within the review are not relevant at this stage for a full EIA report.

As plans for the initiatives develop, any changes to current services will be assessed to, where possible, minimise and/or mitigate effects on any members of protected groups who might otherwise be disproportionately affected. Proposals will be widely publicised, particularly to those affected, prior to changes being introduced.

5. HR IMPLICATIONS

On the assumption that the In house delivery is increased to circa 70% of the overall work programme, this would result in indicative employment opportunities of approx. 50 FTE's, plus additional apprentices. Any new jobs would be dealt with in accordance with normal Council policies and procedures.

6. FINANCIAL IMPLICATIONS

6.1 Although many of the specifics are difficult or impossible to validate at this stage, a breakdown of the indicative assessment of financial savings can be found within section 8.1 of the Commissioning Review (**Appendix A**).

However, in the first instance, the following is a reasonable assumption of what can be achieved year on year for the next three years.

	Additional savings	Cumulative Total
2016-17	£600,000	£600,000
2017-18	£400,000	£1,000,000
2018-19	£400,000	£1,400,000

Savings are against the Base budget for 14/15 and the above figures exclude any potential savings that can be derived from the reduction in the number of assets that the authority maintains. Until decisions are made on a case by case basis it is impossible to include any assumptions within the budget savings targets. However, it is not unreasonable to assume that additional savings could be made via this process.

If the recommendations are approved a 50% reduction would be achieved on behalf of CB&PS. However, the following should be noted:

- In addition to the general fund savings shown above, the actions listed in the report in relation to Housing activity would also result in a significant benefit to the HRA account.
- Furthermore there are significant non-financial benefits to the wider outcomes contained within section 2 including the impact on local employment, apprenticeships and local supply chain.
- It is recommended that going forward both clusters and in essence the whole of CB&PS is delivered through an integrated and transformed in house model.
- If CMT and members are satisfied that the direction of travel of a transformed in house model is acceptable then further work will be required to establish a 'core work' threshold.
 - Currently 60:40 (Internal:External)
 - Propose move to at least a 70:30 (Int:Ext) (Increase in T/O of £5m).
- New work would be prioritised where it is most cost effective (Table in 4.5) and sustainable beyond 2020.
- A further review will also be required to align a number of key actions and interdependencies such as:
 - Delivery of More Homes Pilot Project with first properties being completed by the end of March 2017
 - Clarity of LGR
 - Implementation of transformation
 - Future model of delivery for wider council services (Social Services, Culture and Tourism).

7. LEGAL IMPLICATIONS

The requirement for the Council to comply with a range of statutory provisions in services provided by CB&PS is clearly set out in the commissioning review report. The proposed preferred option for future service delivery incorporates the need to ensure continued compliance with the relevant legislation.

As no alternative delivery model is proposed, there are no specific additional legal implications relating to revised delivery options.

Background Papers: None

Appendix A – CB&PS Commissioning Review together with Appendices A, B, D, G, H & I of that review report.

Appendices C, E and F are exempt from publication by virtue of paragraph 14 of Schedule 12 A of the Local Government Act 1972.”



Commissioning Review Option Appraisal Report Corporate Building & Property Services July 26th 2016

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7. Preferred Delivery Models
8. Opportunities & Benefits
9. Conclusions & Recommendations
10. HR Implications
11. Legal Implications
12. Equality Impact Assessment
13. Implementation

1.0 PURPOSE OF REPORT

- 1.1** This report has been produced following the approval by BPRG at Gateway 2 to proceed onto Stages 3&4 of the Commissioning Review process. Its purpose is to inform CMT and BPRG of progress and to seek support on the approach and recommendations to deliver the most viable future service option.
- 1.2** If support is provided, the next phase is to take the proposals to Scrutiny on 15th August and Cabinet on the 18th August 2016.

2.0 THE REVIEW SO FAR

2.1 Scope

The scope of services to be included within the Corporate Building & Property Services Commissioning review was set out in Stage 2 of the process and consisted of:-

- Support Services
- Technical Services
- Strategic Estates & Facilities
- HRA & Non HRA Maintenance
- HRA & Non HRA Capital

2.2 Outcomes

The future outcomes identified and approved at Stage 2 consist of:-

1. To provide and maintain a sustainable, affordable and quality property portfolio, 'Fit for the Future', enabling the council to deliver its corporate and other priorities.
2. To provide and maintain quality, affordable social housing, ensuring that housing is safe and secure, that tenants thrive and the communities we serve prosper.
3. To provide and maintain a sustainable educational portfolio to enable education to deliver their priorities, making a positive difference, with lasting benefits to pupil attainment.
4. To maximise financial return for the commercial portfolio whilst considering alignment with financial objectives and corporate well-being.
5. To offer additional, added value including employment and apprenticeship opportunities which contribute to the council's overall corporate objectives, transforming lives and strengthening the local economy.

2.3 Emerging Key Issues From Stage 2

The emerging key issues identified at Stage 2 of the review were:-

- Staff reductions may restrict the ability of CB&PS to meet future workloads.
- The risk attached to growing the business beyond the completion of WHQS in 2020.
- The expansion of the 'More Homes' Project
- The service largely delivers on the priorities of other parts of the council and is primarily but not exclusively dependent upon policy decisions taken by Council and Cabinet. E.g. interdependency with housing revenue account, 21st Century Schools.
- The impact of the councils wider change programme and other service commissioning reviews.

3.0 STAGE 3 -SERVICE REVIEW

Due to the interdependencies required for the proposed service changes to be effective, it was decided that the services be grouped in to clusters for consideration. The clusters being:-

CLUSTER 1 – BUILDING SERVICES

CLUSTER 2 – PROPERTY SERVICES

Each service was reviewed in terms of:-

- What it currently provides.
- Good practice identified.
- Service changes proposed

3.1 CLUSTER 1 – BUILDING SERVICES

3.1.1 The Service is a Hybrid set up with 60% of its workload carried out by the In House sections and 40% carried out by external contractors but is still managed by the In House Technical and Operational services. The service consists of:

- An operational provision based at the Heol y Gors Depot.
- Four departments including:
 1. Technical Services
 2. Support Services
 3. HRA & Non HRA Maintenance
 4. HRA & Non HRA Capital

3.1.2 Good Practice Identified:

- Lean Management Structure (70 managers/supervisors in 2012 to 39 in 2016)
- High customer satisfaction levels
- Benchmarking comparable, if not better than competitors
- Robust Apprentice Programme in place for last 13 years, recruiting approximately 150 individuals.
- High accreditation in field of Waste and Sustainability

3.2 CLUSTER 2 – PROPERTY SERVICES

3.2.1 The service consists of:-

- One provision based within the Civic Centre
- Three departments including:
 1. Estate Management
 2. Asset Management
 3. Facilities Management

3.2.2 Good Practice Identified

- Lean Management Structure (12 managers/supervisors in 2012 to 7 in 2016)
- High customer satisfaction levels
- Benchmarking comparable if not better than competitors

3.2.3 Proposed Service Changes

Following the successful merger of the Estates, Facilities and Asset Management Sections there has been considerable ongoing organic change to the service to ensure that peaks and troughs to the various elements of the property services unit can be met.

The intention was, to support the Commissioning process and in conjunction with a very clear understanding that there will have to be a reduction in the level of service provided, that a number of ER/VR requests are supported, subject to there being the creation of a number of lower grade posts, (including apprenticeships) to enable the realignment and prioritisation of work to be undertaken.

This is still being costed dependent upon the additional ER/VR business case requirements, but the likelihood is that significant staff savings can be made as a result.

It is, however, to be clear that there will have to be an intensification of the current commercial approach which will necessitate the fact that low value/nil value work that is often expected due to a political input will not be able to be completed.

3.3 Main Risks

The main risks highlighted during the review are noted as:

- A potential further reduction in staff following the Senior Staff Review may restrict the ability of CB&PS to meet increased workload demands, thereby reducing our ability to make savings.
- The ability to retain staff given the upturn in construction industry is of concern.
- The capability to attract appropriately qualified staff in certain areas within the current Authority pay model is already proving challenging.
- The shift in workload/turnover into the HRA Budget restricts the amount of savings that can be generated in the General Fund.
- It will be risky to grow the operational service and maintain it beyond the completion of the WHQS in 2020.
- The potential savings through the commissioning process may be duplicated in other Sustainable Swansea strands.
- The above noted interdependencies.
- The service largely delivers on the priorities of other parts of the council, as such the maintenance and improvement of the housing stock and the operational portfolio is primarily but not exclusively dependent upon policy decisions taken by Cabinet and Council. E.g. The Culture and Leisure commissioning review – the reduction of assets would have a significant impact.
- Whilst Sustainable Swansea is primarily focused on revenue budgets there is a clear interdependency with the Councils capital budget and grant funded streams such as 21st Century Schools. As such any reduction in these budgets would have a consequential effect on asset condition, the resources required, the net trading position and the services provided by the wider Council.
- The balance between revenue income and capital receipts creates a potential risk around the net cost of the service.

4.0 STAGE 3 – SERVICE COMPARISON

As part of the review process a service comparison stage has been completed to compare the current service model, output and performance with others.

4.1 Key Findings and Summary

4.11 Performance

CLUSTER 1 – BUILDING SERVICES

CB&PS are proud to have been recognised in many National awards over recent years. In 2015 CB&PS was a finalist for the APSE ‘Council of the Year’ award (Improving on the

2013 finalist for 'Best and Most Improved Performer' award), and won both the APSE 'Waste & Sustainability' and 'Best Refurbishment Project' awards. The strong apprentice programme has placed a finalist in the APSE 'Craft Apprentice' category for 2015 and the latest two Silver awards were received from iESE in the 'Waste and Sustainability' and 'Workforce Development Strategy' categories in March 2016. Significant improvements have been made within the service area and the awards reflect part of this success.

See **Appendix A** for a complete list of achievements, 2009-current.

CB&PS is an active member of APSE (Association for Public Service Excellence) and reports annually on a breadth of PI's. APSE publishes 'family' reports so that authorities can compare performance against similar types of services. The most recent report of 2014-15 includes a mixture of ALMO service units, contracted out services, but with the majority being similar In-House provisions to that of CB&PS

In 2014-15, CB&PS were ranked in the top quartile for the percentage of appointments kept, the number of gas safety checks completed, productive labour costs as a percentage of total labour costs and central establishment charges as a percentage of total expenditure.

The report also notes that of the family group, CB&PS had the greatest number of apprentices by an additional 36% (42), with two councils not featuring any.

See **Appendix B** for further details, APSE Building Maintenance Performance Report 14-15.

A commissioned national research report delivered by a private consultant partnering with APSE in 2015 identified CB&PS's 'successful journey of change with the aim of improving productivity'. This report reinforces CB&PS's commitment to managing performance effectively whilst moving from bonus related pay to salaries for the operational workforce in 2013.

CLUSTER 2 – PROPERTY SERVICES

Over the last year Property Services has delivered on:

- Successful marketing of major assets for disposal during 16/17 including Penllergaer Civic Centre, former Danycoed Training Centre, Cwmbwrla Primary.
- Debt levels below 6% achieving significant improvement on set performance targets.
- Successful completion of major accommodation (circa 450 staff) moves including the relocation of the joint Social Services/Health Intake Team.

Successful reallocation of (1,070) parking permits to meet the business needs of the City and County of Swansea. Successful implementation of cleaning commissioning review.

A recent report by Jones Lang La Salle commissioned out of the Transformation Fund to add some strategic input to the future strategy for holding investment portfolio, supports the Transformed In-House model:

1 "We have examined the current arrangements for estate management within the Council and consider that a centralised property service model run by the Strategic Estates Team offers a professional approach, which is well organised, and in line with property industry best practice guidelines".

2. *“We have been advised of the various reviews that have been undertaken and implemented by the Strategic Estates Team and we acknowledge that this is an appropriate approach and reflects Best Practice”.*

3 *“Due to the complex nature of the estate we recommend that the management of the Investment Portfolio remains within the Council’s Strategic Estates Team in order to capitalise on their local knowledge and experience. This is particularly important during the initial rationalisation phase”.*

4.4 Business Models

CLUSTER 1 – BUILDING SERVICES

In general, comparison work undertaken for the commissioning review has explored a variety of UK council set ups including the current APSE ‘Building Maintenance Best Performer for 2015 – Falkirk Council and the winner of the ‘Building Maintenance Most Improved Performer’ A1 Housing – an ALMO linked to Bassetlaw District Council. CB&PS are performing comparably to both operations.

See **Appendix B** for further details, APSE Building Maintenance Performance Report 14-15.

It is clear from the comparison piece that no two councils are alike, most have different sized property portfolios, some are in-house transformed services, some ALMO’s such as Nottingham City Homes and A1 Housing. Some are contracted out e.g. Birmingham City Council and Hull City Council who both contract out all maintenance works.

CLUSTER 2 – PROPERTY SERVICES

A piece of review work was recently commissioned in order to determine whether an ‘in-house’ delivery model for Estates Managements purposes delivers the best value for money, whilst maintaining a quality service.

In summary a review of 7 local agencies plus national consultancy firms revealed that although services are available on the open market, it is evident that the vast majority of firms are too small and of specialist nature to manage the councils investment portfolio. Some of the larger national firms would be capable of tendering for such work although this would likely be managed from a satellite office in Cardiff or Bristol which could cause problems at a local level – for both tenants, the councils client side role and regeneration planning and awareness.

The briefing note is attached as **Appendix C**

All the councils reviewed appeared to have in-house Estates Management departments, with only one (Caerphilly) utilising external sourcing to supplement their internal offering. Bristol is working in partnership with Bath, North Somerset and South Gloucester Councils to deliver a commercial property portal.

For a full overall Council Comparison Sheet see **Appendix D**

4.5 Benchmarking

4.5.1 CLUSTER 1 – BUILDING SERVICES

Detailed benchmarking analysis has been carried out on the main work areas undertaken by CB+PS and is summarised below. The benchmarking process was carried out using a

combination of obtaining comparable quotations using Sell to Wales, using existing Contractor Framework rates and the Authorities Work of Adaption Contractor Schedule of Rates to compare with CB&PS rates. However, as this information is used for tendering purposes, it is inappropriate to release this into the public domain.

There are some work areas that the service is unable to currently compete competitively within the External market place (i.e. PAT Testing, Kitchen & Bathrooms and Painting) and it would be the intention to procure these works through external contractors whilst still managing the process and budgets.

Operational Work Areas – Benchmarking Summary:

Work Area	Benchmarking
Minor Capital Works	Average 10% below External Contractor
Enveloping Works	Average 3% below External Contractor
RPP & Painting Works	Average 22% below External Contractor
Retaining Walls	Average 12% below External Contractor
Fencing & Welding Works	Average 11% below External Contractor
Electrical Works	Average 2% below External Contractor
Mechanical Works	Average 5% below External Contractor
Voids Works	Average 10% below External Contractor
Works of Adaptations	Average 3% below External Contractor
Servicing Works	Average 19% below External Contractor
Legionella Testing Works	Average 6% below External Contractor

The benchmarking clearly indicates that CB+PS are value for money compared to the External market in all the works areas analysed.

Benchmarking analysis has also been carried out on our Technical Consultancy function and is summarised below. The table shows comparisons with private sector rates obtained through a regional procurement across the south west wales authorities which are currently in place.

CB&PS Technical Function Teams Fee Rate WORK TYPE	CB+PS	Regional Consultancy Framework
Housing Capital Works (Up to £1m) - External Contractor	6%	9.85%
Housing Capital Works (Up to £1m) - Internal Contractor	4%	9.85%
Housing Capital K+B Schemes (Up to £1m) - Internal Contractor	6.5%	9.85%
Public Buildings/Education Works Single Discipline (Up to £500k) - External Contractor	9.75%	10.56%
Public Buildings/Education Works Single Discipline (Up to £500k) - Internal Contractor	9.25%	10.56%
Public Buildings/Education Works Single Discipline (£500k - £1m) - External Contractor	7.25%	9.51%
Public Buildings/Education Works Single Discipline (£500k - £1m) - Internal Contractor	6.75%	9.51%
Public Buildings/Education Works Multi Discipline (Up to £500k) - External Contractor	12.50%	17.57%
Public Buildings/Education Works Multi Discipline (Up to £500k) - Internal Contractor	12%	17.57%

Public Buildings/Education Works Multi Discipline (£500k - £1m) - External Contractor	10%	13.11%
Public Buildings/Education Works Multi Discipline (£500k - £1m) - Internal Contractor	9.5%	13.11%

The benchmarking clearly indicates that the Technical Consultancy team proved best value when compared to the external market.

In addition to the savings above there are also additional savings accrued if both the design and works are carried out “in house” due to the savings in terms of procurements and duplicate site management costs in managing an external contractor. This can amount to anything between 2% and 6% additional savings.

The % savings above will provide surplus budget in both the General Fund and HRA budgets to allow more works to be completed within the existing annual budgets.

The In House provision figure includes departmental and central establishment costs attributed to Corporate Building & Property Services and cover the costs of our apprenticeship policy.

Should this work be outsourced to an External source some of the above mentioned costs i.e. central establishment costs will still need to be recovered by the Authority over and above any charges from the External source?

Full details of the benchmarking exercise can be made available.

4.5.2 CLUSTER 2 – PROPERTY SERVICES

Property Services has commissioned a benchmarking project reviewing other authorities:

Review of comparator fees:

Blaenau-Gwent- Fees subject to officer discretion & are a minimum.

Neath Port Talbot – No fixed fee structure in place to allow for flexibility. Fees payable whether proceeds or not.

Cardiff – details of fees charged for Acquisitions detailed in **Appendix F**.

Bridgend – Currently looking to restructure their fees.

Swansea – Details of fees charged for residential properties detailed in **Appendix F**.

Merthyr Tydfil – All fees to be based on individual circumstances.

Rhondda Cynon Taf – Full Breakdown of sliding scale detailed in **Appendix F**.

Torfaen – Fees are minimum and subject to uplift depending on complexities / delay etc.

The provision of the property services function across the Estates and the Asset Management Teams is primarily delivered in house, but there is an element of mixed economy in that at times either a validation by an independent third party is or there is a need to fill a resource gap, either through capacity or specialist experience, external consultants have been engaged.

At the same time and in order to capture the amount being spend on specific tasks within the Property Services Unit an element of sample time recordings are undertaken to establish time and cost spent on activities.

What was then undertaken was a very simple analysis in terms of equivalent cost of time spent on core tasks such as rent reviews, lease renewals, rent collection and general estate

management. This roughly equates to a third of the FTE activity of the Strategic Estates Division.

By applying the appropriate market rate as identified to the specific tasks of; rent collection, simple estate management (i.e. not all estate management activities) rent reviews, lease renewals and valuations this would equate to a broad comparable cost in the market of £830,000 which when compared to Strategic Estates Division staffing costs, the actual equivalent cost is circa £327,000. This represents a saving of 60% on private sector costs.

Furthermore, what isn't included in this rough estimate of cost are activities such as management and maintenance of the Land Property Terrier base, property advice to service departments, strategic asset management, general non-chargeable enquiries, disposals, corporate function and the very clear client function that would be required. If this was to be included the cost of provision of the service by the private sector would be considerably in excess of the current provision of service within the Strategic Estates Division of £982,000 total cost.

Also, when comparing hourly rate recharge at a minimum of £86.00 per hour as is the lowest rate identified in the private sector, the in-house provision equivalent cost of £45.00 is half the cost of the private sector.

Additionally, the fact that the Property Team recovers maximum costs wherever possible can be seen to be comparable if not in excess of many other Local Authorities in Wales demonstrating a very efficient commercial approach.

With regards to the Facilities/Accommodation element of Property Services, it is possible to identify direct comparable costs for straightforward functions, such as security, however the function of the Facilities Team that covers this element is more than basic security function, it includes caretaking, customer contact, fire risk management, etc. Therefore a broad direct comparison is not possible and no doubt a multifunctional comparison would be difficult to source and considerably more costly.

The integration of Strategic and operational element of Facilities/Accommodation is again something that it would be difficult, if not impossible, to identify as a direct like for like due to the very specific nature of the function and the specific knowledge required to manage a very diverse client group that exists with a Local Authority operation.

See **Appendix E** for External Consultants & **Appendix F** for Local Authority comparisons.

4.6 Financial

4.6.1 CLUSTER 1 – BUILDING SERVICES

i) Budgets

CB+PS currently manage and control three budget areas as detailed below:

a. Corporate Building Services Budget. This Budget covers the following Cost Centres:

55001	Corporate Building Trading Account	£825,500
55032	Property Maintenance Group	(£16,850)
55101	Property Capital Group	(£74,950)
55106	Facilities Building Maintenance Group	£787,100
55121	Property Preventative Maintenance	£3,485,900
	Total Budget	£5,006,700

b. Facilities Budget. This Budget covers the following Cost Centres:

56002	County Hall	£2,255,200
56003	Penllergaer Offices	£386,400
56004	Guildhall	£356,100
56006	Mansion House	£22,500
56008	Oldway Centre	£374,900
56009	Energy Management	£119,000
56010	Carbon Reduction Commitment	£365,000
56011	Corporate Mail Room	£157,700
56012	Public Clocks	£10,500
56013	Accommodation Strategy	(£126,500)
56014	Corporate Cleaning	£517,600
		Total Budget £4,438,400

c. Estates Budget. This Budget covers the following Cost Centres:

56051	City Centre	(£1,039,600)
56052	Corporate Properties	(£584,100)
56053	Lower Swansea Valley	(£1,644,900)
56054	Maritime Quarter	(£228,600)
56057	Quadrant	(£1,217,000)
56058	Strategic Estates	£982,250
56059	Workshops	(£319,950)
56060	Surplus Properties	£86,900
		Total Budget (£3,965,000)

Total CB&PS Annual Budgets £5,480,100

ii) Income

In addition to managing the above budgets, CB+PS generates its total income against the budgets above and the following budget streams:

a. Corporate Building Services Income *

55001	Corporate Building Trading Account	£33,000,000
55031	Schools SLA Budget	£935,000
55032	Property Maintenance Group Fees	£1,500,000
55101	Property Capital Group Fee's	£1,000,000
55106	Facilities Building Maintenance Group	£450,000
		Total Income £36,885,000

* Examples include: Revenue budget as referred to in section 3.14 above, School's SLA Budget Income, HRA Revenue Budget Income, HRA Capital Budget Income, WG QED & Flying Start Budget Income, other CCS Department Budgets & External Grants Income.

b. Facilities Income

56002	County Hall	£55,000
56004	Guildhall	£180,000
56014	Corporate Cleaning	£57,000
		Total Income £292,000

c. Estates Income

56051	City Centre	£1,039,600
56052	Corporate Properties	£650,000
56053	Lower Swansea Valley	£1,750,000

56054	Maritime Quarter	£228,600
56057	Quadrant	£1,217,000
56058	Strategic Estates	£240,000
56059	Workshops	£360,000
		Total Income £5,485,200

d. HRA Capital Fee Income

	HRA Capital Fee Income	£1,175,000
		Total Income £1,175,000

Total CB&PS Annual Income £43,837,200 (Actual for 2015-16)

A further £35m+ turnover within the HRA Capital budget and the Education QED programme is managed by our Capital/PM design sections. This gives a current total annual turnover spend that is managed by CB+PS of approx. £80m.

The turnover of £43.8m for 2015/16 represents an increase of turnover of 10% over the last three years.

Turnover is likely to increase for 2016/17 and the coming years with the substantial increase in the HRA Capital budget to ensure WHQS is met by 2020 together with CB+PS involvement in the More Homes pilot schemes.

The Housing Capital Budget for 2016/17 has increased 22.5% to £61m and will further increase annually until 2020 when WHQS is achieved. The current split of the annual turnover is approx. 60% by In House provision and 40% by External Contractors.

4.6.2 CLUSTER 2 – PROPERTY SERVICES

Examples of financial performance include:

- Capital Receipts - £5.5M achieved including individual Elba Estates freeholds
- £5.3M rental income received in excess of budgeted targets through significant additional income for new lettings, rent reviews, lease renewals over and above expected targets.
- Increased occupancy of accommodation by 5.8% in excess of targets.
- Circa £100,000 increased income by way of enhanced commercial approach through full cost recovery and the letting of two commercial cleaning contracts.
- Circa £373,000 resourced through the successful appeal of rating assessments.

Plus of course the ongoing settlement of rent review, lease renewals, new licences, lettings, tenant's consents, fire risk assessments, minor accommodation changes, security and caretaking support, thousands of asset valuations, insurance valuations, trespass claims, site indemnity agreements, etc.

4.7 Customer Satisfaction and Stakeholder Engagement

4.7.1 CLUSTER 1 – BUILDING SERVICES

- 92% of Housing customers in 2015 said they were satisfied with the work carried out by the day to day maintenance department.
- Technical Services customer survey reveals 100% of clients believe performance, value for money and customer services are either 'good' or 'excellent'.
- Public Building and Education clients have scored the Capital Department at 96%+ over the last two years for overall satisfaction of the service provision.

- The number of justified complaints whilst very low has still reduced significantly in the last year from 29 in 2014-15 to just 12 in 2015-16.
- The council attend regular tenant forum meetings, at which CB&PS are normally represented.
- Consultation is also undertaken via the Open House Magazine.
- Head Teacher Education Forums also take place.

4.7.2 CLUSTER 2 – PROPERTY SERVICES

- 100% of the Strategic Estates customers scored the standard of service as either 'excellent' or 'good', and also the individual services on offer e.g. landownership queries, general property advice, security response and accommodation queries.
- The Facilities Management team have conducted a more specific survey regarding accommodation moves and feedback has shown 86% of their customers have thought the service 'very good'.
- It is difficult to have direct stakeholder engagement with contractual stakeholders, but there is regular engagement with public sector partners and direct clients through the Local Property Board and Asset Management Group, Accommodation Working Group, Community Council Forum and structured member engagement.

4.8 Conclusion

The Authority provides cost effective, high performing Corporate Building and Property Services.

5.0 STAGE 4 – SERVICE DELIVERY OPTIONS APPRAISAL

5.1 CLUSTER 1 – BUILDING SERVICES

As part of the review process an options appraisal stage has been completed. Consideration was given to three delivery options available to provide the services under the scope of the review.

All options were considered with two models being discounted prior to scoring:

- a) Community transfer – This was discounted as it would not be a suitable model for the whole of Building and Property Services, but may well apply to individual assets transferred as part of the wider commissioning reviews. E.g. Culture and Leisure
- b) Collaboration/Partnership - Existing collaboration exists where the activity is best delivered by that route at National and local levels. Examples include the sharing of technical resources with technical partners, the creation of regional frameworks for construction and technical services and wider use of procurement frameworks such as NPS

As such it was determined that the options to be considered and evaluated to provide the services under review would be:

Option 1 Transform in House (Hybrid).

This model would maintain direct provision of the services (Mixed model already in place), but seek to make savings, maximise income and develop service improvements through the more efficient and flexible use of resources, improved technology (Please note this could include some element of stopping/reducing services). It would also look to increase the In House provision. For example an increase of approx.10% would amend the split of works between In house and external to 70:30(this increase takes into consideration the implications post 2020 when WHQS will have been achieved and the new demand of the proposed Band B works that will emanate from The QEd programme).

Option 2 Outsource to Private Sector

This model would require the procurement of one or more external organisations to deliver the services under consideration and would be considered as part of a 'Hybrid' model of delivery, where services are delivered through a combination of in-house, partnership and contractual arrangements. Compliance with the European public procurement regime would require European wide competitive tendering.

Option 3 Set up a new company to run the organisation

There are little benefits in terms of the overall service in this model and it would be best suited to more "commercial projects" such as 'More Homes', but requires thought on the longevity of the initiative – It is likely that for this example this only is best considered following the completion of the current pilot project.

5.2 CLUSTER 2 – PROPERTY SERVICES

Consideration was given to three delivery options available to provide the services under the scope of the review.

All options were considered with two models being discounted prior to scoring:

- a) Community transfer – This was discounted as it would not be a suitable model for the whole of Building and Property Services, but may well apply to individual assets transferred as part of the wider commissioning reviews. E.g. Culture and Leisure
- b) Collaboration/Partnership - Existing collaboration exists where the activity is best delivered by that route at National and local levels.

As such it was determined that the options to be considered and evaluated to provide the services under review within this process would be:

Option 1 Transform in House.

This model would maintain direct provision of the services, but seek to make savings, maximise income and develop service improvements through the more efficient and flexible use of resources, improved technology (Please note this could include some element of stopping/reducing services).

Option 2 Outsource to Private Sector

This model would require the procurement of one or more external organisations to deliver the services under consideration and would be considered as part of a 'Hybrid' model of delivery, where services are delivered through a combination of in-house, partnership and contractual arrangements. Compliance with the European public procurement regime would require European wide competitive tendering.

Option 3 New Company or Partnership

This model would require, in the case of a joint venture with a private company, full compliance with European public procurement regime. In the case of a joint venture with another local Authority, it would require agreement on behalf of both parties for a long term plan for the provision of Property Services.

- 5.3** An Options Appraisal workshop attended by a cross section of CB&PS stakeholders was held at the Civic Centre on Thursday 30th June 2016 to consider different delivery models available for the previously describe clusters.

The service delivery options detailed above were scored and evaluated based on the following criteria:

- Service Outcomes.

- Fit with Council Priorities.
- Financial Impact.
- Sustainability and Viability.
- Deliverability.

Key perceived benefits of each option are shown below.

CLUSTER 1 – BUILDING SERVICES Summary:

	Transform In House	Private Provider	Set Up A new Company
Service Outcomes	4	2.2	2
Fit with Council Priorities	4.3	2.3	3.1
Financial Impact	4.1	1.6	2.6
Sustainability/Viability	3.8	3.3	3.8
Deliverability	4.7	3.6	3.8
Total Average Score	4.2	2.6	3.1

Score Findings:

- **Transform In House - Average Score 4.2** (4 or 5 = Meets Criteria. Major Improvement likely. Potential for substantial advantages.)
- **Externalise – Average Score 2.6** (2 or 3 = Partially meets the Criteria. Some improvements. Potential advantages outweigh potential disadvantages.)
- **Set Up New Company – Average Score 3.1** (2 or 3 = Partially meets the Criteria. Some improvements. Potential advantages outweigh potential disadvantages.)

CLUSTER 2 – PROPERTY SERVICES Summary:

	Transform In House	Private Provider	Set Up A new Company
Service Outcomes	4.3	2.2	4
Fit with Council Priorities	5	3	4
Financial Impact	4.6	1.8	4
Sustainability/Viability	4.3	3.7	3.3
Deliverability	5	2.7	3.3
Total Average Score	4.6	2.7	3.7

Score Findings:

- **Transform In House - Average Score 4.6** (4 or 5 = Meets Criteria. Major Improvement likely. Potential for substantial advantages.)
- **Externalise – Average Score 2.7** (2 or 3 = Partially meets the Criteria. Some improvements. Potential advantages outweigh potential disadvantages.)
- **Set Up New Company – Average Score 3.7** (Sits between Meets and Partially meets criteria as described above)

A full scoring matrix of each model outlined below can be found in **Appendices G & H**

The information below shows the Stage 4 workshop discussions on how the respective scores for each were determined.

Option 1 - Transform In House	
Advantages	Disadvantages
<ul style="list-style-type: none"> • Already a very efficient, high performing service. Benchmarking demonstrates Hybrid working well. • Greater local control/accountability (Members and Officers) • Greater flexibility- an ability to adapt to changes in legislation, service needs and markets. • Excellent skills and experience. • No requirement to make a profit. • Local employment (Poverty Agenda) • Assist the Authority in meeting its objectives. • Retains flexibility of options for potential local government reorganisation. • Low risk option. • Option to manoeuvre ratio of current 60:40 to take on more internal works. • Apprenticeship programme can continue. • Greater commitment to Corporate Priorities and ownership of business outcomes. • Tax/legal easier 	<ul style="list-style-type: none"> • Perceived reduced ability to innovate and provide value for money. • Change management, particularly Terms and Conditions and operational practices can be slow to introduce. • Lack of technological Investment • Corporate budget cuts impacting on service area performance, eg less legal support, HR support etc.
Option 2 - Outsourcing to Private Sector	
Advantages	Disadvantages
<ul style="list-style-type: none"> • Inject new investment without the need for the Authority to invest up-front. • Introduction of new ways of working and innovation. • Removal of perceived red tape and cost of bureaucracy. 	<ul style="list-style-type: none"> • Loss of local control and flexibility to change. • Loss of expertise leads to reliance on contractor. • Difficult to bring back in-house in the future. • Contractual issues, including service changes lead to increased costs over contract price. • Potential loss of local employment. • Contract/procurement costs. • Need to set up a client function. • Poor timing bearing in mind uncertainty of local government reorganisation. • Culture of money making as opposed to social conscience of CCS
Option 3 – Set up a New Company/Joint Venture	
Advantages	Disadvantages
<ul style="list-style-type: none"> • Possibility to reduce overall management costs. • More flexible to change • Could enable economies of scale to be achieved • Platform to encourage more income 	<ul style="list-style-type: none"> • Poor timing bearing in mind uncertainty of local government reorganisation. • Different methods of existing service delivery. • Needs a partner who wants to undertake preferred Joint Venture approach. • Teckal Company could only trade at 20% of

generation/commercialism beyond Public sector. • May suit at a future date for some aspects of the service	turnover externally • Initial outlay of set-up could be <£500k. • Knock on effect on wider corporate services
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6.0 **KEY ISSUES GOING FORWARD**

6.1 **Key factors that need to be considered.**

Whilst undertaking the comparison piece it has become clear that other Councils decisions to move away from an in-house model of delivery for some of its services may have been driven by wanting a more commercial development strategy – using new sources of revenue to support continuation and improvement of local services.

More recently however, some have opted to bring services back in-house where failings have been associated with legal wrangling's, longevity of projects, value of model once government funding has ceased. (Guardian 11.6.12).

APSE (News Direct Article Jan/Feb 2016 pg 11) suggests that a cultural shift may be needed if a trading company were to be formed and suggests that (remaining in house) utilising improved internal charging powers can be as highly effective and a simpler strategy in comparison – and without the delays that new structural models often involve.

In view of a growing housing revenue account, the growth potential of the 'More Homes' project and the additional existing business within the Authority which could also be delivered by CB&PS, the Authority has to be mindful of this when considering the best future delivery model. When evaluating the desired outcomes and key factors that need to be addressed as part of the review it has become clear that CB&PS also needed to take account of:-

Reducing budgets

- Indicative 50% reduction across Place Directorate.
- Reduced capital maintenance budget resulting from reduction in disposals

Growing budgets

- HRA – WHQS
- 'More Homes' project
- Opportunity to do more internal work eg DFG's.

Invest to Save

- Projects arising from the new Energy Strategy

Additional Budget Reductions

- Senior Staff Review.
- Modernising Business Support.
- Income and Charging.
- Third Party Spend.
- Depot Review.
- Stopping Services

Inhibitors

- Lack of mobile technology.
- Lack of skilled resources.

The review has identified numerous examples of good practice, which if implemented in a structured coordinated manner will enable the Authority to:-

- Bring more of its existing contracted work in house
- Do additional contracted work – DFG's
- Continue to offer a mixed economy of internal and external works
- Manage resources and performance efficiently
- Optimise assets
- Improve fleet management
- Improve third party spend
- Increase income generation
- Introduce mobile working in Operational areas
- Increase commercialism in Strategic Estates

7. PREFERRED DELIVERY MODEL

Having taken all of the above into account, the different models of delivery have now been considered and it's been determined that the most suitable way forward would be as follows:

7.1 CLUSTER 1 – BUILDING SERVICES

Preferred Delivery Model - Transformed in-house

Main Reasons:

- i. High performing and cost effective service
- ii. Retains flexibility and control
- iii. Avoids lengthy and costly change process
- iv. Potential local government reorganisation
- v. Keeps future options open post LGR
- vi. Local employment and apprenticeships
- vii. Management team already reduced by 50%
- viii. Has potential to generate more income
- ix. Doesn't duplicate delivery of management costs

7.2 CLUSTER 2 – PROPERTY SERVICES

Preferred Delivery Model - Transformed in-house

Main Reasons:

- i. High performance
- ii. High levels of local knowledge and experience
- iii. Teams already reduced
- iv. Potential local government reorganisation
- v. Keeps future options open post LGR
- vi. Local employment and apprenticeships

Following the procurement of a corporate landlord review report by CIPFA, it was identified that the Council has made significant progress with the implementing of corporate landlord model.

The key fact is one that has established in best practice is that corporate landlord model ensures that:

- It enables a Local Authority to utilise its assets to deliver a better, more efficient services to communities.
- Unlocked the value of assets to seek efficiency through joint arrangements for public sector partners and maximise private sector investment.
- Integrated thinking about property financial, regeneration and other considerations to support delivery of the Council's corporate plan.
- Corporate landlord approach ensures that all property related functions sit within a single integrated professional property service covering strategic property/asset management, estates valuation, design and maintenance, facilities and contract management.

We/CCS are following the corporate landlord model which is establish best practice and, as advised by CIPFA, is the correct and appropriate model for dealing with all aspects of asset management.

CCS are moving towards the centralisation of the full property function all under Corporate Building & Property Services. This will include the strategic and operational property function of the organisation all in one place, allowing services to concentrate on delivery of their core service objectives and not on property matters.

By centralising in one place the corporate landlord ensures there is a single point of contact with regards to all property matters and avoids duplication. This is the core purpose of the business support model but by removing elements of Corporate Building & Property Services function out into a business support model would lead to duplication, additional cost, lack of clarity and financial risk.

What would be and is the sensible approach is the continuation of the adopted corporate landlord model – as approved by Cabinet – with this clear strategic function linking into whatever strategic unit of the business support function is ultimately created.

As long as this clear link is made and there is no reason this won't be made as this will be clarified within the corporate landlord function, then there is no risk.

What cannot happen for the reasons stated above is that there is any suggestion of an assets element being separately created within the business support unit.

8. OPPORTUNITIES AND BENEFITS

CB&PS identified a range of opportunities; these were shared with the stakeholders during the stage 4 workshop to establish whether they were viable. Discussion took place as to whether they achieved the future outcome, whether they were deliverable and some indication of financial benefits.

CB&PS opportunity recommendations mirror market trends as described in the *APSE 'State of the Market Survey 2015, Housing Building Maintenance and Construction'*.

The full report can be made available.

See **Appendix I** for the full CB&PS opportunities summary sheet.

8.1 The estimated financial impact of the above recommendations are as follows:

Opportunity	Est. Saving	Risks & Issues
Assets & Budgets		
Optimisation of Assets	H	<ul style="list-style-type: none"> • Dependency between service commissioning reviews and number of assets retained by the Authority • Risk of double counting savings already included in other strands. • Savings will be accrued in future years as decisions made on assets by a case by case basis.
Reduction in the Capital Maintenance Programme	0	<ul style="list-style-type: none"> • Future ops but only after number of assets reduced. • If capital budget is reduced in advance there will be risk of unplanned closure of assets
Reduce budgets, statutory & non-statutory servicing, planned and follow up works	0	<ul style="list-style-type: none"> • Future ops but only after number of assets reduced. • If revenue budget is reduced in advance there will be unplanned closure of assets
Income Generation & Invest to Save		
Increase income & commercialism in Strategic Estates	M	<ul style="list-style-type: none"> • Linked to non-operational property review approved by cabinet 21.7.16
Increase HRA operational turnover within Building Services	H*	<ul style="list-style-type: none"> * Whilst the increased turnover on HRA activities would potentially benefit tenants and generate additional employment & apprentice opportunities, any additional budget savings will benefit the HRA but cannot contribute to General Fund savings.
Explore commercial opportunities for In-house operational works and technical services	M	<ul style="list-style-type: none"> • Opportunities being worked up with commercial services, operational contractor and consultancy functions eg gas servicing, facilities management. • Budgets already includes an assumption of a profit from additional turnover.
More Homes Project	0	<ul style="list-style-type: none"> • First pilot project commenced in the summer of 2016 and financial viability to be established. • Consideration of future scale and model of delivery to be determined in line with More Homes strategy (Outside timeline of current MTFP)
Energy Strategy	M	<ul style="list-style-type: none"> • Energy Strategy approved by Cabinet 21.7.16 • Activity linked to action plan embedded within Energy Strategy
Resource & Performance Efficiencies		
Fit for the Future Organisational Structure	H	<ul style="list-style-type: none"> • Develop new departmental structure to deliver future model and increased turnover • Actions include ER/VR, Senior Staff Review savings • Performance management improvements following move to salaries • Alignment – overlap with other Sustainable Swansea reviews and implementation of Business Support

		model
Improved Fleet Contract	H	<ul style="list-style-type: none"> • Implement alternative models for vehicle leasing • Potential overlap with commissioning review of H&T. • Majority of savings accrued to HRA
Review third party spend and supplier frameworks	0	<ul style="list-style-type: none"> • CB&PS will work with commercial services to identify opportunities. • Current construction costs are rising and as such it would be unwise to assume any additional savings over and above those currently contained within the base budget.
Develop mobile working and technological support	H	<ul style="list-style-type: none"> • Currently working with IT to develop a corporate solution • Direct link to business support implementation and savings already accounted for in budget. • Implementation timescale not clear due to need to agree IT implementation plan. • Significant proportion of any savings achieved will apportion to the HRA.
Clearly define roles and responsibilities for the strategy development and delivery of Council wide projects eg Housing, Education.	0	<ul style="list-style-type: none"> • Cost of delivery already recovered from capital programme and HRA. • Ensure future delivery model is efficient and cost effective and avoids duplication.

Key

L – Low <£50k

M – Medium £50-£250k

H – High >£250k

9. CONCLUSIONS AND RECOMMENDATIONS

The table above includes indicative assessment of financial savings although many of the specifics are difficult or impossible to validate at this stage.

9.1 However in the first instance, the following is a reasonable assumption of what can be achieved year on year for the next three years.

	Additional savings	Cumulative Total
2016-17	£600,000	£600,000
2017-18	£400,000	£1,000,000
2018-19	£400,000	£1,400,000

9.2 Secondly, savings are against the Base budget for 15/16 and 16/17

9.3 Thirdly, the above figures exclude any potential savings that can be derived from the reduction in the number of assets that the authority maintains. Until decisions are made on a case by case basis it is impossible to include any assumptions within the budget savings targets. However, it is not unreasonable to assume that additional savings could be made via this process.

If the above three suggestions are approved a 50% reduction would be achieved on behalf of CB&PS.

Please note:

- In addition to the general fund savings shown above, the actions listed in the report in relation to Housing activity would also result in a significant benefit to the HRA account. These will be calculated in due course
- Furthermore there are significant non-financial benefits to the wider outcomes contained within section 2 including the impact on local employment, apprenticeships and local supply chain.
- It is recommended that going forward both clusters and in essence the whole of Corporate Building and Property Services is delivered through an integrated and transformed in house model.
- If CMT and members are satisfied that the direction of travel of a transformed in house model is acceptable then further work will be required to establish a 'core work' threshold.
 - Currently 60:40 (Internal: External)
 - Propose move to at least a 70:30 (Internal: External) (Increase in T/O of £5m).
- New work would be prioritised where it is most cost effective (Table in 4.5) and sustainable beyond 2020.
- A further review will also be required to align a number of key actions and interdependencies such as:
 - Delivery of More Homes Pilot Project first properties complete by March 2017 completion of first pilot Summer 2017
 - Clarity of LGR
 - Implementation of transformation
 - Future model of delivery for wider council services (Social Services, Culture and Tourism).

10. IMPLEMENTATION

An implementation plan will be developed following approval of the proposed way forward by Cabinet.

Appendices

Appendix A: CB&PS Journey 2009 to Current

Appendix B: APSE Building Maintenance Performance report 14/15

Appendix C: Consultancy Firms- **Exempt**

Appendix D: UK Council Comparators

Appendix E: External Consultants Fees- **Exempt**

Appendix F: Other LA Fees- **Exempt**

Appendix G: Overview Scoring Sheets Building

Appendix H: Overview Scoring Sheets Property

Appendix I: Opportunities CB&PS

Date	Activity	Outcome/Achievement
March 2009	IIP assessment and accreditation.	CBS receives positive feedback and official accreditation of the standard.
May 2009	Apprentice of the Year Awards 2009.	Acknowledgment of how hard the apprentices work and the positive feedback from mentors, supervisors and managers.
June 2009	Questionnaire sent to supervisors on team briefing process.	Improvements made to the process in line with the feedback given.
August 2009	IIP Action Plan finalised – 8 Areas for Development outlined.	Discussed in Continuous Improvement Group – agreed to look at each area individually.
August 2009	Best Places to Work in Construction survey.	
September 2009	6 new apprentices start in CB & PS. 1 Plumber, 1 Electrician, 1 Carpenter, 1 Bricklayer, 2 Plasterers.	Investment in recruiting apprentices. Helps towards workforce planning.
September 2009	‘Workforce’ workshop held – Action Plan drafted.	Discussed workloads and closer working.
September 2009	Long Service Recognition.	Acknowledgement of those employees who have achieved 25 years or more service whilst an employee and still in service.
October 2009	Work begins on the Workforce Development Strategy.	Better supported staff with improved knowledge, skills and understanding.
November 2009	Continuous Improvement Group meeting – New members welcomed. Update on training plan for 2009/10 given. Overview of workforce development strategy given. Points 3 & 5 of the Action Plan discussed.	Good cross section of people attending meeting providing ideas for improvement and sharing information.
December 2009	Gas Maintenance team won the Team innovation Award at the Council’s Service Excellence Awards.	Confirms the contributions being made to CB & PS’s waste and sustainability agenda.
Sept 2009 – Feb 2010	External Body review by APSE (Gap analysis between Swansea and Best Practice throughout Wales.)	Successful APSE review – commended on customer service, IIP, sustainability, innovation and client relationships.
January 2010	New team briefing format launched following consultation.	More relevant team briefing process which incorporates the views of the people who use it.
February 2010	Stores and Purchasing sections attain ISO:9001.	Quality system in place with set procedures being followed which adds value to the business.
March 2010	CBS attain Green Dragon Level 5.	Engages employees in environmental issues in order to analyse the impact our activities have on the environment.
April 2010	Amalgamation of Corporate Building Services with Corporate Property.	Build on existing good working practices and broaden port folio.
July 2010	Simon Robison wins the Council’s staff suggestion scheme – Workforce Job Allocation.	Better informed workmen of the requirements of the work via text message.
Sept 2010	2 new Apprentices start in CB & PS – 1 Carpenter and 1 Plasterer	Investment in recruiting apprentices. Helps towards workforce planning.
Sept 2010	Terri Shaw (Waste & Sustainability Manager) wins the ‘Go Green’ Environmental Award at the Swansea Bay Women in Business Awards.	Recognition of all the positive work Terri has done on Waste Management and her valued contribution, leadership and commitment.
Sept 2010	Process Mapping exercise begins within operational areas.	To re-write processes when new performance management systems are in place.
September 2010	Weekly paid staff transfer to monthly paid	An excellent piece of work, ensuring a very smooth transition for nearly 300 staff.
Oct 2010	Training Plan for 2010/11 approved.	Better trained employees wither through attendance on courses or through mentoring/coaching.
Nov 2010	APSE Short listing in Best Building Maintenance category.	Acknowledgment of the good work that has been undertaken in CB & PS.
Nov 2010	Finalists in the Low Carbon Organisation Award – Sustainable Swansea Awards.	Acknowledgment of the good work that has been undertaken in CB & PS.

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Nov 2010	Removal of bonuses/introduction of salaries (2014)	Performance Management working group set up to look at new ways of working
Dec 2010	CB & PS good news stories published.	Reference made to individuals and teams who have made significant contributions in their areas of work.
January 2011	New Business Planning process launched across Authority and adopted by CB&PS in readiness for new financial year.	Draft created covering areas including, sustainability, equality, target setting, customer satisfaction, workforce planning, SWOT analysis, performance monitoring, risk assessment, statutory compliance, managing change, stakeholder consultation etc.
Feb 2011	Housing Repairs Call Centre launch on-line reporting facility.	Enables tenants to report a non-emergency repair when it's convenient to them.
February 2011	Senior management meeting	New business planning process explained and draft finalised.
March 2011	Pilot scheme undertaken on Performance & Development Review Paperwork alongside Organisational Development.	Process being piloted with Public Buildings supervisors. Following the pilot a report will be taken to CMT.
March 2011	Staff retraining	Scaffolders in Response Maintenance
May 2011	Training facility finished.	An area of the depot has been changed into a training facility. Apprentices and employees can use this facility to practice any aspect of their trade.
May 2011	New Business Planning process introduced across authority.	CB&PS plan approved and commended on content.
May 2011	Management workshop (6) – Corporate Update. Managing performance/Change, budget update, management scenarios	To refresh skills and knowledge base.
May 2011	Mentor & Apprentice meetings arranged for Friday mornings.	Address any concerns/issues and to help the apprentices with their training.
May 2011	Short listed in 3 categories for Constructing Excellence in Wales Awards: Waste & Sustainability, Training & Development and Collaborative Working.	Acknowledgement of the good work that is being done within CB & PS.
May 2011	ISO Annual Management Review Meeting.	Review of the last year for those sections involved in ISO. Agree and set future targets.
June 2011	Green Dragon Level 5 re-accreditation.	Confirmation that employees are engaged in Environmental issues in order to analyse the impact our activities have on the environment.
July 2011	Appraisal Audit	Analysis of appraisals to see what information is gathered. This is a bolt on to the Pilot scheme on Performance & Development Review.
July 2011	Relocation of UPVc workshop from Clydach to Heol y Gors	Involved considerable consultation with team - retraining of staff, reallocation of work to prevent redundancies, redesign of a new improved, efficient workshop focusing on door manufacture.
July 2011	Constructing Excellence Awards – Regional Final	CB&PS announced as winners in the Leadership and People Development category, recognising its “Workforce Development Strategy”.
July 2011	APSE Service Awards – CB & PS short listed for : Waste Management & Recycling, Construction & Building, Best Information & Communication Technology.	Acknowledgement of the good work that is being done within CB & PS.
July 2011	New Chief Executive sets up a weekly Blog	An open door principle created where any one can put forward questions via e-mail.
August 2011	Sells to Wales Event attended by senior staff within CB & PS that deal with contracts and frameworks.	Input from Supplier Development Champion from WAG and Corporate Procurement. Object of the day was to go through the new processes and systems that are available for electronic tendering.
August 2011	Harmonisation of Corporate Workforce Plan	CB&PS develop section for their service, actions to be monitored at service & corporate level. (In line with new business planning process).
August 2011	Resilience team gain recognition from CE	CB&PS valued contribution to the Forest Fach Factory Fire is recognised by

		the Chief Executive.
August 2011	Interdepartmental purchasing/stores meetings set up to improve services.	Regular meetings now in place to discuss contracts, materials, issues and provision of service.
August 2011	Explore option of introducing report cards in a variety of departments.	Work ongoing and bespoke for each department. Will be used as a visual performance measure.
September 2011	11 new apprentices start in CB & PS. 5 Plumbers, 2 Electricians, 2 Carpenters, 2 Plasterers	Investment in recruiting apprentices. Helps towards workforce planning.
September 2011	Senior Management Meeting – 6 month review	Meeting included review of finances, presentations on Equalities Act 2010, and freedom of Information requests.
October 2011	APSE Apprentice of the Year Awards	2 Nominations for Mechanical & Electrical apprentice and Carpentry apprentice.
October 2011	Long Service acknowledgement	Acknowledgement of 166 employees who have achieved 25 years or more service whilst an employee and still in service.
October 2011	Training plans for 2011-12 approved at P&FM	Following annual 2011-12 appraisal process.
October 2011	Transport & Plant Working Group meeting	Continued discussions on issues to ensure good service is provided. Cross section of staff attended. Intention to meet with each work area 3 times a year.
October 2011	Process mapping exercises	Further work continues on: Response Maintenance processes & paper trail, Use of P Cards, Appointments process within response Maintenance.
October 2011	Employee Survey sent out to all CB & PS employees	Improve business. Better ways of working. Engaging with staff to get their views for continued improvements.
November 2011	UK Constructing Excellence Awards	CB&PS announced as national winners in the Leadership and People Development category, recognising its "Workforce Development Strategy".
December 2011	CB & PS Apprentice of the Year Awards	Acknowledgment of how hard the apprentices work and the positive feedback from mentors, supervisors and managers.
March 2012	CB&PS reaccredited with IIP award	Goal is to maintain standards throughout service, but due to future budget constraints this may be the last accreditation.
May 2012	CB&PS reaccredited with Green Dragon Level 5	CB&PS will start to work towards ISO14001 going forward
July 2012	Review of technical teams – succession planning	Advert for 8 junior posts to train prior to senior staff departure
September 2012	12 apprentices recruited	From 800 applicants across variety of trades
Sept 2012	Housing Call Centre relocation	Team move from Guildhall to Heol y Gors Depot and integrated close to maintenance team.
September 2012	Long Service Acknowledgement	10 staff rewarded for 25 years' service with tickets for the Grand Theatre, football or rugby match.
Nov 2012	Electric Cars	Purchase of 8 electric cars with commitment to continual environmental improvement.
2012	APSE Service Award	Finalist for Best Service Team – Construction and Building
April 2013	Operational restructure	To accommodate spans of control exercise and ER/VR exits.
May 2013	Housing Call Centre changes	Team take over emergency calls, all gas maintenance and servicing calls,
Aug 2013	Process Mapping Exercise	Work undertaken to improve technical process whilst dealing with Strategic Estates Client.
Sept 2013	17 apprentices recruited	From 891 applicants across a variety of trades
September 2013	Long Service Acknowledgement	10 staff rewarded for 25 years' service with tickets for the Grand Theatre, football or rugby match.
Dec 2013	Introduction of new hourly rates and timesheets	To accommodate change to salaries within the operational area.
2013	APSE Service Award	Winner of the Best Service Team – Construction and Building.

2013	APSE Service Award	Finalist for Best Service Team – Waste and Refuse Management
2013	APSE Service Award	Finalist for Best & Most Improved Performer
January 2014	Process mapping Exercise	Work commences on exercise to improve process of working with Education clients
April 2014	Home to work charging introduced and New pay structure (JE) launched, performance management working group has run for 4 yrs to ensure smooth change over.	In line with JE introduction and new terms and conditions. Successful transition achieved.
2014	Apprentice Awards Cymru	Finalist in 'Large Employer' of the year category
2014	APSE Service Award	Finalist for Male Building Skills – Housing and Building Apprentice
Sept 2014	Long Service Acknowledgement	16 staff rewarded for 25 years' service with tickets for the Grand Theatre, football or rugby match.
Sept 2014	Staff Survey	Survey carried out across the Authority with CB&PS a 18% return, good overall but focus to be given to B&H, Comms, managing change, improving vision and reduce blame culture.
April 2015	Launch of Service Balance Score Card – Swansea Performance Dashboard	CB&PS developed service led targets alongside some corporate ones, including sickness, appraisal completion, safeguarding awareness.
June 2015	Innovation Community	A selection of staff join the corporate team to look at Bullying and Harassment, Behaviour and Culture, Engagement and the Staff Suggestion Scheme.
Sept 2015	13 Apprentices recruited	From 326 applicants across a variety of trades
2015	APSE Service Award	Winner of the Waste and Sustainability award
2015	APSE Service Award	Finalist for 'Council of the Year' award
2015	Public Sector Sustainability Awards	Winner of the Best Refurbishment Project' – Morryston Comprehensive.
Aug 2015	Facilities Management Team relocated	Team moves to Heol y Gors – another step to improved team working, comms etc.
Oct 2015	APSE Apprentice Awards	Finalist Award achieved in Craft Apprentice Category
Nov 2015	Staff Survey	Vast improvement on uptake to 50%, All key target areas improved significantly too. Overall excellent progress made.
Nov 2015	Long Service Awards	25 staff rewarded for 25 years' service with tickets for the Grand Theatre, football or rugby match.
Jan 16	Housing Call Centre moves to Central Department in The Civic Centre	Team will re-train to deliver Authority wide provision
Jan 16	Housing Maintenance Department relocated	Team move from Guildhall to Heol y Gors, completing task of everyone in one place. This allows further improvements to be realised from now having all the technical teams in one place.
Jan 2016	Appraisal process	Significant effort from all teams, delivery at 99% (Exceptions of LTS and Maternity). Now a corporate PI.
March 2016	iESE Awards	National Silver awards gained for 'Waste and Sustainability' and Workforce Development'.

Building maintenance

2014-15, Issue 1

Performance report



Executive summary

Overview

The APSE performance networks performance indicators for building maintenance services cover a number of dimensions of performance, such as cost, productivity and quality. This executive summary provides participating authorities with information regarding trends covering a number of elements of the service. It is a summary of some of the information submitted this year for 2014-15 and, in conjunction with the more detailed section of this report, can be used to inform individual authorities about the standing of parts of their service, identify areas for action and for future activity for the APSE benchmarking groups. The analysis in this executive summary is based on averages across all family groups and is therefore service-wide, for the last 16 years (2000-01 to 2014-15). The report has been split into four sections - the first section includes those authorities with responsibility for housing, the second includes non-housing authorities, the third covers unit costs and the last section covers stores.

Trend analysis

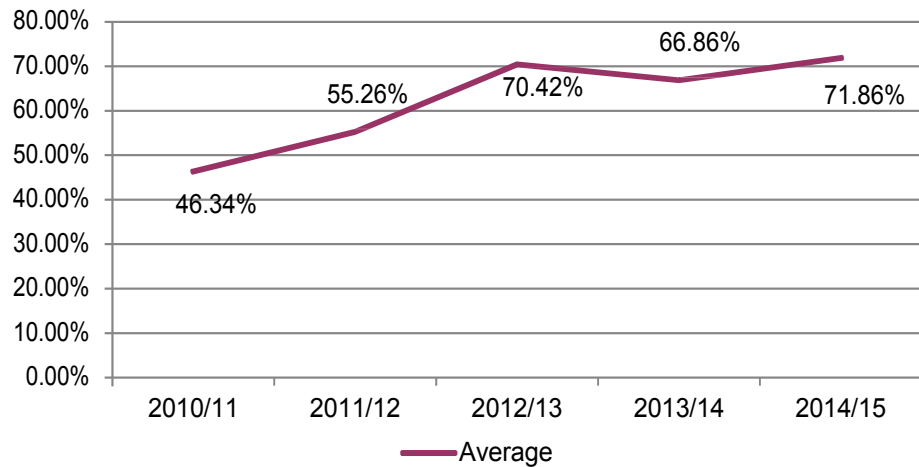
Analysis for those authorities with both housing and non-housing or solely housing responsibilities

Points to note for 2014-15 include:

The percentage of non-emergency jobs undertaken by appointment (PI 01A) is seen as an important measure for tenants because it reflects a more tenant centred approach. The value of this PI has shown a gradual level of improvement throughout the period of collection. However over the last 4 years it has shown a dramatic rise from 36.3% on average in 2006-07 to 71.9% in 2014-15. The change from 2013-14 to 2014-15 was a decrease in performance from 70.4% to 66.9% but it has bounced back over the last 12 months to a figure which is higher than in any previous year. The overall trend with this measure is upwards.

The gradual introduction of call centre technology, diagnostic software, scheduling systems and mobile working equipment alongside a general change in culture have all taken place over a number of years mirroring the increase. The use of appointment based software has been widened from non-emergency repairs to include other types of work including gas servicing, other M&E work and some external work whilst it has become more reliable and integrated to other systems so increasing its attractiveness for investment. Variety in the level of appointments between organisations varies but most organisations are trying to increase the amount of work which is appointed. As such it appears that investment in this type of system is consistently bearing fruit with benefits for landlords and tenants.

PI01a Percentage of non-emergency jobs undertaken by appointment



The percentage of day-to-day jobs completed on time (PI 14a) also remains a key measure of quality reflecting customer care, planning and operational arrangements. It has increased from 82.8% in 2008-09 to 88.6% in 2013-14 which was the highest figure over the collection period. This has reduced to 84.8% in 2014-15 which is the lowest figure for 6 years. There were 2 submissions showing figures in the low 60's for this measure which has had an impact upon the average figure for PI 01a.

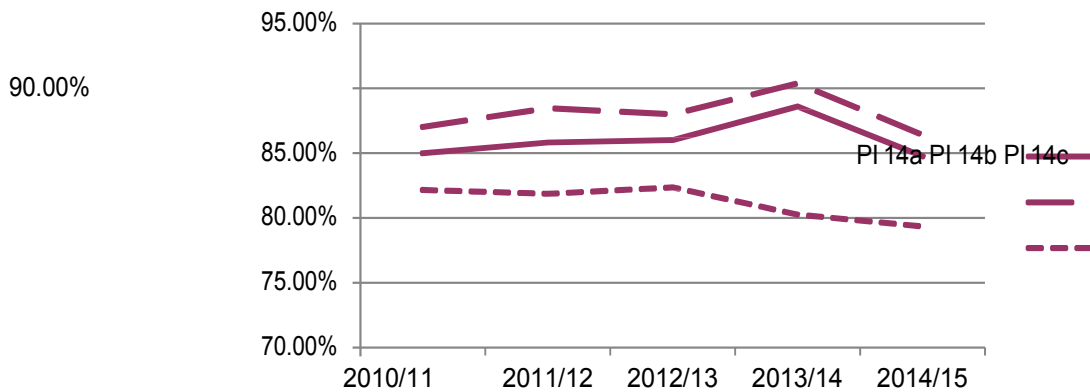
PI 14b, % of day to day jobs (not including void properties), completed on time has also reduced slightly to 86.4% in 2014-15 from 90.4% in 2013-14, again the lowest figure for 6 years. As time passes the target times attributed to different categories of jobs tend to be reduced in order to provide better performance and this reduction in targets met may well reflect such a trend. There is a wider spread from submissions returned.

PI 14c, the figure for voids jobs completed on time has also reduced marginally from 80.3% to 79.3% over the past 12 months. This figure has shown a steady decline since a high of 88.9% in 2006-07.

Clearly establishing timescales for completing jobs on time involves investing time and effort into the exercise and this is wasted on those jobs which miss the target. There is a benefit for the whole organisation in the planning process but it is understood that applying standard completion times to generalised categories of jobs without taking into consideration the detail of individual circumstances does mean accuracy cannot be guaranteed.

Although the graph below reflects a steady state in terms of performance the trend over the full period of data collection is an improving one across all three measures.

PI 14a Percentage day to day jobs completed on time
PI 14b Percentage non void day to day jobs completed on time
PI 14c Percentage void jobs completed on time



The average re-let time for local authority dwellings (PI 20a) has seen a significant improvement in performance over the data collection period (from a high of 67 days in 2005-06) but has remained stable for the past 3 years at about 45 days. Although this is an average figure and there has been some fluctuation over recent years, this is an area of the service where landlords have focussed attention to improve the level of service. In terms of the range of response they are between 14 and 98 days. The most recent figures are 47.2 days for 2013-14 and a figure of 45.7 days last year, 2014- 15.

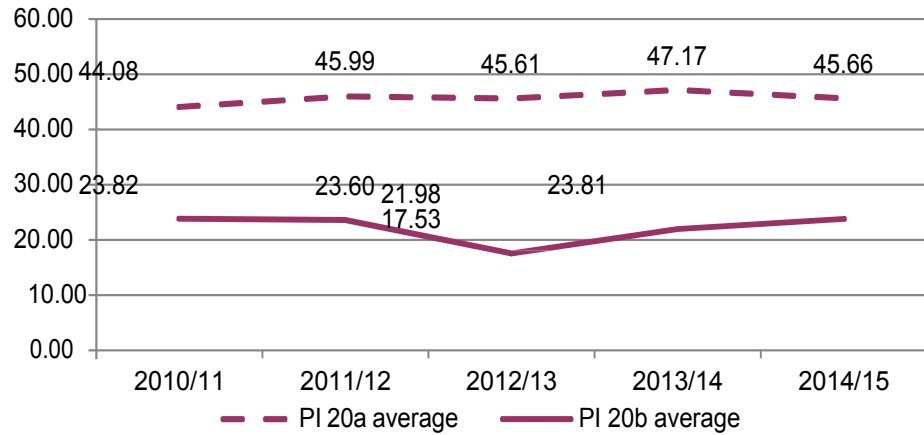
Voids turnaround (average total number of days keys held by contractor) (PI 20b) remained stable between 2005-06 and 2011-12 at 22 days. There was a big improvement to only 17 days for 2012-13 but it rose again to 22 days in 2013-14 and then to 23.8 days in 2014-15.

On average the contractor has held the keys for just about 50% of the time that the full re-let process takes. Priorities around reducing income loss from void properties and reducing the size of the waiting list have led to a focus on this area of work. Multiskilling, changes in inspection routines and key management have all had an impact on the turnaround time of properties as does the need for housing maintenance and housing management teams to work together. There are a range of different approaches to voids work with some completing a significant proportion of work post-occupation. Equally lettable standards differ between councils and this will impact on the amount of work completed in void properties.

There is ofcourse a cost to concentrating on void work to the detriment of all other work although little attention is paid to this. It is vital that the cost of allocating those resources to void properties is understood. This may be a greater cost than the extra income gained from having the property let quicker at which point a decision has to be taken about the best period to have void properties empty. The issue of long term voids and how the significant investment in these properties is managed is a further consideration.

Some organisations have specific voids teams to address this category of property whilst others are more flexible with their operatives moving them as emergencies and other priorities arise. Clearly the stability helps when planning work and allocating resources.

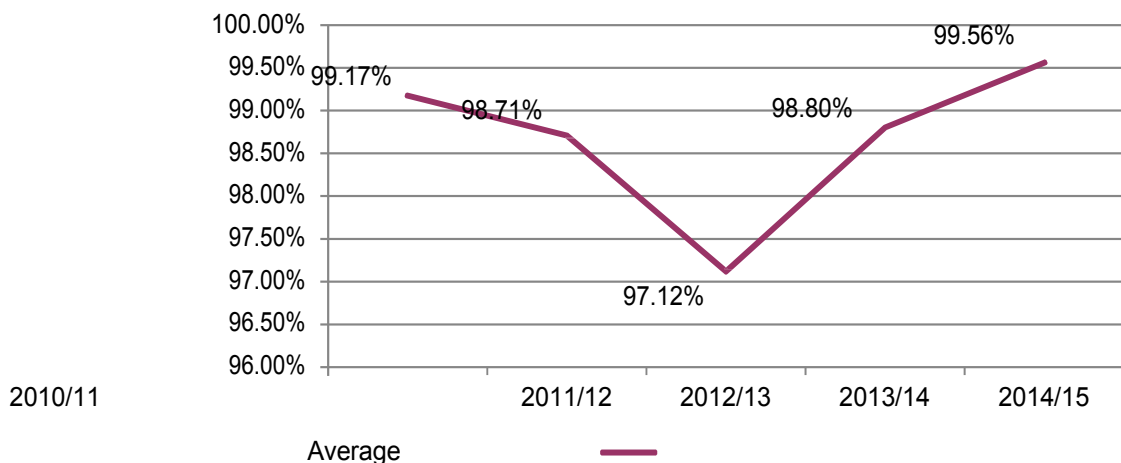
**PI 20 a average re-let time
PI 20b average number of days keys with contractor**



The percentage of staff absence for operational staff (PI 16a) is 5.1% a little worse than the previous year's figure of 4.13%. The figure for all staff (PI 29a) has moved from 4.1% to 5.5% over the past 12 months. Over the period of data collection, these 2 measures have improved from 6.8% and 6.3% respectively. This is a welcome trend of course but the worsening figures over the past year may reflect issues related to reductions in the overall budgetary position for local government. Stress, extra pressure to take on further work, lower levels of management and the loss of staff without replacement might all have unwanted consequences on staff and sickness levels.

Servicing of gas appliances (PI 04) remains a high priority for councils and they continue to strive to reach the target of 100% of gas services. Some individual local authorities do achieve 100% in a year and the average has steadily increased from 92.85% when data collection commenced to 98.8% in 2013-14 and 99.6% in 2014-15. Making improvements remains difficult when figures are so close to 100%. Attention to marketing and publicity campaigns, checking appliances at the same time as carrying out other repairs and automatic timers, as well as more streamlined procedures for entry have helped improve performance in this area. The Environmental Protection Act 1990, clauses in tenancy agreements and arrangements with local magistrate's courts are examples of procedures used by landlords to gain entry to properties with difficult tenants but other organisations have still not decided to use forced entry procedures.

PI 04 Percentage of gas servicing completed within the financial year



The average value of work per operational full time employee (PI 10) has moved from £75,151 (2012-13), to £71,307 (2013-14) and £69,488 in 2014-

15. Investing in the operational staff is an ongoing priority and should lead to extra productivity. Multiskilling, reducing pre inspections, putting faith in the operatives to complete work without interference alongside reductions in bureaucracy will support a trend to greater value of work completion per operative as time goes on.

PI 26 tracks subcontracting as a percentage of contract value. This has moved between a high of 22% in a low of 13% over the past 14 years with the figure being 25% in 2014-15. The trend over the collection period shows is fairly flat. Those councils with a core capacity to deliver internal services will always contract out some specialist work or an element of routine work to fill in some of the highs and lows of overall demand. Some organisations will allocate more work to external contractors as internal capacity reduces due to budget cuts whilst others will look to keep as much work in house as possible. There has been dramatic change in terms of management arrangements over recent years with the winding up of some ALMOs, the transfer of stock to RSLs, the re-establishment of a HRA by councils who had previously transferred stock and the creation of DLOs. In times of organisational change, as well as economic uncertainty influencing the construction market, it might be considered normal to have variance in terms of subcontracting.

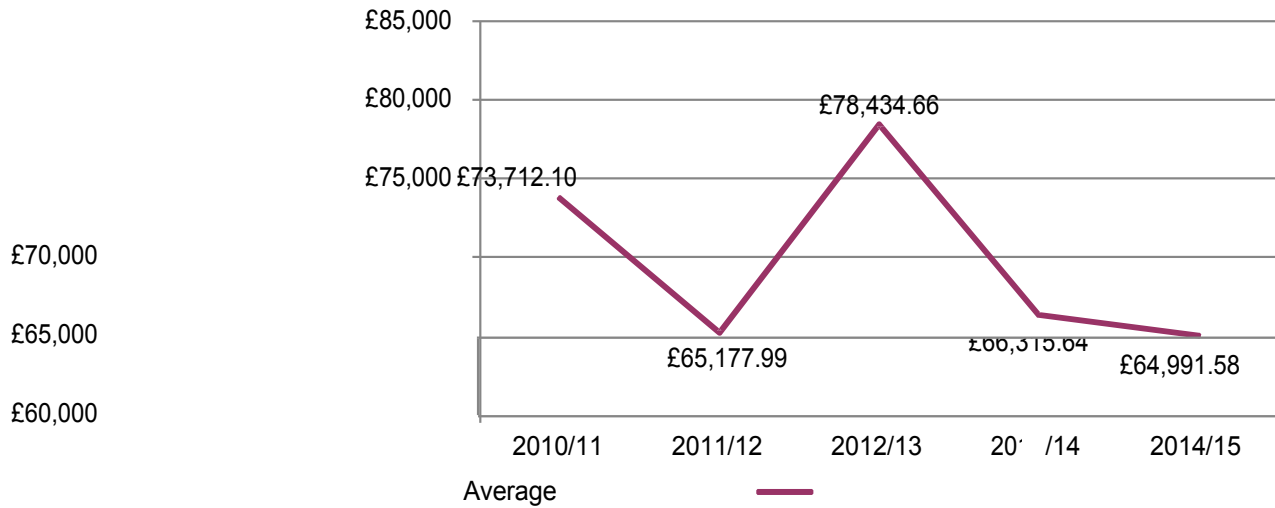
Local authorities need to be highly aware of the financial position of those companies they working with due to the volatile construction sector. Long term partnering with trusted partner companies appears the most appropriate way forward.

Analysis for those authorities who have only non-housing responsibilities

Points to note for 2014-15 include:

The average value of work per operational full time employee (PI 10) has changed from £65,177 to £78,434 in 2012-13 then 66,315 and £69,488 in 2014-15 over the last 4 years. Variation in this performance measure is inevitable due to the nature and scale of work and the absence of the type of standard repairs jobs which are common in housing properties. The long term trend as shown below is an upward one. Quality is vital alongside a financial measure of productivity but this trend is a welcome development.

PI 10 average value of work per operational FTE



Subcontracting as a percentage of contract value (PI 26) has increased to 43.4% from a figure of 25% in 2013-14. This figure has varied between 10% and 35% over the data collection period of 13 years. Some local authorities have reduced capacity in some specialist areas such as lift maintenance or legionella work as a result of budget cuts and a reduction in property assets meaning they are now maintaining a smaller number of properties, so making maintenance of such areas of work very expensive. Others have turned to training their staff in specialist work. Some local authorities have disposed of buildings and invested in refurbishment of others as part of an asset management plan. This kind of activity creates work which might be more appropriate for subcontractors leaving core staff for repair and maintenance work.

Unit Costs

Percentage breakdown of building maintenance costs

Area of operation	14-15 % of total	13-14 % of total	12-13 % of total	10-11 % of total	09-10 % of total	08-09 % of total
Operational employees	33.3	34.3	35.8	35.6	38.4	34.9
External / sub-contracting	26.5	23.5	18.6	17.1	17.6	24.4
Materials	16.7	17.4	19.2	19.4	15.4	18.0
Non-operational employees	9.1	11.0	10.1	11.5	10.6	10.9
Other costs (including portfolio mgmt)	3.7	3.18	4.9	5.1	8.2	2.0
CECs	4.9	4.8	5.3	4.7	5	4.3
Vehicles	5.0	5.1	5.4	5.2	3.9	4.5
Tools and equipment	0.7	0.6	0.6	1.2	0.7	0.8
Training	0.17	0.15	0.2	0.2	0.2	0.3
Total	100	100	100	100	100	100

The table above shows the percentage breakdown of the costs of providing the service (both housing and non-housing) for the last 6 years. Staff costs remain the major cost for the service with both operational and non-operational employees on average amounting to approximately 45% of total costs, a figure which has stayed relatively constant over the 5 years. The proportion of the total budget allocated to the individual categories remain fairly static but within the context of overall shrinking budgets. Only external / sub-contracting costs had shown signs of reducing but they have increased over the past 2 years.

The scale of the figures in the table will not come as a surprise but they do highlight where savings can be made. Although every penny counts, efforts to reduce costs should be concentrated on those areas of greatest spend. A particular area of note in the table is the costs of materials with potential savings coming from the supply chain.

Equally the operational staff are a substantial asset for the organisation and may provide a potential increased source of income from other public providers e.g. through the maintenance of other providers facilities or working with housing associations.

Stores

Questions about the stores function were introduced for 2006-07. The average number of lines held in stores (PI 74) for all submissions has on average increased following an initial reduction. It currently stands at 2,673 on average an increase on the previous year's figure of 2,330. Within this overall figure, both non housing and housing stores have increased the number of lines they hold. The introduction of items such as showers or greater numbers of kitchens will have had an impact on the number of lines held.

The percentage of store items returned to over the year, PI 80, is 3% on average, an increase on 1.07% from 2013-14. Stores remains an area of regular review as a potential source of savings. The importance of stores to the repair and maintenance process is clear for obvious reasons and operatives and managers need to have faith that the stores are able to meet their needs. The financial value of the stores is significant so ensuring adequate stock is available whilst avoiding over stocking and managing returns well are issues which managers need to be on top of.

Interpretation of data

The table overleaf shows the trend in some of the measures used in this publication. These are average figures and although it is relevant to compare the trends over time the averages do mask variations in some measures.

Some changes are open to interpretation for example PI 18, training days per employee, is considered to have improved if more training is provided and PI 02 percentage of post inspections carried is also considered to have improved if the rate has decreased.

Over the duration of data collection (from 2001-02 to date) the trend shows continued improvement in all but one measure. This would be expected but it is good to see the reassurance in the figures. It is difficult to identify specific reasons for particular changes but developments in efficiency in general including investments in ICT, mobile working, shift patterns, multiskilling, diagnostic software and others will all have had an impact on many areas of performance. By concentrating on the steps in a process many organisations have reduced the stages around a job and so benefitted from quicker, cheaper work with fewer steps. The introduction of multiskilling, reducing the number of operatives involved in completing a job allied to a reduction in the number of pre and post inspections is one example. The impact of budget reductions will take a number of years to filter through to these averages.

Measure	12 month trend	Trend since original figure	Original figure (first collected)	2014-15 figure
01a No. of appointments	improved	improved	24.56%	71.86%
01b Appointments kept	declined	improved	93.60%	95.45%
01c Responsive repairs-appointments made and kept	declined	improved	36.35%	95.11%
02 No. of post inspections	declined	declined	18.34%	8.47%
04 Gas safety checks	improved	improved	92.9%	99.56%
08a Productive labour costs	declined	improved	80.51%	79.91%
10 Average value of work	declined	improved	£52,167	£69,488
14a Day to day completed on time	declined	improved	84.06%	84.75%
14b Day to day completed on time (exc. voids)	declined	improved	79.0%	87.67%
14c Voids jobs completed on time	declined	improved	76.86%	79.34%
16a Staff absence	declined	improved	6.64%	5.09%
18 Training for operatives	improved	improved	1.96	3.02
20a Re-let times for voids	improved	improved	62.25	45.66
20b Keys with contractor	declined	improved	33.81	23.81

The above tables reflects improving performance over the period of data collection with all measures (except one) better than the original level. Clearly we are more interest in the long term picture as significant change in big organisations most often takes a long time to emerge and settle. Over the past 12 months a number of measures have declined when compared to the figure from 2013-14. It is difficult to put a finger on the reason for this but the effects of austerity over the past 4 years may be taking their toll.

Future focus

As local authorities continue to focus on efficiency, demand management techniques, income generation and innovative working to meet the challenges, performance measurement and management continues to be at centre stage. The need to know your own service and to learn from others has never been greater.

Performance measurement is a mechanism for local authorities to identify achievable cost savings and innovative approaches to service delivery, as well as demonstrating value for money to a range of internal and external stakeholders. Any effective service change needs to be underpinned by data intelligence, to establish a starting point and to identify future targets. Performance measurement is also a mechanism to learn how other local authorities are meeting the challenges and the impact that their service changes is making in terms of cost, quality, productivity and customer satisfaction levels.

In England, there is a focus on a more decentralised approach to performance improvement following the abolition of the previous national performance framework. This means that local authorities are responsible for their own performance and improvement and are accountable to local communities (rather than government or inspectorates). There is an increased emphasis on value for money and on open data, with a focus on data transparency and the use of data to hold public authorities to account. It is clear that the drive for performance improvement and publishing meaningful data on performance has not gone away, but is being designed around greater data transparency and public accountability at a local level.

The Local Audit and Accountability Act 2014 abolished the Audit Commission and the existing audit regime. Instead, the onus is now on local public bodies to make external audit appointments; although auditors need to comply with a Code of Audit Practice issued by the National Audit Office. A recent study by the National Audit Office in November 2014 on the 'Financial sustainability of local authorities' highlighted the need for evidence at a local level:

“Local authorities have worked hard to manage reductions in government funding at a time of austerity. At the same time, there is evidence of some service reductions. The Department really needs to be better informed about the situation on the ground among local authorities across England, in a much more active way, in order to head off serious problems before they happen. It should look for evidence of financial stress in local authorities to assure itself that they are able to deliver the services for which they are responsible.” Amyas Morse, Head of the National Audit Office, 19 November 2014

In Scotland, the 2012 Direction to the Local Government Act 1992 put a greater focus on public performance reporting and councils' requirement to take responsibility for the performance information they report. There is a requirement to report the SOLACE benchmarking indicators (referred to as the Local Government Benchmarking Framework), which are a set of high level indicators covering major service areas.

APSE have met with the Improvement Service about working together and the organisations have agreed to collaborate where there are common indicators and to avoid a duplication of benchmarking meetings. Initial collaborative work is on the roads asset management with the APSE/SCOTS performance indicators. One of the points which the Improvement Service have raised is that there will be a greater focus on how the data is used. Robust data to support change and improvement based on knowledge and best practice is at the core of the approach in Scotland and is precisely what a benchmarking and improvement model like performance networks is designed to facilitate.

In Wales, self and sector-led improvement remains a central feature of performance management. Local government collects, compares and publishes its own set of performance indicators alongside the Welsh Government's national set of performance indicators. The Performance Improvement Framework focuses on National Strategic Indicators (statutory indicators), Public Accountability Measures (local authority owned measures) and Service Improvement Data (data sets used to plan, deliver and improve services). This provides a mix of indicators and measures used for public accountability purposes and data used to benchmark performance for local service improvement.

The recent White Paper on 'Devolution, Democracy and Delivery White Paper - Reforming Local Government: Power to Local People', issued in February 2015, following on from the Williams Commission, highlights the importance of using performance data for service improvement and scrutiny to challenge performance. The White Paper states:

"Without a foundation of effective performance management, it is difficult for an Authority to identify current performance levels, let alone develop a plan to improve or sustain services. Poor information on performance weakens governance, prevents managers from making the right decisions, frustrates improvement and hinders scrutiny" p69, White Paper - Reforming Local Government: Power to Local People, Welsh Government

In Northern Ireland, Part 12 of the Local Government Act has promoted the issue of performance improvement up the local government to do list. It will encourage the new councils to formalise a lot of the arrangements they had in place to track and report performance information. The Performance Networks model is ideally suited for the needs of the new councils and there is an understanding amongst some officers that using a ready-made model is the best way forward rather than starting from scratch. This is an area where the councils should come together to put the case to DoE highlighting how they wish to address the performance improvement duty, the type of information they wish to collect and report on, how they will inform councillors, the public and partners, undertake benchmarking and use it to improve services. Recent discussions with external auditors have highlighted some further issues but there is a responsibility on the auditors to add value to the process. The topic of performance improvement is relevant to frontline services, corporate performance and the community planning process. APSE are working with all authorities and the DoE in Northern Ireland to work through a service based approach to meet the responsibilities councils have under the Act.

Good performance information supports the decisions that lead to good directions, instructions and targets. APSE performance networks can assist local authorities by:

- Helping to set a clear baseline on which competitiveness, efficiency and value for money can be measured in a systematic manner.
- Identifying the impact of service changes and interventions for your own local authorities and for others.
- Assessing the quality, cost and competitiveness of the services that councils provide on a regular basis.
- Helping to report data in meaningful ways to both elected members and the public.
- Identifying direction of travel and pace of change with regard to service delivery.
- Identifying inefficiencies such as poor productivity and high cost.
- Supporting service improvement through process benchmarking and sharing best practice examples.

Phil Brennan

Principal Advisor, APSE

Family group BM4/5/6 –Service Profile Information

PIN	Authority is responsible for housing maintenance	Service is integrated provider	Total annual turnover	Property portfolio management staff costs	Total number of jobs completed	Number of properties maintained	FTE number of operational staff	FTE number of apprentices and trainees	Standby allowance paid	Total vehicle fleet	Value of construction work
A1Hou	Yes	Yes	£4,456,392	£182,787	27,353	6,864	43.00	4.00	Yes	33.00	£1,874,615
NCH	Yes	Yes	£28,793,306	£0	102,345	27,088	292.30	21.00	Yes	297.00	£0
FALK	Yes	Yes	£28,017,745	£0	96,268	17,191	329.92	27.00	Yes	142.00	£4,996,657
CCS	Yes		£33,730,884	£0	90,208	14,132	353.00	42.00			

Family group BM4/5/6 – Scope of Operation

PIN	Bonus payments made to operational staff	Number of day to day housing void jobs	Number of houses/ dwellings maintained	Number of other buildings maintained	Number of garage units maintained	Total annual cost of sub contracting	Number of properties with a valid CP12 at 31st March	Condensation / dampness	
								Number of dwellings surveyed	Number requiring action by the landlord following survey
A1H	No	685	6,864	0	777	£2,766,679	5,988	904	800
NCH	No	1,540	27,088	0	4,032	£3,450,687	24,935		
FALK	No	11,177	16,328	863	2,671	£10,864,871	13,659	545	162
CCS		1,055	13,502	630	0	£8,557,386	12,678	312	2

Family group BM4/5/6 – Service Provider Information

PIN	Housing management provided externally	Housing management provided by ALMO	Housing management provided internally	Housing maintenance external	Housing maintenance by DLO within ALMO	Housing maintenance by internal DLO
A1H	No	Yes	No	No	Yes	No
KIRK	No	Yes	No	No	No	Yes
NCH	No	Yes	No	No	Yes	No

Family group All housing Appointments

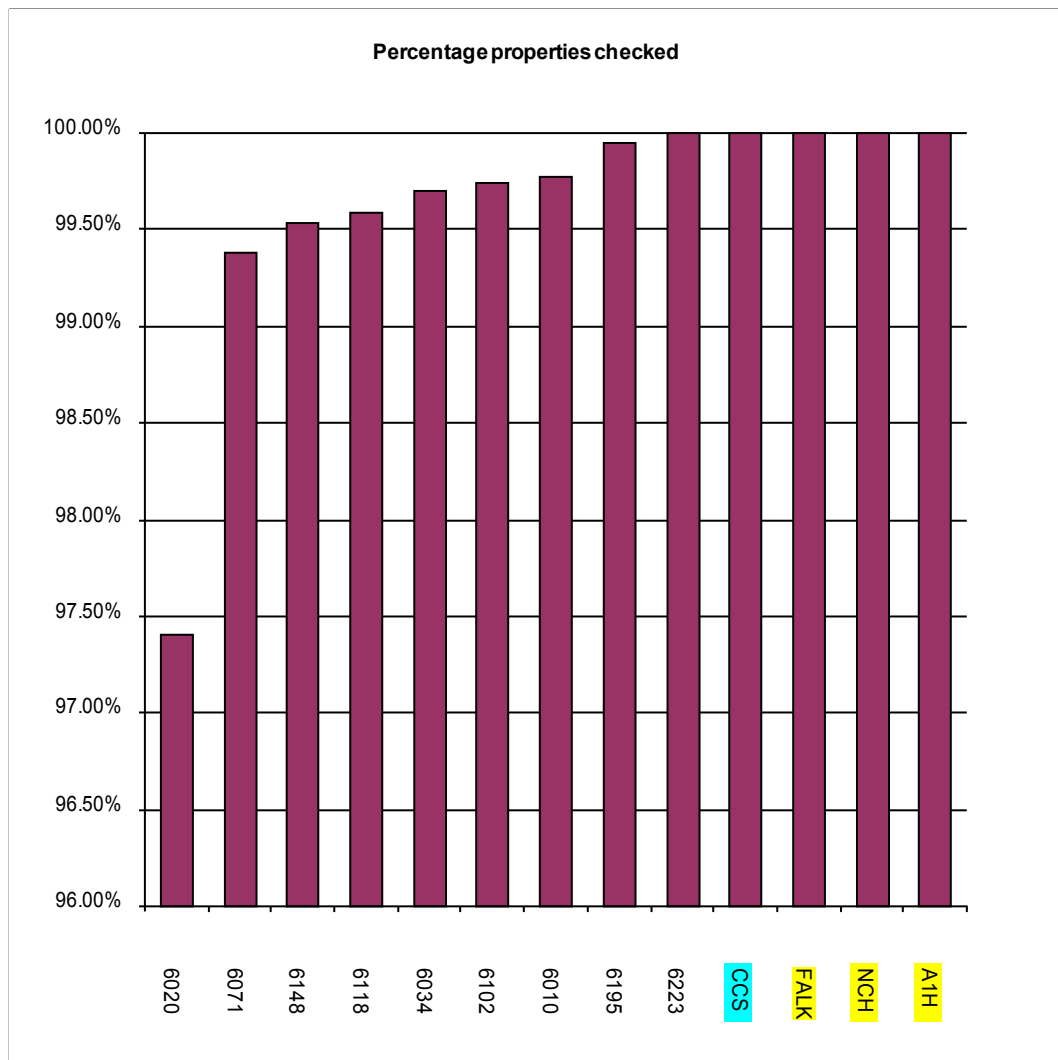
PIN	Jobs			Appointment						
	A Total completed	B Not requiring appointment	C Total appointable	Made	Failed - cancelled by tenant	Failed - no access available	Not kept by authority	Kept by authority	Percentage of jobs appointed	Percentage of appointments kept by authority
A1H	11,602	1,819	9,783	9,783	0	0	11	9,772	100.00%	99.89%
NCH	60,092	0	60,092	60,092		6,203	769	59,323	100.00%	98.57%
FALK	43,316	2,804	40,512	12,829	0	13 230	62 0	12,767 5,638	31.67% 50.66%	99.52% 100%
CCS	55,808	44,678	11,086	5,638	15					

Jobs
A - Total day-to-day maintenance jobs completed on behalf of own authority (excluding voids)
B - Number of jobs not requiring appointment (e.g. communal area repairs)
C - Column A minus column B

PI 04 Gas safety checks (financial year)

Family group **BM4/5/6**

	Gas properties	Properties checked	Percentage properties checked
Average			99.62%
Lowest			97.40%
Highest			100.00%
Lowest in range	3,506	3,415	
Highest in range	27,587	27,458	



Source data

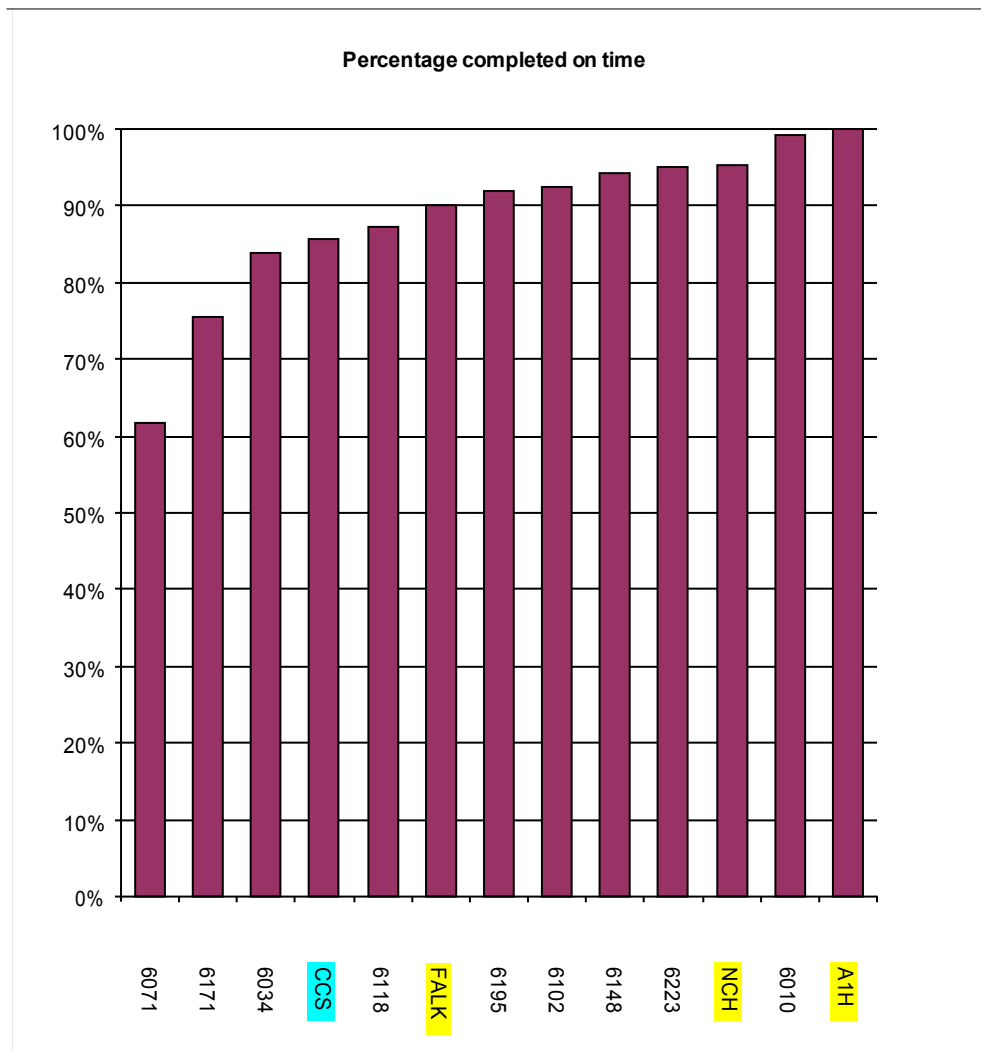
[HGASA]/[HHTGAS]

Acceptable parameters: >85% and <=100%; <100% if any missed calls

PI 14a Percentage of day to day jobs completed on time

Family group **BM4/5/6**

	Jobs completed	Jobs completed on time	Percentage completed on time
Average			88.65%
Lowest			61.60%
Highest			99.91%
Lowest in range	8,458	7,778	
Highest in range	106,889	89,635	



Source data

$([HTDDOT]+[PTDDOT])/[RTLH]$

Acceptable parameters: >60% and <100%

PI 14b Percentage of day to day jobs completed on time (excluding voids)

Family group **BM4/5/6**

	Jobs completed	Jobs completed on time	Percentage completed on
Average			91.63%
Lowest			70.17%
Highest			99.91%
Lowest in range	8,071	7,391	
Highest in range	104,387	89,635	

Percentage completed on time (excluding voids)



Source data

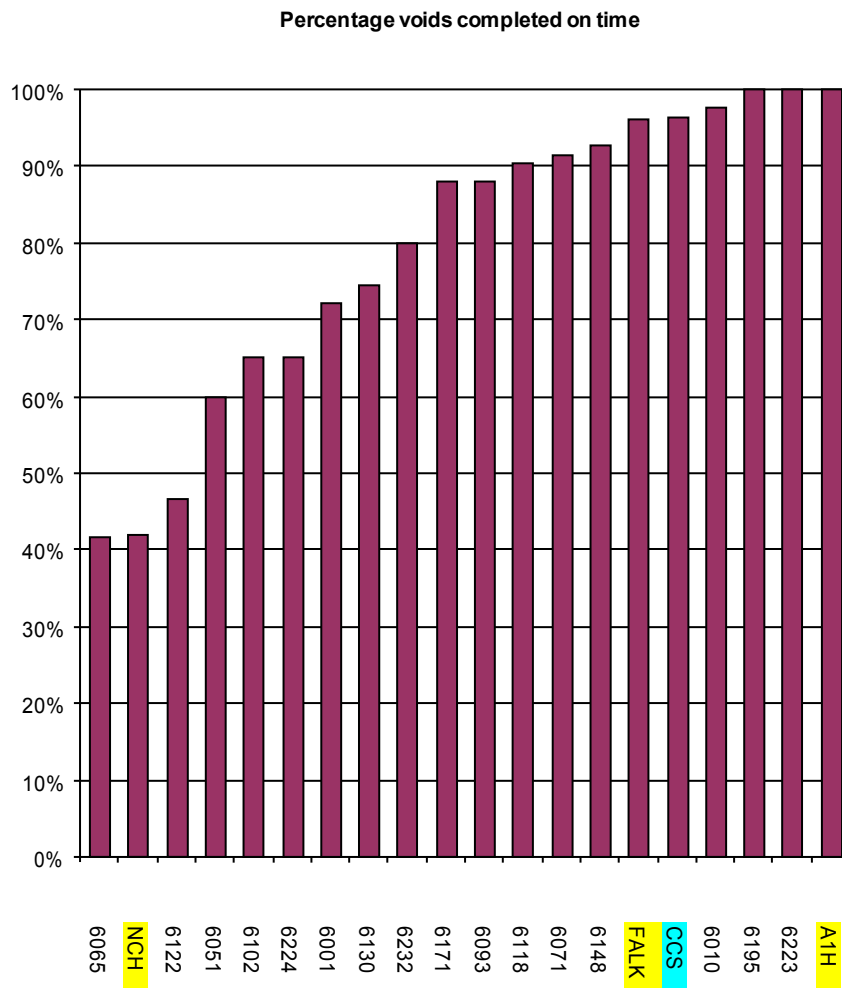
[MDDOT] / [RHMIE]

Acceptable parameters: >70% and <=100%

PI 14c Percentage of voids completed on time

Family group All family groups

	Jobs completed	Jobs completed on time	Percentage voids completed on time
Average			79.34%
Lowest			41.65%
Highest			100.00%
Lowest in range	140	91	
Highest in range	11,177	10,747	



Source data

[VDDOT] / [RHMIV]

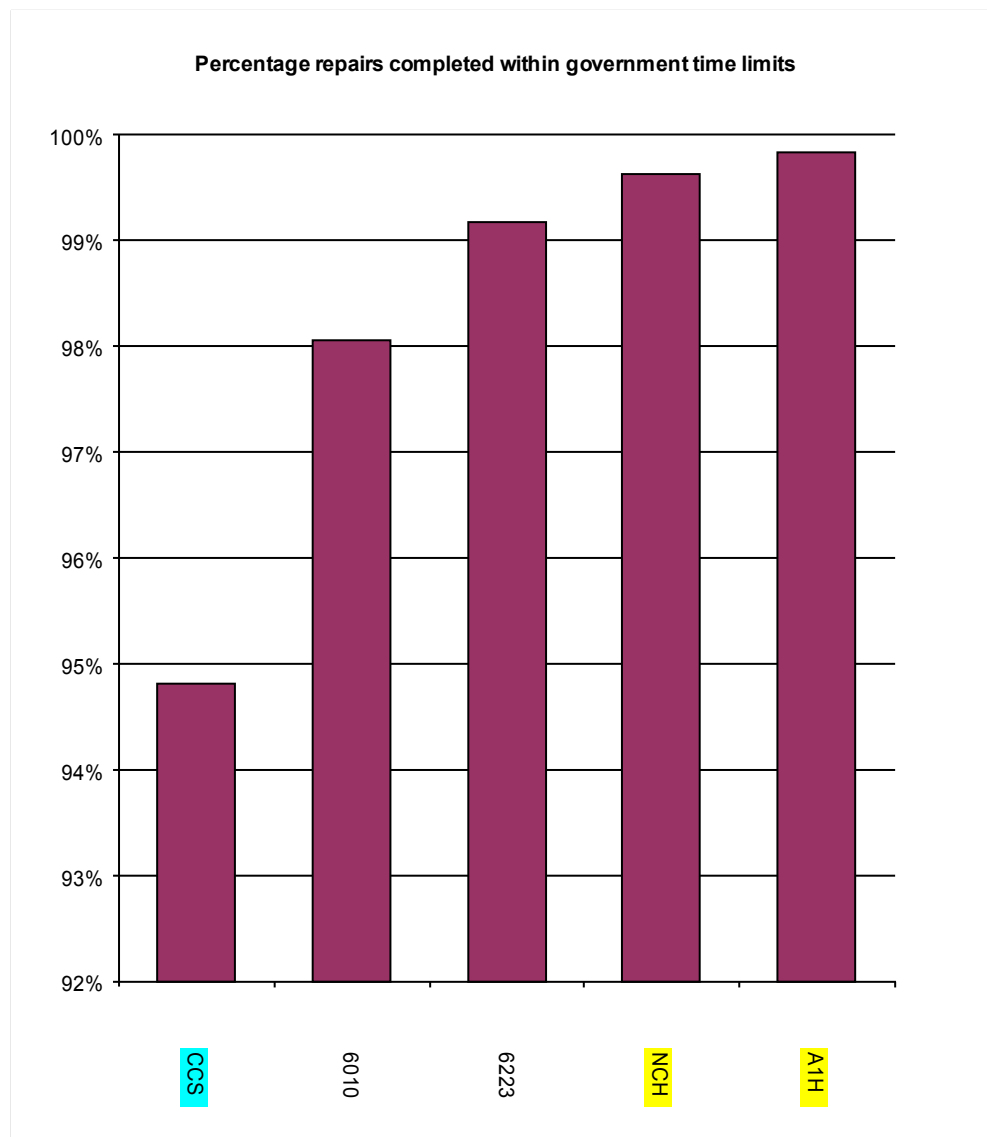
Acceptable parameters: >40% and <=100%

PI25c Percentage of all housing repairs completed within government time limits (England/Wales only)

Family group BM4/5/6

Percentage of repairs completed within government time limits

Average	98.30%
Lowest	94.81%
Highest	99.83%



Source data

[PRWGT]

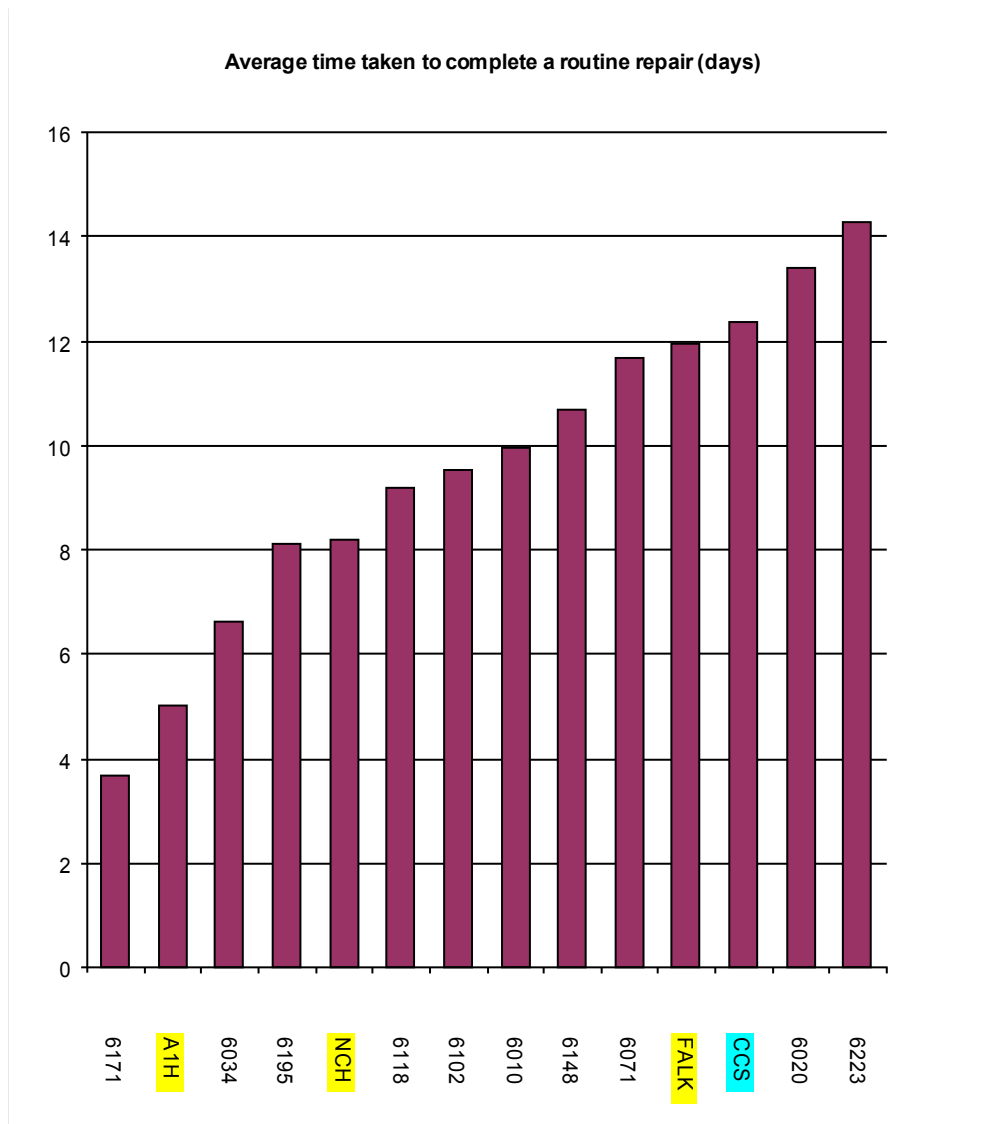
Acceptable parameters: >90% and <=100%

PI 24 Average time taken to complete a routine repair

Family group **BM4/5/6**

Average time taken to complete a routine repair (days)

Average 9.61
 Lowest 3.68
 Highest 14.28



Source data

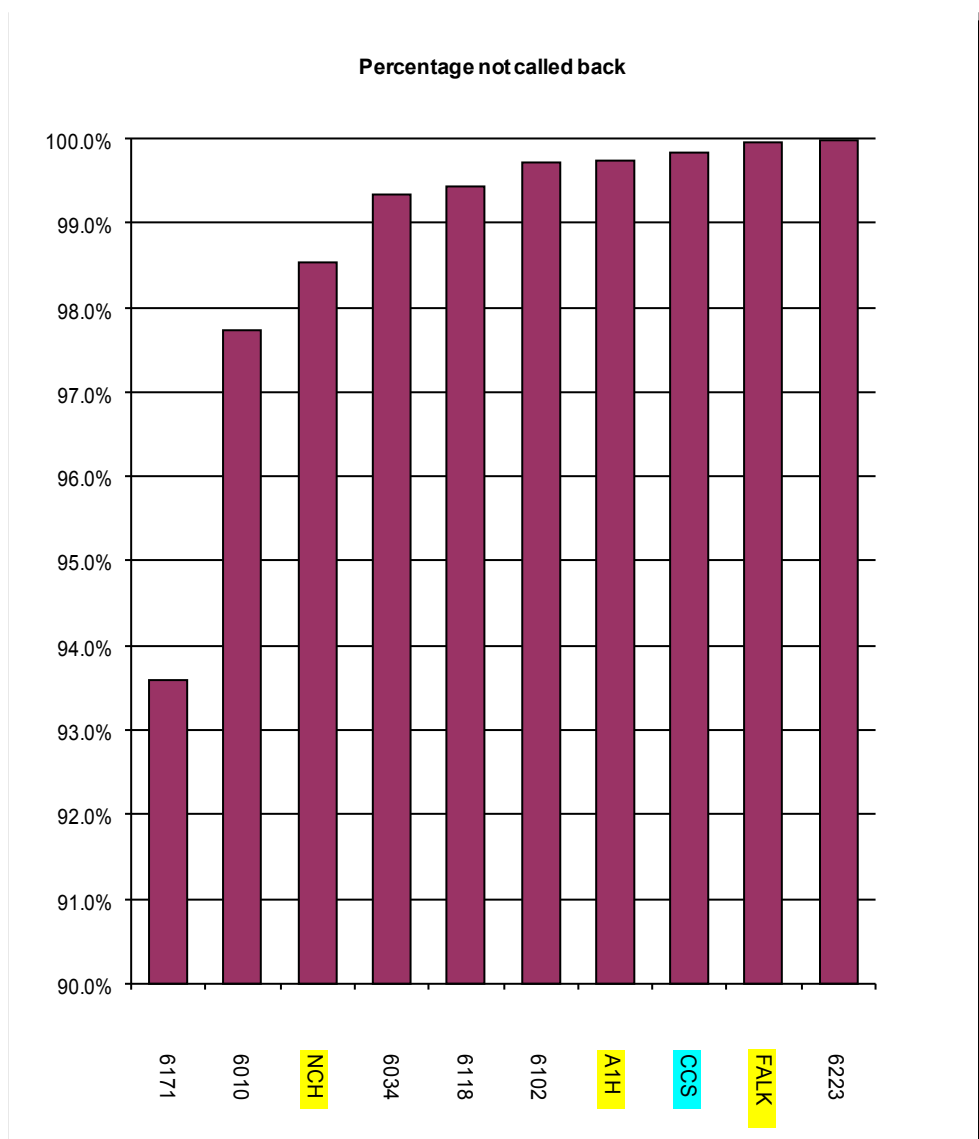
[ATCRR]

Acceptable parameters: ≥ 3.5 and ≤ 15 days

PI36 Percentage of non-emergency jobs not subject to call back/complaint (right first time)

Family group BM4/5/6

	Percentage not called back
Average	98.79%
Lowest	93.60%
Highest	99.98%



Source data

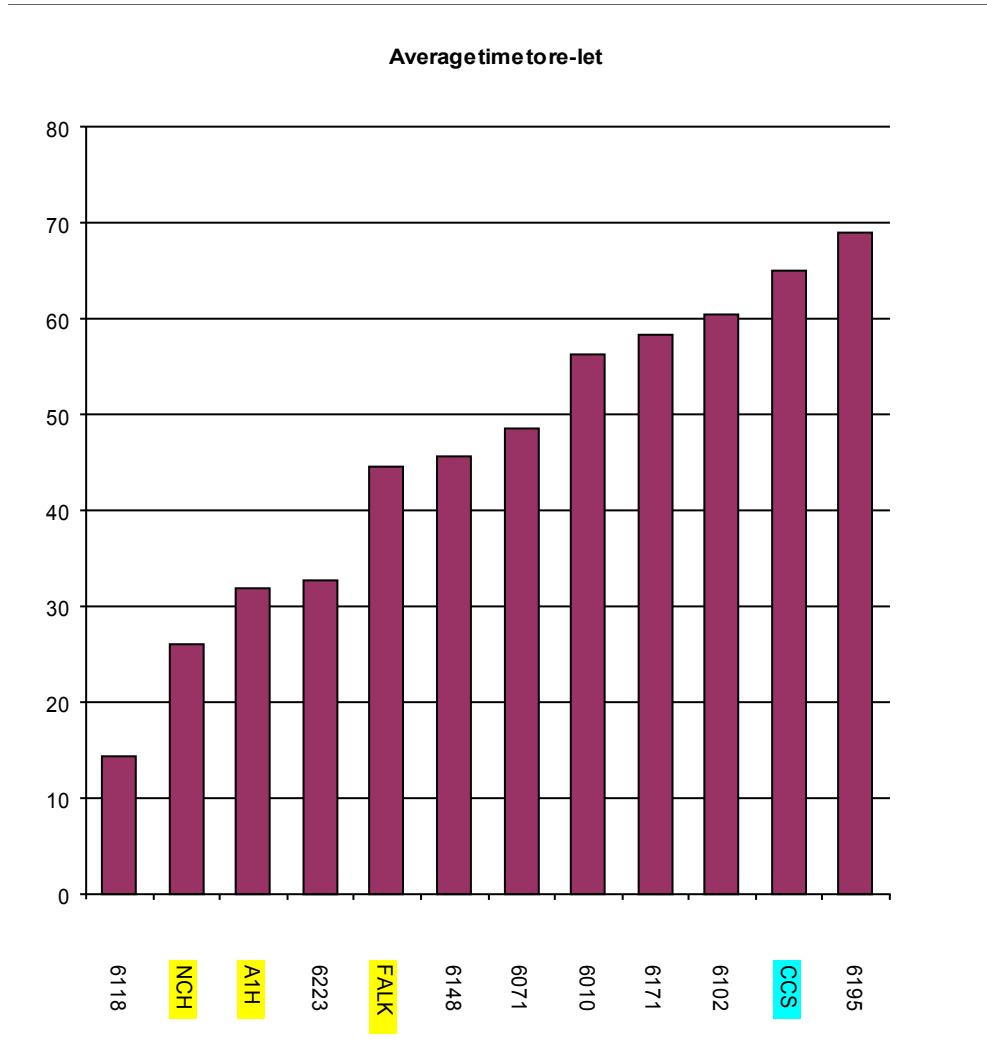
$$\frac{((([RTLH] + [PMJEC]) - [RHMIV]) - ([HCOMAJ] + [PCOMAJ]))}{(([RTLH] + [PMJEC]) - [RHMIV])}$$

Acceptable parameters: <= 100%

PI 20a Average re-let times for local authority dwellings

Family group **BM4/5/6**

	Total days properties vacant	Occasions vacancies re-let	Averagetime to re-let
Average			46.03
Lowest			14.32
Highest			68.90
Lowest in range	11,149	321	
Highest in range	109,575	2,405	



Source data

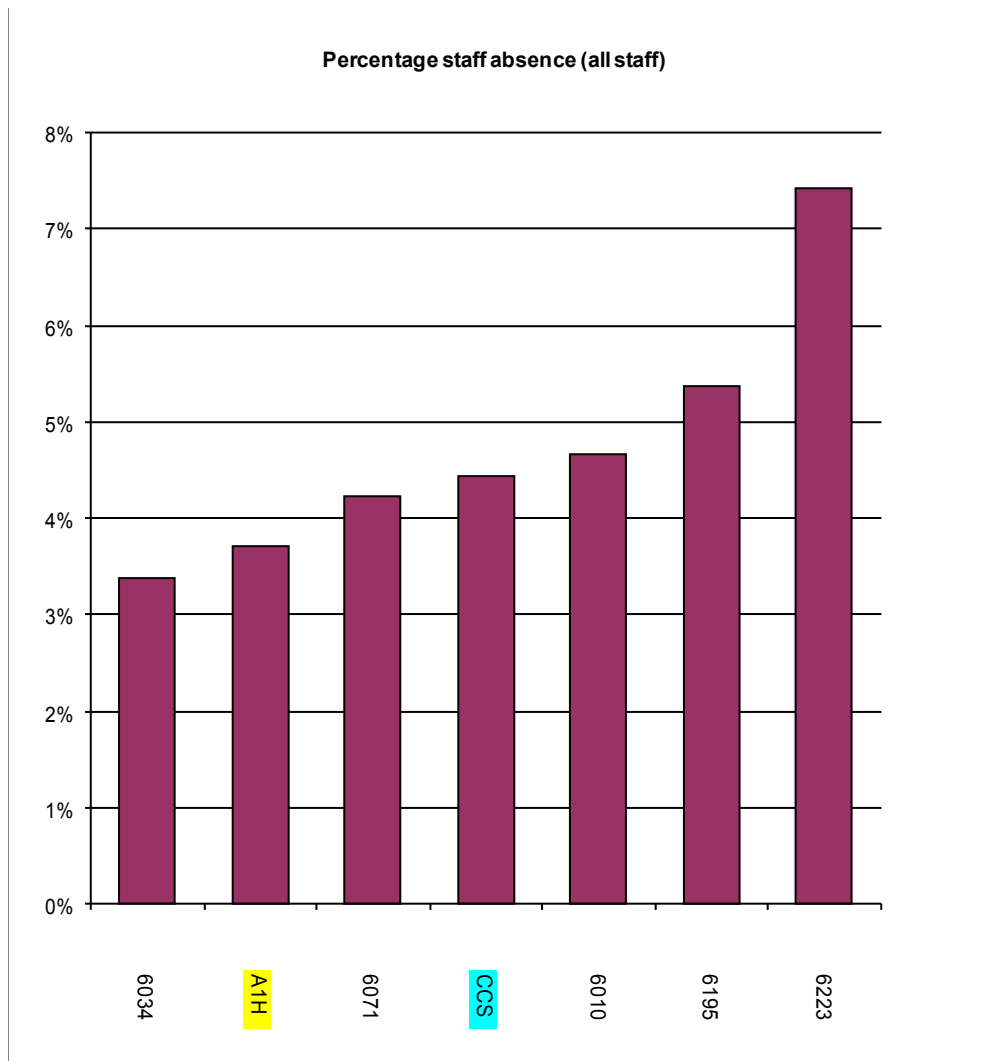
[TNDPV] / [NDOPL]

Acceptable parameters: average time >10 and <100 days

PI 29a Percentage staff absence (all staff)

Family group **BM4/5/6**

	FTE all staff	Percentage staff absence (all staff)
Average		4.74%
Lowest		3.37%
Highest		7.41%
Lowest in range	0.00	
Highest in range	579.65	



Source data

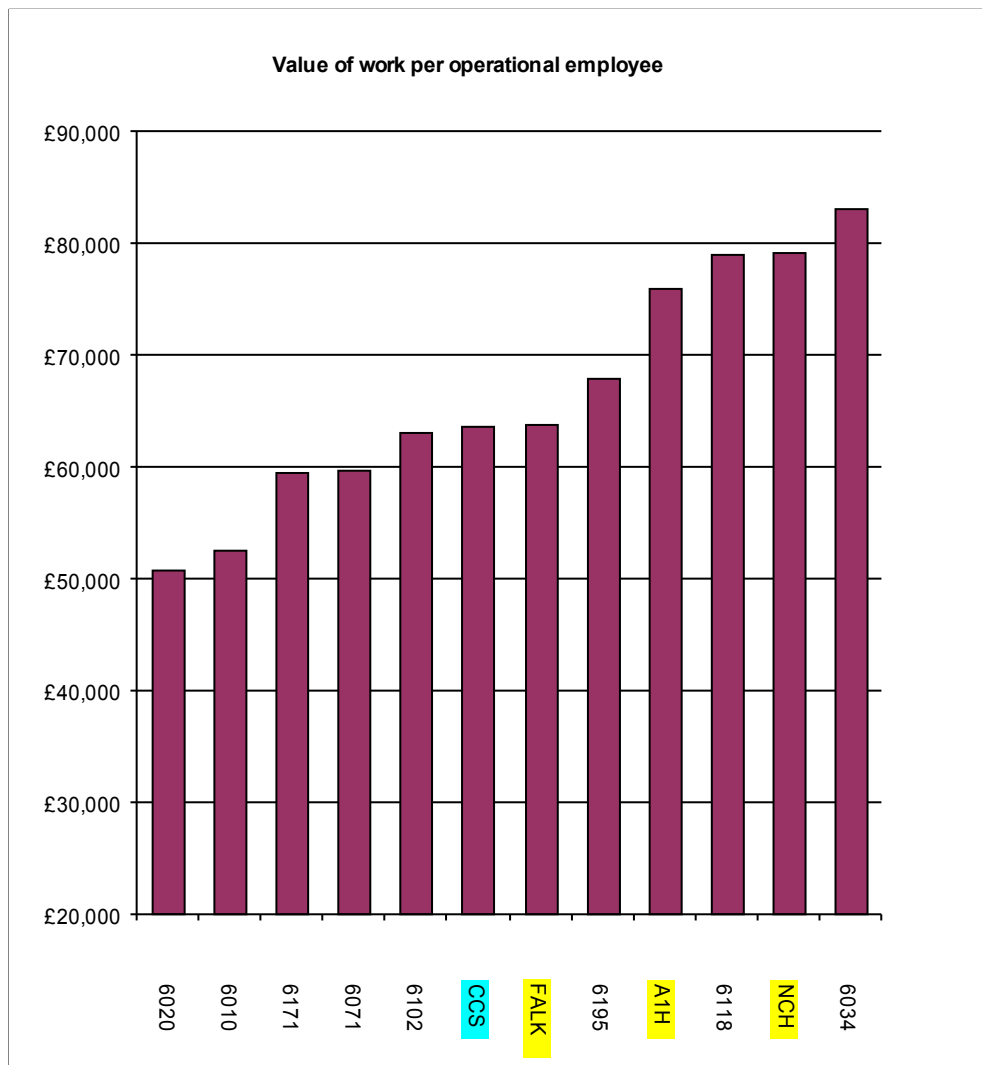
[STAAE]

Acceptable parameters: >0% and <10%

PI 10 Average value of work per operational full time employee

Family group **BM4/5/6**

	Income	Number of employees	Value of work per operational employee
Average			£66,445
Lowest			£50,732
Highest			£82,958
Lowest in range	£3,564,328	47.00	
Highest in range	£36,325,846	437.88	



Source data

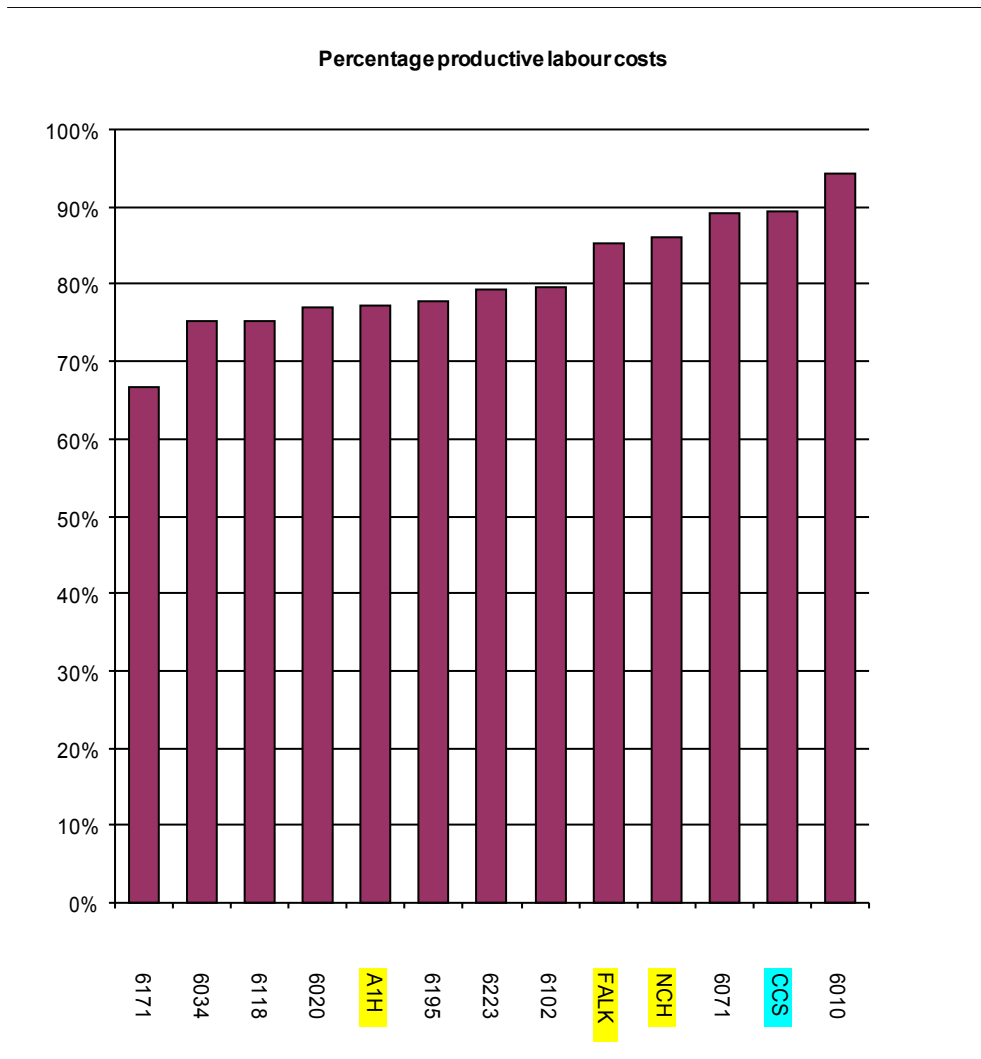
$([INANN] - [EXSUB]) / [FTEFL]$

Acceptable parameters: >£38,000 and <£110,000 per FTE and income >£500,000

PI 08a Productive labour costs as a percentage of total labour costs

Family group **BM4/5/6**

	Productive labour costs	Total labour costs	Percentage productive labour costs
Average			80.90%
Lowest			66.70%
Highest			94.21%
Lowest in range	£1,250,347	£1,620,757	
Highest in range	£14,566,887	£19,401,998	



Source data

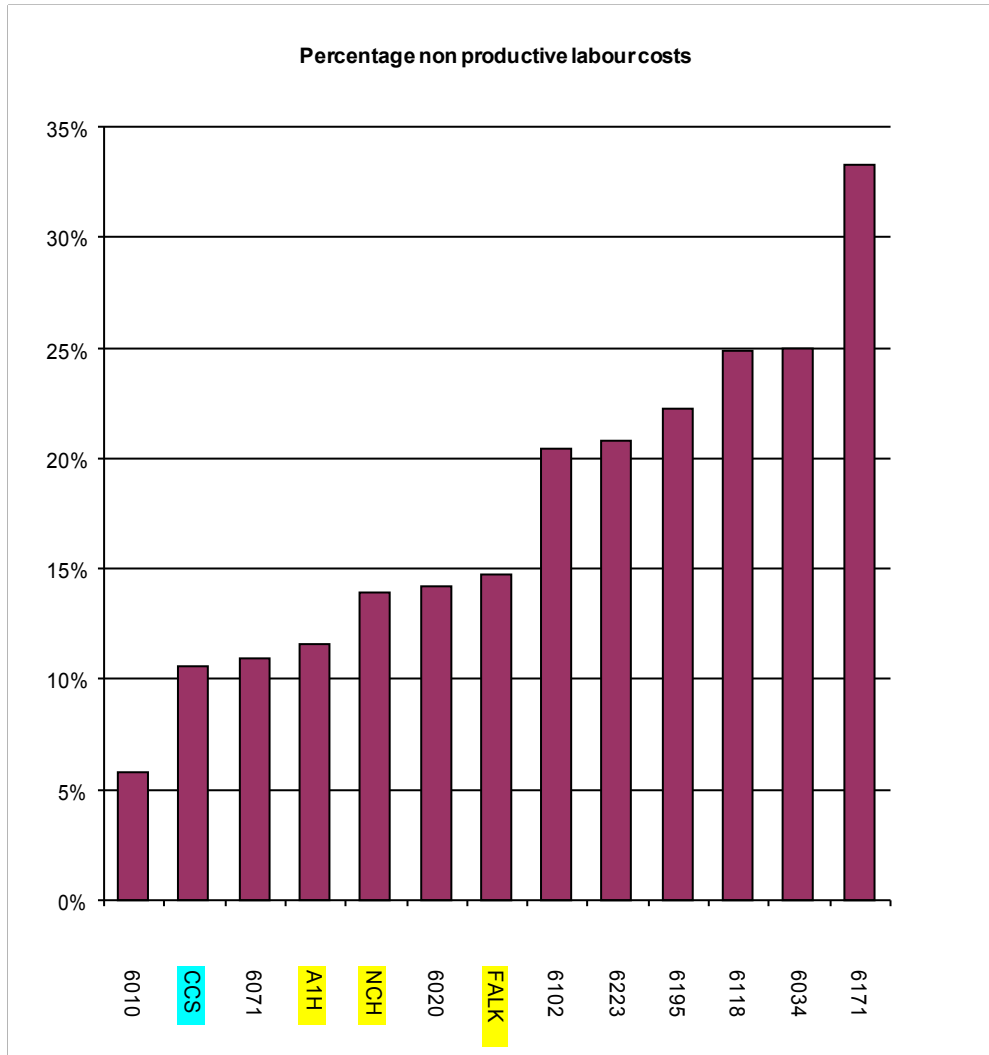
[EXOPS] / [EXALE]

Acceptable parameters: >65% and <95%

PI 05 Non productive labour costs as percentage of total labour costs

Family group **BM4/5/6**

	Non productive labour costs	Total labour costs	Percentage non productive labour costs
Average			17.56%
Lowest			5.79%
Highest			33.30%
Lowest in range	£187,623	£1,620,757	
Highest in range	£4,835,111	£19,401,998	



Source data

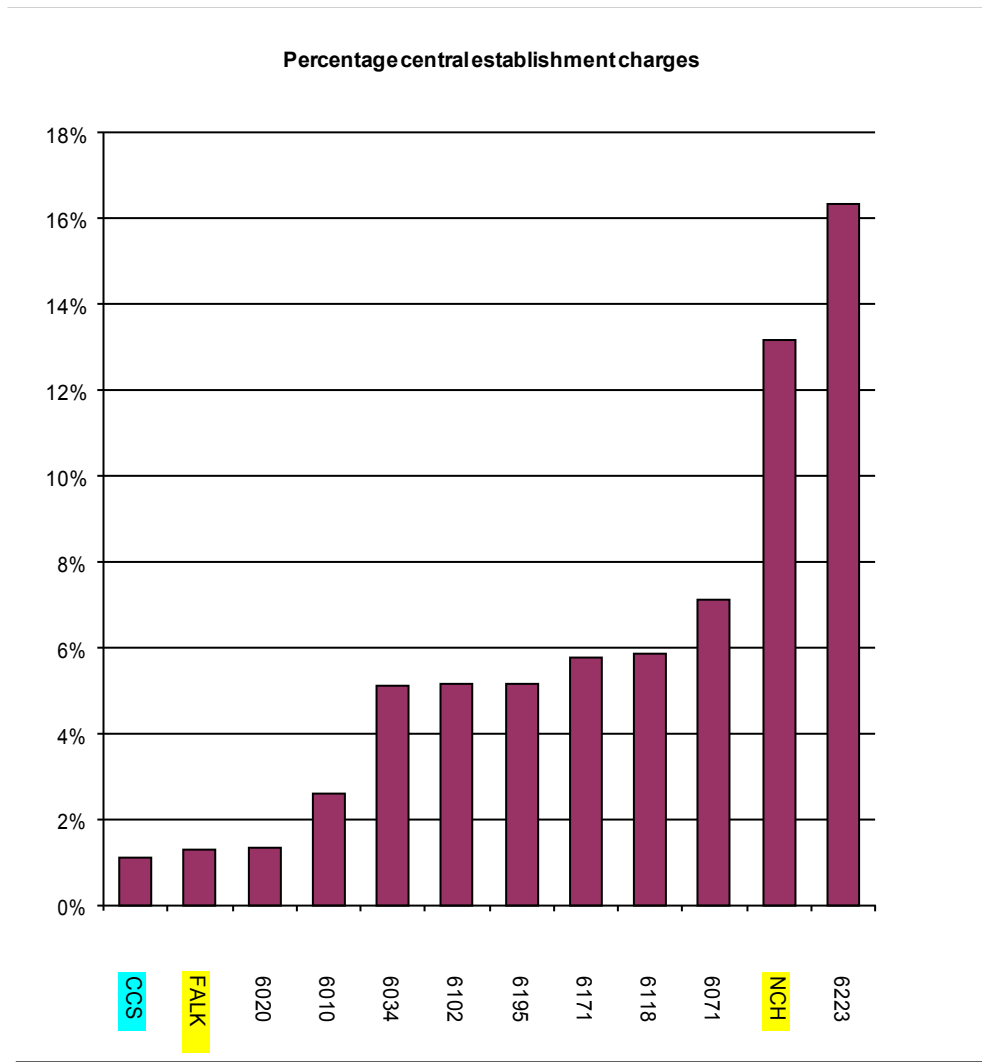
[DEXMAN]/[EXALE]

Acceptable parameters: >5% and <40%

PI 11 Central establishment charges as a percentage of total expenditure

Family group **BM4/5/6**

	Total expenditure	CEC expenditure	Percentage central establishment charges
Average			5.84%
Lowest			1.11%
Highest			16.35%
Lowest in range	£3,933,044	£104,755	
Highest in range	£40,862,592	£3,790,678	



Source data

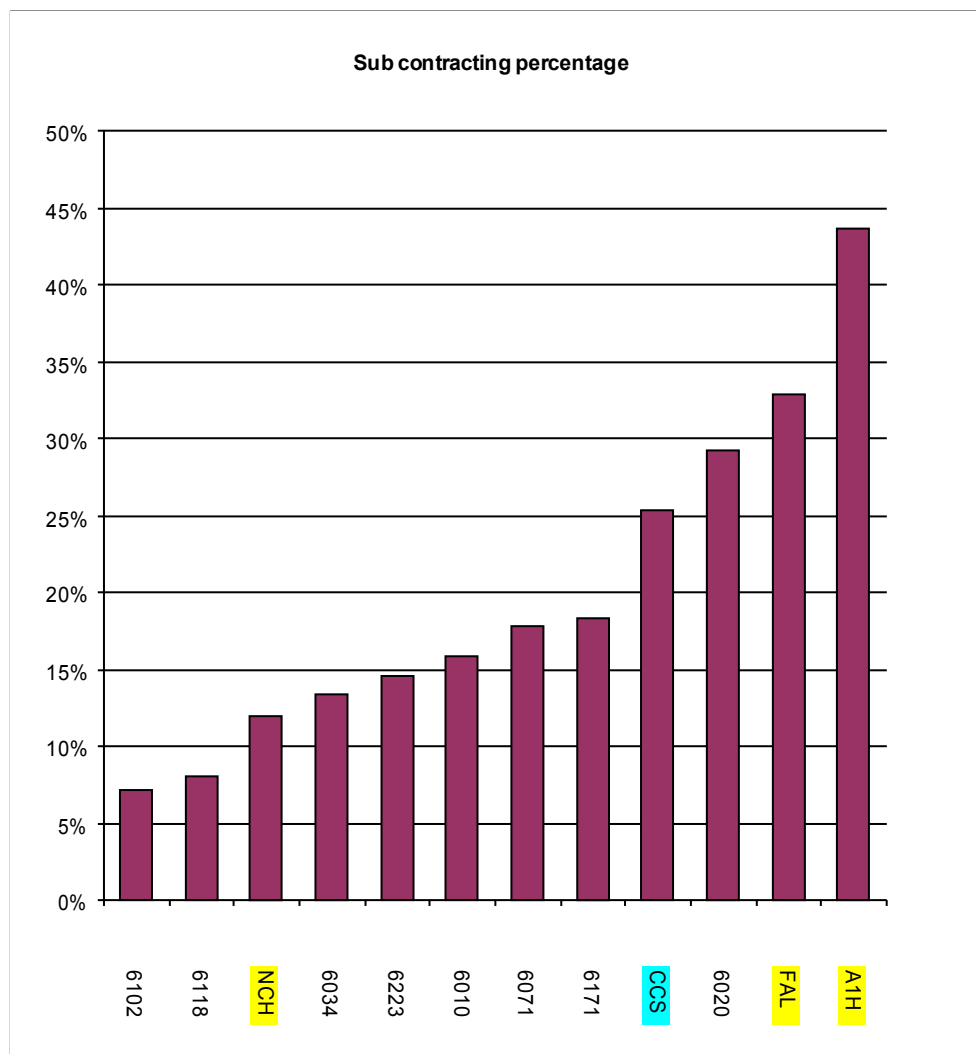
[EXCEC]/[EXTOT]

Acceptable parameters: >0.75% and <20%; CEC>£0

PI 26 Sub Contracting as a Percentage of Contract Value

Family group **BM4/5/6**

	Cost of sub contracting	Total income (own authority)	Sub contracting percentage
Average			19.86%
Lowest			7.19%
Highest			43.70%
Lowest in range	£1,023,784	£6,050,887	
Highest in range	£10,864,871	£40,845,757	



Source data

$$\frac{([EXSUB]-[EXSUBO])}{([INOWN]-[INNBM])}$$

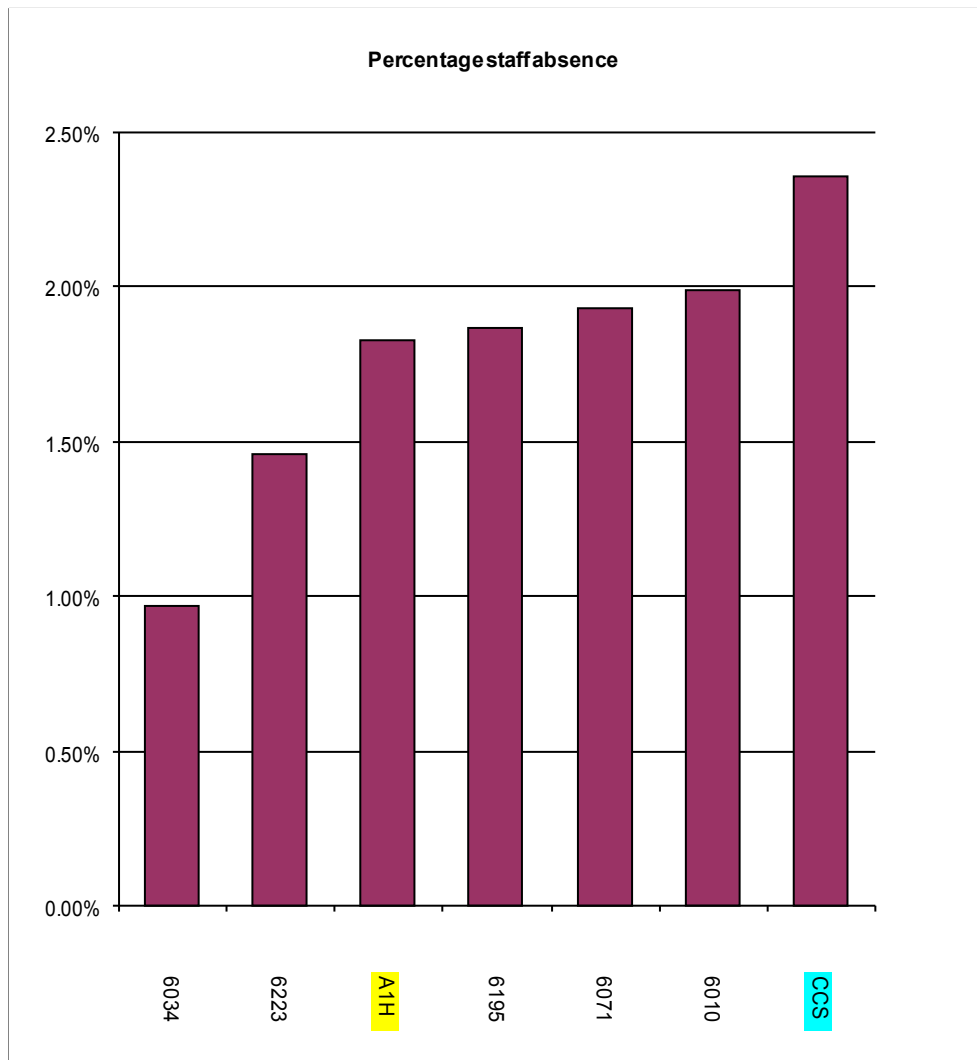
Acceptable parameters: <55%

PI 26 data table

PI 29b Percentage staff absence excluding long term (all staff)

Family group **BM4/5/6**

	FTE all staff	Percentage staff absence
Average		1.77%
Lowest		0.97%
Highest		2.36%
Lowest in range	0.00	
Highest in range	579.65	



Source data

[STAAL]

Acceptable parameters: >0% and <10%

Council Comparators - CB&PS Commissioning Review 2016

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Council	Swansea	Caerphilly	Flintshire	Angelsey	Vale of Glamorgan	Cardiff	Falkirk (APSE Best Performers 2015)	A1 Housing Ltd (Bassetlaw District Council) (APSE Most Improved Performer 2016)	Kirklees	Kingstown Works Ltd (Hull City Council)	South Gloucesters hire	Oxford	Nottingham (Nottingham City Homes)	Birmingham	Bristol
No of council houses	13,500	11,000	5,100					7,000		26,000 homes		7,500	29,000		
Housing	In house	In house 250 employees in ops - 46,000 repair jobs per year.	In house	Maintenance within 'Community' Directorate - Housing service area	In house	In house - part of Building Operations team.	In house - sits within Corproate & Housing Services.	ALMO - day to day management of Bassetlaw housing stock	Trust/RSL - Kirklesss Neighbourhood Housing.	KWL wholly owned company - contracted to do all works.	In house	Oxford Direct Services - building maintenance , commercial waste, grounds, environment, streetscene, fleet, workshop, highways and engineering services.	ALMO Share services and sell to wider market - company offers lot of housing roles - lettings, rent, allocations etc.	Contracted out - four contractors each covering a region of the city.	In house -
Public Buildings	In house	In house - Major Capital Schemes	Currently transforming in house - move to Intelligent Client function reduce staff from 32 to 10-12 - more contracted out via frameworks.				In house - Building design within Development Services Directorate.	In House	In house but merging with KNH by April 2017				Homes only	Contracted out	In house - some contracted out, major projects.
Property	In house	Based within building services. Some functions externally sourced - open market property disposals and rating valuations.	Based within Building dept.	Property Services in house - part of Sustainable Development Department.	In House	In House - part of the Economic Development team	In house - sits within Development Services.	In house						In house - Birmingham Property Services - commercial property mgt, development and sales, property strategy, resources and facilities mgt, acquisitions and valuations, service property mgt, local property mgt.	Property Search - Invest in Bristol and Bath. - group consisting of Bath & NE Somerset Council, Bristol City Council, North Somerset Council, South Gloucestershire Council.

Offer private work	No	No	No - current procurement regs do not allow the service to trade externally. Exploring ops with other LA's.		No	No			Work with social landlords, offer repair and installation services to neighbouring areas		Offer services to non council residents - enable people to stay in their homes longer - social care policy - handy man service.	Market services to businesses, council residents, tenants, charities, health and voluntary sector bodies, landlords and letting			
Notes			Free care and repair service at cost of £50k/yr	Handy person service - free helps with small jobs.	Handy person service - free helps with small jobs.	Handy person service - free helps with small jobs.	Handyperson service to over 65's. £26/hr plus cost of materials. 1hr and 2hr job categories. Care&Repair - free for disabled and service to private sector 60+ - home owners and tenants of private landlords.					Delivered with existing staff - additional resource recruited only for additional income generation.	Share finance and HR with Leiceister CC £1m net cost reduction.		
Technology		Opti-Time. PDA's used					Facebook Opti-time	Total mobile trial with small group				Mobile handhelds	Kirona - Opti-time		
Apprenticeships Page 68			Similar scheme to CCS - minimum requirement of 5 GCSE's A=C including Maths and English.	No evidence of any scheme			20yrs or under, be a Falkirk resident, unemployed or a school leaver. 150 in 2015 across authority. Employment and training unit.	Take on apprentices every three years, advertise 'partner' jobs too eg suppliers.	Kirklees 'Apprentice Hub'	Hull Training' KTW's do apprenticeships.	Work with S Glouc. And Stroud College - apprentices in Council, suppliers and partners.	Offer diverse range of apprenticeships including ODS	Same as CCS but must have D or above in Maths and English at entry level.	Internal ops but advertised via National Apprenticeship Service and career services.	Work with local businesses 'On site Bristol' partnership with BCC, job centre , construction skills, City of Bristol College and summit skills. Part of Economic Regeneration team at BCC

		Transform In House	Private Provider	Set Up new Company
Service Outcomes	Criteria			
As identified in CB&PS Stage 2 report. Does the option deliver the service outcome criteria?	To provide and maintain a sustainable, affordable and quality property portfolio	4,4	2,2	2
	To provide and maintain quality, affordable social housing	4,4	2,2	2,0
	To provide and maintain a sustainable educational portfolio	4,4	2,2	2,2
	To maximise financial return for the commercial portfolio whilst considering alignment with financial objectives and corporate well-being	4,4	2,2,1	3
	To offer additional, added value including employment and apprentice opportunities	4,4,4	3,3,3	3,2
	Average Score	4	2.2	2
Fit with Council Priorities	Criteria			
How does the option enable the Service to assist in the delivery of CCS Corporate Priorities?	Building sustainable communities	5,4,4	1,3,2	3,3
	Safeguarding vulnerable people	5,4,5	2,2,2	3,3
	Improving pupil attainment	5,3,4	4,3,2	3,3
	Creating a vibrant and viable city and economy	4,4,4	2,2,3	3,4
	Tackling poverty	4,4,5	2,2,3	2,4
	Average Score	4.3	2.3	3.1
Financial Impact	Criteria			
Does the option?	Support cost reduction (Consider whether works are HRA, General Fund, Property)	4,4,4	3,2,1	1,3
	Support income generation (Consider whether works are HRA, General Fund, Property)	5,4,4	0,0,0	3,4
	Require investment but supports savings elsewhere in the system	3,4,4	2,1,3	3,4
	Makes best use of staff resources	4,4,4	4,3,2	3,4
	Limited/no set up costs	5,4,4	1,0,2	0,1
	Score	4.1	1.6	2.6
Sustainability / Viability	Criteria			
Does the option?	Work successfully elsewhere	5,4,3	0,4,4	4,3
	Allow for future growth and development	5,4,5	3,2,5	3,5
	Have flexibility to adapt to change quickly	3,2,3	5,3,4	4,4
	Score	3.8	3.3	3.8
Deliverability	Criteria			
Is the option?	A manageable project with timely turnaround	5,3,4	4,2,4	2,4
	Politically acceptable	5,5,5	2,2,3	2,5
	Legally compliant	5,5,5	5,5,5	5,5
	Average Score	4.7	3.6	3.8
	Total Average Score	4.2	2.6	3.1

Score Findings

- **Transform In House - Average Score 4.2** (4 or 5 = Meets Criteria. Major Improvement likely. Potential for substantial advantages.)
- **Externalise – Average Score 2.6** (2 or 3 = Partially meets the Criteria. Some improvements. Potential advantages outweigh potential disadvantages.)
- **Set Up New Company – Average Score 3.1** (2 or 3 = Partially meets the Criteria. Some improvements. Potential advantages outweigh potential disadvantages.)

		Transform In House	Private Provider	Set Up new Company
Service Outcomes	Criteria			
As identified in CB&PS Stage 2 report. Does the option deliver the service outcome criteria?	To provide and maintain a sustainable, affordable and quality property portfolio	4	2	4
	To provide and maintain quality, affordable social housing	4	2	4
	To provide and maintain a sustainable educational portfolio	4	2	4
	To maximise financial return for the commercial portfolio whilst considering alignment with financial objectives and corporate well-being	5	3	4
	To offer additional, added value including employment and apprentice opportunities		2	4
	Average Score	4.3	2.2	4
Fit with Council Priorities	Criteria			
How does the option enable the Service to assist in the delivery of CCS Corporate Priorities?	Building sustainable communities	5	3	4
	Safeguarding vulnerable people	5	3	4
	Improving pupil attainment	5	3	4
	Creating a vibrant and viable city and economy	5	3	4
	Tackling poverty	5	3	4
	Average Score	5	3	4
Financial Impact	Criteria			
Does the option?	Support cost reduction (Consider whether works are HRA, General Fund, Property)	4	3	4
	Support income generation (Consider whether works are HRA, General Fund, Property)	4	1	4
	Require investment but supports savings elsewhere in the system	5	1	4
	Makes best use of staff resources	5	1	4
	Limited/no set up costs	5	3	4
	Score	4.6	1.8	4
Sustainability / Viability	Criteria			
Does the option?	Work successfully elsewhere	5	4	4
	Allow for future growth and development	4	3	3
	Have flexibility to adapt to change quickly	4	4	3
	Score	4.3	3.7	3.3
Deliverability	Criteria			
Is the option?	A manageable project with timely turnaround	5	2	2
	Politically acceptable	5	1	3
	Legally compliant	5	5	5
	Average Score	5	2.7	3.3
	Total Average Score	4.6	2.7	3.7

Score Findings

- **Transform In House - Average Score 4.6** (4 or 5 = Meets Criteria. Major Improvement likely. Potential for substantial advantages.)
- **Externalise – Average Score 2.7** (2 or 3 = Partially meets the Criteria. Some improvements. Potential advantages outweigh potential disadvantages.)
- **Set Up New Company – Average Score 3.7** (Sits between Meets and Partially meets criteria as described above)

	Opportunities	Details	Estimated Financial Benefits	Estimated Non Financial Benefits	Do Benefits Align with Outcomes? Agree/Disagree	Additional Comments
			Low <£50k, Medium £50-£250k, High >£250k	PESTLE		
	Assets & Budgets					
1 GB	Reduction in assets	Operational assets - linked into Area reviews, Asset reviews crosscutting service reviews and commissioning. Larger scale savings cannot be guaranteed until all premises budgets are centralised under the corporate landlord approach.			Yes and agree to align with outcomes	Best use and control of assets/ have KPIs in place to reduce assets/ strategic - markets/city centre/ent park - not in scope/management of them?/ control centralised?/ single managemnet - release areas to focus on service/ service drivers - decisions/ place making - schools (may) front community/ Council services 'what are we going to deliver?/ capture asset costs/ rationalise/close building - still provide service/ use of corporate buildings across the service areas/ funding etc in schools/ support is key/passing assets to the community/ service engagement/ commissioning more understanding/ get services to consider assets/ Est - community asset transfer - social benefit - pass to trust etc (culture)/ invest to generate more income? environment benefits/ efficient use of space/ efficient use of space/service plan flow- update as is every year - should be 5-10 years/ work together - assets and service areas/ 17m total spend/ NNDR/ 2018 - homes authority will be in charge but not officer in charge CISW to make building compliant/ landlord - tenant agreement/ sellig costs/ corporate risk, empty buildings, uncertainty/ evidence that reduction is requirement/ under occupancy/ voids/ space unused/ Should be increasing assets?/ short to medium plan for assets
1. AS	Reduction in assets/ Reword opportunity as 'Optimisation of Assets for City & County of Swansea'	Operational assets - linked into Area reviews, Asset reviews crosscutting service reviews and commissioning. Larger scale savings cannot be guaranteed until all premises budgets are centralised under the corporate landlord approach this should look at also reinvestment for the CCOS	High	Social Benefits, Financial Benefits, Economical benefits other benefits that link in all services	Agree (indirectly) (1,4 & 5)	From the redesigning and realigning of the assets through the outcomes of other reviews - e.g. social services adult services may not require a site any longer as it doesn't meet their needs, so that asset might be transfered to another services. Other options were that all assets no longer are the responsibility of the services so (part of that corporate landlord model), some there will be the natural sale of some assets that no longer meet any services need so will be sold and then this should be reinvested in more property (investment v Sales), Rental opp's of new properties for other businesses not only to provide CCOS services, Educational banding to be linked in.
Page 71			In next 12 months Med - high	political, economic, social, technological, better services in fewer buildings	Agree - optimisation of assets rather than reduction	City centre reorganistaion/ QED 21st Century schools (central space for community centres and libraries etc./ Implication of other reviews e.g.culture and tourism/ Is there a market for the sale and maintenance of buildings?/ Local gov reform and joint working with NPT/ Property market should we be buying or selling?
2 AS	Reduce Capital Maintenance programme (Table felt this could be an issue)	Non HRA - reduce overall budget - Link in more educations and preventative works for the Corporate Landlord functions /SLA requirements for assets - e.g. All premises managers to be upskilled in all areas and responsibilities to be set out - guttering cleaning programmes etc, PAT testing etc	Interim Med but Low long term (impact could be high and incur more costs longer term)	Disbenefits - there might be some savings by cutting the budgets but this would have a longer impact	<u>No from a reduction</u> , but if this is changed then Agree an indirect link (1, 4)	The table felt that this shouldn't be a reduction but maybe see where preventative measures can be brought in with the Corporate Landlord function to reduce the reactive maintenance issues.
2 CC			Low - plan to reinvest before saving	Legal, economic, social		Commercailisation of buildings e.g. build to sell oportunities? Afluent areas reinvest into socail housing/ invest to sustainability will reduce ongoing costs e.g. maintenance/ Model of delivery
3 AS	Reducing budgets, statutory and non-statutory servicing, planned and follow up works (Corporate Landlord Function)	HRA - no non statutory services within AS area left - are we clear what these services are across building and property services?Linking back to the Corporate Landlord function, applying SLA's and premises responsibilities, upskilling the workforce, enforcement where necessary	short term solution but with longer term impact			Handyman service/upskilling premises managers (preventative works) all links back to the Corporate landlord function and captial maintenance programme.
3. CC	Reducing budgets, statutory and non-statutory servicing, planned and follow up works	HRA	Low	legal, poiltical, social		Statutory - are we too rigorous?/ use legislationin a smarter way/ gold plated service unecessary
3. GR	Reducing budgets, statutory and non-statutory servicing, planned and follow up works	HRA	Low		Agree - we have to agree with tenants	POINTS DISCUSSED - Statutory Regulations that we are tied into/ Ties in with repairs/ It has to align with the policy/ Have to consult with the tenant as we have a legal relationship with the tenants/ Providing the same quality of service but maybe the tenants wouldn't see it like this/ Links into building sustainable communities.
3. CC		Non HRA - sale of assets, reducing servicing cycles	Low			Moral obligation to set example for others to follow - element of trust for quality/ not a huge return for this/ benchmarking info for this
3. CC		Schools - sale of assets	low			Fit for purpose and safe/ impact long term on children's education/ EU Legislation?

	Opportunities	Details	Estimated Financial Benefits	Estimated Non Financial Benefits	Do Benefits Align with Outcomes? Agree/Disagree	Additional Comments
			Low <£50k, Medium £50-£250k, High >£250k	PESTLE		
	Income Generation & Invest To Save					
4 GB	Increase income and commercialism in Strategic Estates	Link to investment portfolio review but also relates to ongoing commercial initiatives for "selling" of property services.			Yes - need to get into shape	Generate income/ reduce debt levels/ acquisitions in city centre/ politically not straight forward/ regenerate/ risks/ landsales- clear, public, cabinet/ rent collection - cleaning/ branding important - costs/ sale of elba - success/ charging - impact/ medium - charging for under occupancy/ risks// marketing, legal, state aid/ behaviours/ agile working costs/ collaborate with home care - cleaning/ market rooms - commercialism/ room bookings for external users - meetings/ marketing/ comms/
5 GR	Increase operational turnover within building services (predominantly HRA)	Apprenticeship strategy, recruitment drive for additional trade employees	Low/Med		Agree - Caution of volume and nature of work	POINTS DISCUSSED - We have the apprentice policy in place which is working really well/ we have found work for locals/ develops a saving for us/ Meets all Corporate Priorities/ This creates a saving in the HRA budget/ there is a commercial gain for housing/ we can't employ an apprentice just because they are a council tenant as there are procurement issues/ Wouldn't this be seen as positive discrimination?/ Advertising in the Open House Newsletter as it would make sense to get tenants employed/ We are getting skills up to a level to be employed/ Report going to cabinet in July/ Ring fencing to advantage tenants/ By engaging the community in the work benefits the community in the end as there is i.e. less crime etc./ Apprentices are operative based at present but will be moving to technical/ a lot of apprentices have gone onto be QSS etc.
GR		Additional internal contract work - adaptations, enveloping, DFG's, Gas servicing to ex-council owner properties				POINTS DISCUSSED - Benchmarking has proven that we balance our money/ we are looking to expand our turnover/ Concern from housing on what the spend will be? On benchmarking we found that we could take on more spend but not too much and still maintain standards/ Relying on 3rd parties at points/ controlling slippages will be hard with regards to the weather/ Looking to take on more work which would be delivered with the same amount of resources/ expanding the scope of enveloping/ better to take on less work and keep the contractors on board under our control/ Concern from housing that they were nervous about seeing a solution to this/ nervous developing a programme to meet staffing levels/ nervous of the major repairs budget and EU funding will go towards building works/ Meets all corporate objectives
Page 72	More Homes Project	Develop In house team to carry out all work required to Passivhaus standard	Low		Agree - but subject to how it goes on cost	POINTS DISCUSSED - We are embarking on two pilot schemes/ there are options on doing the works/ Concerns from housing that we have standard housing commitments and we all know that the money after 2020 will be very limited/ If partnerships are formed are they going to be happy to do this?/ How difficult would it be to get passivehaus standards?/ as a client housing want sustainability.
7 AS	Energy Strategy	Consider as part of the wider energy strategy 'invest to save' business cases. Environmental and social benefits attached to such projects.	Medium	Social and financial, economy and economical benefits	Yes - Agree (5, 2, 1)	Invest to save (change) this would have an impact from an assets perspective when looking at one Corporate approach to utility bill this being done centrally not only for the best energy deal but ensure and monitor where energy can be wasted. This would also have an effect on public e.g. smart metres for Council properties, seeing what education we can provide to change behaviours in energy usage. Picked up as part of the assets optimisation also where improvement can be made to buildings to conserve energy e.g. sensor lights etc? new builds and look at some existing buildings that would benefit. Look at funding/grant opportunities to rollout specific projects.
7 CC			Low/ Potential to grow	technological, social, environmental, political, legal, economical	Agree - Pupil attainment/ wellbeing for future generations	Upskill of staff/ EU Funding/ sustainable energy strategy/ invest to save/ income generation (evidence)/ tidal lagoon project?/ create energy to sell (solar, wind, tidal, etc.)/ educating residents/ street lighting/energy advice (smart meters)
	Resource and Performance Efficiency					
8 AS	Fit for the Future Structure Resource efficiencies – Senior Management Review, Management Restructures, ER/VR -	ER/VR's/Future reductions - A number of expressions of interest which can be supported and which will generate savings subject to some lower grade backfilling, reductions in low value discretionary services. Two bumped redundancies in operational area.	Medium	Financial Benefits	Agree - Indirectly (new structure will help deliver the services (3, 5)	Its important to develop a structure on the basis of a fit for the future structure, this may not mean cutting posts but upskilling staff and ensuring the priorities are aligned to what will be delivered.
8 CC	Resource efficiencies – Senior Management Review, Management Restructures, ER/VR	ER/VR's/Future reductions - A number of expressions of interest which can be supported and which will generate savings subject to some lower grade backfilling, reductions in low value discretionary services. Two bumped redundancies in operational area.	Med	all	disagree - we need to grow	Entry level recruitment/up skilling staff (comms)/ retirement - employees want to go but can't?/ do we have to accept all ER/VR requests?/ huge loss of experienced and knowledgeable staff/ succession planning/ growth in workforce required over next 5yrs/ sickness, stress management processes/ legal ratio obligation? staff t&Cs, flexibility of staffing, management function tasks/ culture of organisation/ creative needs of staff

	Opportunities	Details	Estimated Financial Benefits	Estimated Non Financial Benefits	Do Benefits Align with Outcomes? Agree/Disagree	Additional Comments
			Low <£50k, Medium £50-£250k, High >£250k	PESTLE		
8 GR	Resource efficiencies – Senior Management Review, Management Restructures, ER/VR	ER/VR's/Future reductions - A number of expressions of interest which can be supported and which will generate savings subject to some lower grade backfilling, reductions in low value discretionary services. Two bumped redundancies in operational area.	Low		Agree - subject to ensure service provision does not suffer increased workloads	POINTS DISCUSSED - we will have to ensure that the service provision does not suffer with an increased workload/ we will have to get the balance right/ could apprentices go into positions/ Concern that the new contact centre has increased some department's call volumes meaning less work is being done
8 GB	Resource efficiencies – Senior Management Review, Management Restructures, ER/VR	ER/VR's/Future reductions - A number of expressions of interest which can be supported and which will generate savings subject to some lower grade backfilling, reductions in low value discretionary services. Two bumped redundancies in operational area.				Re align structure/ staff engagement/ ER/VR/ estates - asset manager - cross skilling/ skill workforce/ more generic roles/ resource/ senior staff/ staff engagement
8. CC		Senior Mgt Review & Restructure - Senior management posts, no further changes possible without significant impact on service - can we reduce staff given the growing demand on our services				
8. GR		Senior Mgt Review & Restructure - Senior management posts, no further changes possible without significant impact on service	Low		Agree	POINTS DISCUSSED - we will have to do succession planning more effectively
9 AS	Fit for the Future Structure Back office Improvements – align with Business Support Review	Mobile working will help improve employees efficiency and performance and will reduce the amount of time spent filling out paper work.	Low/Medium	Financial Benefits	Yes - Indirectly (new structure will help deliver the services (3, 5)	Its important to develop a structure on the basis of a fit for the future structure, this may not mean cutting posts but upskilling staff and ensuring the priorities are aligned with what will be delivered.
9. CC	Back office Improvements – align with Business Support Review	Mobile working will help improve employees efficiency and performance and will reduce the amount of time spent filling out paper work.	High	Technical, environmental, economic, social	Agree - with considerable investment	Re allocation of staff/ business processes/ needs huge investment/ staff education/ huge opportunity with the right investment/ no joined up approach
9. GR	Back office Improvements – align with Business Support Review	Mobile working will help improve employees efficiency and performance and will reduce the amount of time spent filling out paper work.	Med		Agree	POINTS DISCUSSED - we are pushing on with the IT mobile technology/ bar coding is now used in stores/ introduced laptops for managers/ have to reflect the cost in the tender costs
10. GR	Improved fleet contract	New lease agreements for 2-3years, lower maintenance costs, possible removal of tracker.	Med		Agree - CTU to pick up	POINTS DISCUSSED - CTU to pick up/ we have trackers fitted to all of our vehicles/ lease agreements/ affects costs reducing spend/ everyone benefits in the end as it reduces costs/ CTU would procure but more beneficial to procure the hire ourselves/ not as many vans sat in yard/ knock on effect on servicing etc./ helps commercialism financially
11 GB	Review third party spend/supplier frameworks	Property Services - Limited as third party spend is not substantial however already achieved in high spend area namely postal services.				Limited/ statutory cupboard - assets?/ cheapest or buy your own/ lack of budget control - centralisation/ utilities - corporate contract/ spend - -restriction - centralise/ procure - if large room needed and not available in house/ referral
11. CC		Building Services - All contracts to be reviewed to ensure best value	High	Economic, legal, political	Agree - review	Sub contract - should we do more ourselves? Recruitment - upskill, retirement, HR etc./ do you need to bring it in house?/ high risks not worth taking on/ sustainability/ need to do more work here? Changing needs
12 GB	Introduction of mobile working	Property Services - Ongoing through linkages to existing Asset management system with widened usage on self service room booking				Web based/ agile- zoned based space, breakout space/ assist/ overall impact - corporate (ad hoc dept decision making)/ business case - key to bridge gap to corporate strategy
12 GR	Introduction of mobile working	Building Services	Med		Agree - Need IT to speed up process	POINTS DISCUSSED - Need IT to speed up the process/ IT infrastructure getting the different hardware's to talk to each other/ we will see a lot of difference with the hand helds/ live time updates on what's been done/ reducing missed appointments/ get a text from the call centre a day before
12 GR	Terms & Conditions	Review of existing T&C's	Low		Agree - Needs discussion with unions	POINTS DISCUSSED - need discussions with unions/ if we did the kitchens and bathrooms we would have to change shifts/ revision of working practices/ tenants should be involved
12 GB	Terms & Conditions	Review of existing T&C's				Behaviour issues and culture change/ trust/ agile working - costs/ people who want to progress/ restructure - redeployment/ HR - working from home agreed/ resource planning/ new job profile/
13 AS	Consider the options of realigning the delivery element of QEd programme in line with the changes to cabinet portfolios.					

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Report of the Cabinet Member for Finance and Strategy

Cabinet - 18 August 2016

REVENUE AND CAPITAL BUDGET MONITORING 1ST QUARTER 2016/17

Purpose:	To report on financial monitoring of the 2016/17 revenue and capital budgets, including the delivery of budget savings.
Policy Framework:	Budget 2016/17 Sustainable Swansea –fit for the future
Reason for Decision:	To note any significant variations from the agreed budget 2016/17 and savings plan and the actions planned to achieve a balanced budget.
Consultation:	Cabinet Members, Corporate management Team, Legal Services and Corporate Equalities Unit.
Recommendation:	It is recommended that the comments and variations in this report, and the actions in hand to address these, are noted.
Report Author:	Ben Smith
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Sherill Hopkins

1. Background and Introduction

1.1 This report details forecast variations from the agreed budget for 2016/17, including the latest assessment of the delivery of savings.

1.2 In respect of Revenue Budgets, this report provides a consolidated forecast which combines:

- projected variations (mainly shortfalls) in relation to budget savings agreed by Council in February and March 2016
- Variations arising from other service pressures not directly linked to specific savings plans (e.g. increased demand)

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 June Position

2.1 Appendix 'A' to this report details the approved Revenue Budget for 2016/17 and the forecast variation at this time.

2.2 Other than projected variations on Directorate expenditure, it is too early to forecast variations that may arise on significant Corporate items including Capital charges and the level of Council Tax collection – it is assumed at the current time that these remain largely as per the approved budget.

2.3 The overall Directorate position is summarised below:-

DIRECTORATE

	FORECAST VARIATION 2016/17 £000	SAVINGS VARIATION 2016/17 £000	OTHER VARIATION 2016/17 £000
CORPORATE SERVICES	1,960	1,820	140
PEOPLE - POVERTY AND PREVENTION	-75	0	-75
PEOPLE - SOCIAL SERVICES	3,942	1,567	2,375
PEOPLE - EDUCATION	1,728	620	1,108
PLACE	0	1,775	-1,775
ADDITIONAL SAVINGS STRANDS - TO BE ALLOCATED	2,000	2,000	0
<i>NET DIRECTORATE EXPENDITURE</i>	9,555	7,782	1,773

2.4 Directors' comments on the above variations are shown at appendix 'B' :-

2.5 The position on cross cutting savings is dependent on savings being identified and, more importantly, agreement to reflect those savings within the detail (not just the place holding target amounts) of Directorate Budgets for 2016/17. It is clearly essential that work continues in this area if the forecast budget outturn is to be improved. Within the *Sustainable Swansea* Delivery Programme, work is underway to develop service delivery plans that will include all savings requirements across all strands.

2.6 The above potential overspend is a significant risk and needs to be addressed on a whole Council basis as it is unlikely at the present time that alternative savings will be deliverable within budgets. Many of the overspend items follow on from the outturn position for 2015/16 and need to be considered in the light of the forecast savings going forward within the Medium Term Financial Plan, and the cumulative effect of non-achievement savings on the MTFP deficit going forward.

2.7 Corporate Management Team has strengthened the current arrangements for budget monitoring with the aims of:-

- quicker reporting;
- focus on corrective action;
- increased control;
- and a specific focus on the large scale savings required and built into the 16/17 budget.

2.8 Offsetting opportunities do exist to ameliorate some of the identified service pressures, totalling at least £2.4m, as follows.

- No formal bids to date have been made against the £1m set aside for inflation costs. Three bids in due course are envisaged relating to Home to school transport, recouplement/out of county placement and care home fee placement cost increases. It is assumed these will total no more than £0.6m, leaving a tentative £0.4m assumed available to offset overspending.
- In addition £2m was set aside for increased inflation costs flowing from the National Living Wage. Going forward it is clear that the financial effects to 2020-21 will grow into the several millions more than budgeted and it is right to keep in mind the pressures to come. Nevertheless the immediate impact in 2016-17, pending ongoing contract negotiations, is likely to be lower than anticipated. Again a further £1m of this is tentatively assumed available, in this case on a one off basis, to offset spending pressures.
- In setting the budget for 2016-17 it was anticipated that several specific grants could be reduced as part of the overall funding package from Welsh Government and a £1.7m reserve established to cushion the immediate impact. In the immediate aftermath of the “Brexit” result of the EU referendum, there are ongoing future uncertainties over long term wider grant funding . However in the immediate term identified “bids” against the reserve were modest, totalling just over £350,000 (Waste direct grant losses £0.304m and Child and Family £0.050m re Youth Justice/Early Intervention). Anticipating some further bids in year to come, another provisional £1m, again one off only, is identified as an offsetting underspend.

2.9 Conversely, it should be noted that on basis of bids already committed to the Council's existing Transformation Fund reserve this is wholly committed and cannot therefore be used to fund further transformative work unless and until monies advanced for existing plans start to crystallise additional and significant savings to pay back to the fund, not merely help unlock already planned budgeted savings.

3. Contingency Fund Provision for 2016/17

3.1 There is no carry forward of previous years underspends into the contingency fund for 2016/17. As such the contingency fund is set at the £5.4m contribution set out in the budget report approved by Council on 25th February 2016.

3.2 The estimated calls on the contingency fund at present are:-

Contingency Fund 2016/17	Prediction
	2016/17 (£m)
Contribution for year	5.400
ERVR Scheme <i>minimum</i>	-4.500
Employee services project team	-0.059
Swansea City Deal bid	-0.050
Housing Options(reinstated budget saving)	-0.045
Employment Training residual costs	-0.300
Carbon Reduction Scheme (provisional)	-0.150
Streetscene enhancements (pot holes)	-0.150
Swans in Premier League (was 100 days saving)	-0.055
Wales Football Fanzone Singleton Park	-0.025
Increased legal costs re DOLs (per CMT)	-0.042
Balance 31st March	0.024

There are residual wind down costs estimated at £0.3m associated with the transfer of the core Employment Training provision to another provider. The transfer ended up occurring after 31 March 2016 so there are residual one off costs relating to 2016-17 for which there is no core budget provision in 2016-17. There are also known additional costs resulting from the extension of the Employee Services project team and the Swansea City deal bid. Historically there have also been additional costs arising from the actual costs of the Carbon Reduction scheme. A number of smaller value items have also recently been agreed to be funded from the Contingency Fund and these are also shown above.

Any departures under ER/VR in 2016-17 will again be charged to the contingency fund as a one off cost to release future revenue savings. It would be prudent given the experience in 2015-16 and the accelerated budgetary savings pressures likely to bear upon the authority to assume the call on the contingency for the purposes of funding ER/VRs to be at least £4.5m, even at this early stage in the year. Any excess cost will fall to the Restructuring Reserve. This assumes the enhanced ER/VR offer ends on 30 September as currently agreed. An extension of the enhanced offer could add a further £2m to costs annually, which would need also need to be funded from the Restructuring Reserve.

In addition the following call has already been made on the Restructuring Reserve.

<i>Business Support review (per CMT) from Restructuring Reserve</i>	-0.142
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3.3 The scale of potential overspends for 2016/17 are significantly in excess of any potential minor residual sum, if any, available from contingency fund to meet the

shortfall, and the current indication is that there needs to be urgent and decisive action to pursue additional savings across the Council if an overall balanced budget is to be achieved.

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

- Management Review: ongoing comprehensive 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
- Reducing the Pay Bill: review of options to 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 for 2016/17
- Progressing Reviewing and Stopping Services

3.5 It should be noted that at this time, although the Council continues to pursue a number of VAT related claims, there is NO notification of substantial windfalls from VAT refunds or any other external source in the current year.

4. Revenue Budget Summary

4.1 The position reported above reflects the best known current position, very early in the financial year, and indeed a month earlier than the equivalent first quarter report last year, which introduces a degree of greater risk in the estimates necessarily made . A net £9.6m of shortfall in revenue budgets, including the £2m wider stopping services ask, offset by a maximum, one off, £2.4m of identified additional savings. This leaves a forecast overall £7.2m overspend forecast for the year at the end of the first quarter.

4.2 Corporate Management Team have reinforced the expectation that overall net expenditure must be contained within the limits of the current year budget as set by Council.

4.3 As previously mentioned, it is too early to provide an accurate forecast as to the potential outturn on Corporate items such as Council Tax collection which is in itself potentially affected by the effects of welfare reform measures, but offset by an increasing tax base.

4.4 The overall judgement at this point is that there is an urgent need to identify significant additional budget savings across all Council Services if a balanced outturn for 2016/17 is to be achieved. In forming this view it is noted that a similar, but smaller first quarter overspend position was forecast at broadly the same stage last year, that action was taken in year to address the gap entirely last year, indeed achieving a slight overall under spend, albeit predominantly on a one off basis, and that nevertheless there are ongoing over spend pressures in Social Services and Education.

4.5 Consequently there is a degree of confidence that further inroads can be made into the forecast overspend position by ongoing management and member action.

4.6 Detailed monitoring of budgets will continue to be carried out and reported to Departmental Performance and Financial Management meetings on a monthly basis. Should there be no improvement in the overall forecast by the end of quarter 2 it may be the case that additional measures will have to be imposed in order to move closer to a balanced budget for 2016/17.

4.7 In addition it should be noted that a number of technical virements between budget headings have been agreed by the S151 officer in year to effect the implementation of previously agreed outcomes from commissioning reviews and to assist with practical deliver of cross cutting savings previously budgeted for as lump sums.

5. Capital Budget

5.1 Expenditure to 30th June 2016 is £10.321 million, summarised as follows:

Directorate	Budget 2016/17	Actual to 30/6/16	% spend
Corporate Services	2,957	0	0.0%
People	24,245	1,301	5.4%
Place	110,846	9,020	8.1%
Total	138,048	10,321	7.5%

Expenditure on major schemes is detailed in Appendix E.

6. Legal Issues

6.1 There are no legal issues contained within this report.

7. Equality issues

7.1 The Revenue budget of the Council was approved following extensive Equality Impact Assessments being undertaken throughout the Budget setting process. It is essential where service levels are affected by changes to the Revenue Budgets (including savings options) that adequate consideration is given to the equality impact of such decisions with mitigating actions applied where possible to avoid any disproportionate effects on members of protected groups.

Background Papers: - None

- Appendices:** Appendix A – Revenue Budget forecast 2016/17
 Appendix B – Directors comments on variances
 Appendix C – Commentary on Savings Tracker
 Appendix D – Savings tracker chart
 Appendix E – Savings tracker summary
 Appendix F - Expenditure on major Capital Scheme

REVENUE BUDGET PROJECTION QUARTER 1 2016/17

<u>DIRECTORATE</u>	BUDGET 2016/17 £000	PROJECTED 2016/17 £000	VARIATION 2016/17 £000
CORPORATE SERVICES	43,017	44,977	1,960
PEOPLE - POVERTY AND PREVENTION	5,101	5,026	-75
PEOPLE - SOCIAL SERVICES	103,491	107,433	3,942
PEOPLE - EDUCATION	159,097	160,825	1,728
PLACE	51,498	51,498	0
ADDITIONAL SAVINGS STRANDS - TO BE ALLOCATED	-2,000	0	2,000
NET DIRECTORATE EXPENDITURE	360,204	369,759	9,555
SPECIFIC PROVISIONS FOR CONTRACT INFLATION	3,000	1,600	-1,400
OTHER ITEMS			
LEVIES			
SWANSEA BAY PORT HEALTH AUTHORITY CONTRIBUTIONS	93	93	0
MID & WEST WALES COMBINED FIRE AUTHORITY	11,912	11,912	0
CAPITAL FINANCING CHARGES			
PRINCIPAL REPAYMENTS	14,916	14,916	0
NET INTEREST CHARGES	14,732	14,732	0
NET REVENUE EXPENDITURE	404,857	413,012	8,155
MOVEMENT IN RESERVES			
GENERAL RESERVES	0	0	0
EARMARKED RESERVES	7,412	6,412	-1,000
TOTAL BUDGET REQUIREMENT	412,269	419,424	7,155
DISCRETIONARY RATE RELIEF	375	375	0
TOTAL CITY AND COUNTY OF SWANSEA REQUIREMENT	412,644	419,799	7,155
COMMUNITY COUNCIL PRECEPTS	910	910	0
TOTAL REQUIREMENT	413,554	420,709	7,155
FINANCING OF TOTAL REQUIREMENT			
REVENUE SUPPORT GRANT	234,530	234,530	0
NATIONAL NON-DOMESTIC RATES	73,224	73,224	0
COUNCIL TAX - CITY AND COUNTY OF SWANSEA	104,833	104,833	0
COUNCIL TAX - COMMUNITY COUNCILS	967	967	0
TOTAL FINANCING	413,554	413,554	0

Directors comments on budget variances

Appendix 'B'

Director of Corporate Services

Variance	£000	Explanation and Action
<u>Savings Variation</u>		
<i>Comms & Consultation :</i>		
Governance Review	40	As per Tracker
Rationalisation of Cabinet / Exec Support	40	As per Tracker
<i>HR&OD :</i>		
Implementation of Business Support Review	100	As per Tracker
CHS&WB Trading Income	80	As per Tracker
Restructure of H&S Team	40	As per Tracker
<i>Sustainable Swansea (Directorate Target) :</i>		
Senior Staff Review	170	As per Tracker
T&C's	150	As per Tracker
Commercial Savings	100	As per Tracker
Additional Sustainable Swansea savings	1000	As per Tracker
Lean Systems Thinking	80	As per Tracker
Training	20	As per Tracker
<u>Other Variation</u>		
<i>Comms & Consultation :</i>		
Web Development Team	70	Proposed funding of posts via re-basing of Corporate Services budget following Business Support Review which has slipped.
<i>HR&OD :</i>		
CHS&WB Trading Income	70	Not likely to progress – alternative funding will need to be found
<i>Finance & Delivery :</i>		
Corporate Fraud Team	100	Unlikely to produce cashable savings. Met from underspends elsewhere within Finance & Delivery (see following items).
External Audit Fees	- 75	Likely net underspends based on historic evidence.
Additional HB DWP Grant	-25	Some of which can be absorbed via business as usual

Given the overall financial position of the Council the Directorate will continue to identify further savings opportunities on an on-going basis.

Director of People

Social Services

Variance	£000	Explanation and Action
Potential shortfalls in originally planned savings targets	1,567	As per tracker. Areas include the Domiciliary Review and allocated savings targets. We are not on target to achieve the senior staff review savings in 2016/17, but have developed proposals to achieve this and the full target in 2017/18. Whilst we are not on target to achieve reduced spend in 2016/17 the work to realign Adult Services budgets will incorporate the Commercial target alongside other corporate targets, adding to the challenge to reduce spend and increase income. Robust management action is taking place to reduce costs and to identify offsetting savings throughout the year.
Mental Health and Learning Disability Placements	2,700	Substantial time and resource has been invested into understanding the cost base for Mental Health and Learning Disability placements. Whilst this work has resulted in a much improved understanding of costs in this area, it has also given a greater ability to forecast cost pressures from new placements and transition. In 2015/16 this area overspent by £1.7m and we have been advised of growth in the order of £1m in the current year. Work to review packages in this area is ongoing and will be accelerated.
Domiciliary Care	375	This area overspent by more than £2m in 2015/16 and whilst additional budget has been allocated to meet some of this pressure, the effect of increases in minimum wage as well as the levels of demand mean that an overspend of £375k is forecast. A commissioning review is ongoing in this area.
Residential Care	350	An agreed increase in fees combined with an growth in the number of those placed is seeing a forecast overspend of £350k. It is hoped that this will be mitigated by an increase in income. Again, a commissioning review is ongoing in this area.
Community Alarms	250	A substantial increase in the costs levied by Carmarthenshire County Council for the infrastructure on which the system relies has been imposed. Work is ongoing to ensure that

		these increases are minimised and where appropriate offset by increased income
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The above figures report gross and it is assumed that up to £1.3m will be released to offset these pressures from the central provisions for inflation and national living wage inflation.

In addition it is to be noted that there are potential emerging pressures in terms of social worker pay costs and the level of payments for foster care allowances. These will be more fully reflected in the second quarter monitoring report once better quantified.

Education

Variance	£000	Explanation and Action
Potential shortfalls in originally planned savings targets	620	As per tracker - Areas include Behaviour Review, corporate IT Integrated Transport Review savings and allocated corporate savings targets such as relating to Terms and Conditions
Recoupment / Independent Special School Fees	850	Pressures are likely to continue to grow in spite of work to mitigate costs unless action is taken to enhance provision available within Swansea. Processes tightened to monitor costs at commitment stage but transitional and management capacity issues to still resolve.
Pupils Educated at Home	100	To avoid more costly places out of County the cost of pupils educated at home has increased. Pressures likely to increase further without enhanced placements within Swansea.
Behaviour Review	400	Slippage in delivery of savings as originally envisaged in previous years. The strategy for delivering these savings has been reviewed in the light of growing demand. An alternative strategy is now being pursued to implement these, as well as robust management action to identify alternative savings.
Home to School Transport	50	Significant pressures on Sen/Statemented and Post 16 SEN transport, offset by savings in mainstream transport, Specialist Teaching Facilities and Special Schools
Other demand-led pupil specific support for special needs	109	Continuing pressures likely without wider strategy to delegate budget and responsibilities and/or enhance mainstream capacity within schools
Other non-delegated schools cost pressures	217	Detailed scrutiny of non-delegated school cost centres show higher than budgeted levels of spending in areas such as maternity, and schools at risk, partially offset by one-off management action.
Proposed Managed	-618	To seek to mitigate unavoidable cost pressures

Savings		reported above
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The above position assumes that £0.3m will be centrally funded by release of central inflation provision.

Poverty & Prevention

Variance	£000	Explanation and Action
Child & Poverty Projects	-50	In Q2 the remainder of this budget will be profiled to support Child Poverty Projects. The reduced spend reflect the success in additional sponsorship monies for the High Five awards, along with improved management of external funding.
NEETs service	-25	Underspend due to a delay in recruitment

Director of Place

Variance	£000	Explanation and Action
<u>Savings Variation</u>		
Depot saving	250	As per tracker
Terms & Conditions saving	375	As per tracker
Commercial Services saving	1,150	As per tracker
<u>Other Variation</u>		
Partly offset by increased savings and reductions in budgets as a result of recurring under-spends.	-1,775	

Overall Target

The overall target was set by Council on 25/02/16. Taking into account the various savings streams (service savings, cross cutting savings, stopping services, increased council tax resources and unpicking some of the overlaps across streams) a stretch target equivalent to £22.513m is needed to balance the budget on its own. This tracker was predominantly compiled in late June slightly before the end of the first quarter.

Firm/To date

A strict interpretation of "firm" has been used. To qualify budget must have been allocated, removed and actual practical steps delivered to achieve the planned saving. Service savings, senior staff savings and other savings look acceptable for this first quarter. Delivery strand savings performance is unacceptable and already urgent action is needed. **NON DELIVERY OF DELIVERY STRANDS**

Forecast

The overall weighted forecast is 64%, so significantly short of where we should be. There is significant progress on most areas of savings but no demonstrable delivery of any significant savings in the delivery strands or commercial savings. This replicates past years' performances. **SOME VERY LARGE GAPS**

Service Savings

There are significant gaps in assured and evidenced commercial savings across all directorates. There are further issues around Education savings, particularly around one specific area (the Behaviour Review). These are significant enough to indicate that the overall budget will remain overspent. Shortfalls elsewhere are within reasonable tolerances for first quarter. **SUBSTANTIALLY BELOW TARGET**

Senior Staffing

Progress has been made firming up on all senior staff savings. Of the £3m savings target set at budget, £2.7m was identified by CMT following rigorous challenge, with potentially a further £0.3m delivered from the Council approved Senior Management review and the deletion of three to be confirmed Heads of Service posts. If these were achieved then the overall target could be met. **PREDOMINANTLY ON TARGET**

Delivery Strands

Insufficient progress has been made on agreeing any meaningful additional tangible cash releasing savings in the delivery strands. No proposal has yet been identified to go back to Cabinet for a decision on £1m of Terms and Conditions Savings nor on the £2m Stopping Services option. Given the consultation periods needed for both these options it is unrealistic to expect any significant saving to accrue from either option in 16-17. Work needs to be done on agreeing removal of budgets relating to commercial activity. No meaningful sums agreed to date. **SIGNIFICANT NON DELIVERY**

Other Savings

The nature of these savings is that they are mostly fully assured right at the start of the year. The major exception is Council Tax which ultimately depends upon collection performance. There is work to be done on reviewing the assumed 100 days money savings and to date this is the only reason for savings to have fallen slightly short of target. **TARGET BROADLY MET**

Risks and Issues to Address This Time

Overall rate of progress is significantly below expectation and is therefore already red flagged for the whole year at end of first quarter.

The risks are predominantly around assuring any progress is actually occurring on the Delivery Strands - i.e. stopping services, reducing terms and conditions and making significant commercial inroads to additional income generation and third party spending (the latter now included with service savings).

The next biggest risk relates to the original £1m target for the Business Support review. For now it is assumed none of the cashable saving is delivered in 2016-17 and explicitly £1m of non deliverables is built into the Corporate Services forecast. Validation work needs to be undertaken to determine whether any of the existing savings in Corporate Services can contribute and count towards this savings target. It is likely that this needs to increase to deliver the Corporate Services element of any part of Stopping Services, possibly to as much as £1.5m in total. Again given this is predicated predominantly on reducing staff numbers to cut costs, the scale of savings needed, the number of posts at risk and the required consultation time plus effort and investment to remap existing processes to enable the savings to be realised longer term means it is extremely unlikely that any significant savings will now flow in 16-17.

Cabinet will shortly be advised of this first quarter position, which taken together with emerging additional overspends in Education and Social Services means that urgent action must be taken now.

Spending restrictions remain in place and will need to do so all year.

Immediate effort needs to be directed to:

Reminding every Head of Service they have NO authority to overspend and must take all endeavours to balance their budgets

Freezing recruitment to all but utterly exceptional circumstances posts

Stopping all overtime bar utter exception

Freezing all discretionary spend

Progressing the stopping services £2m options for Cabinet to decide and implement as soon as practicable

Comments and feedback from PFMs

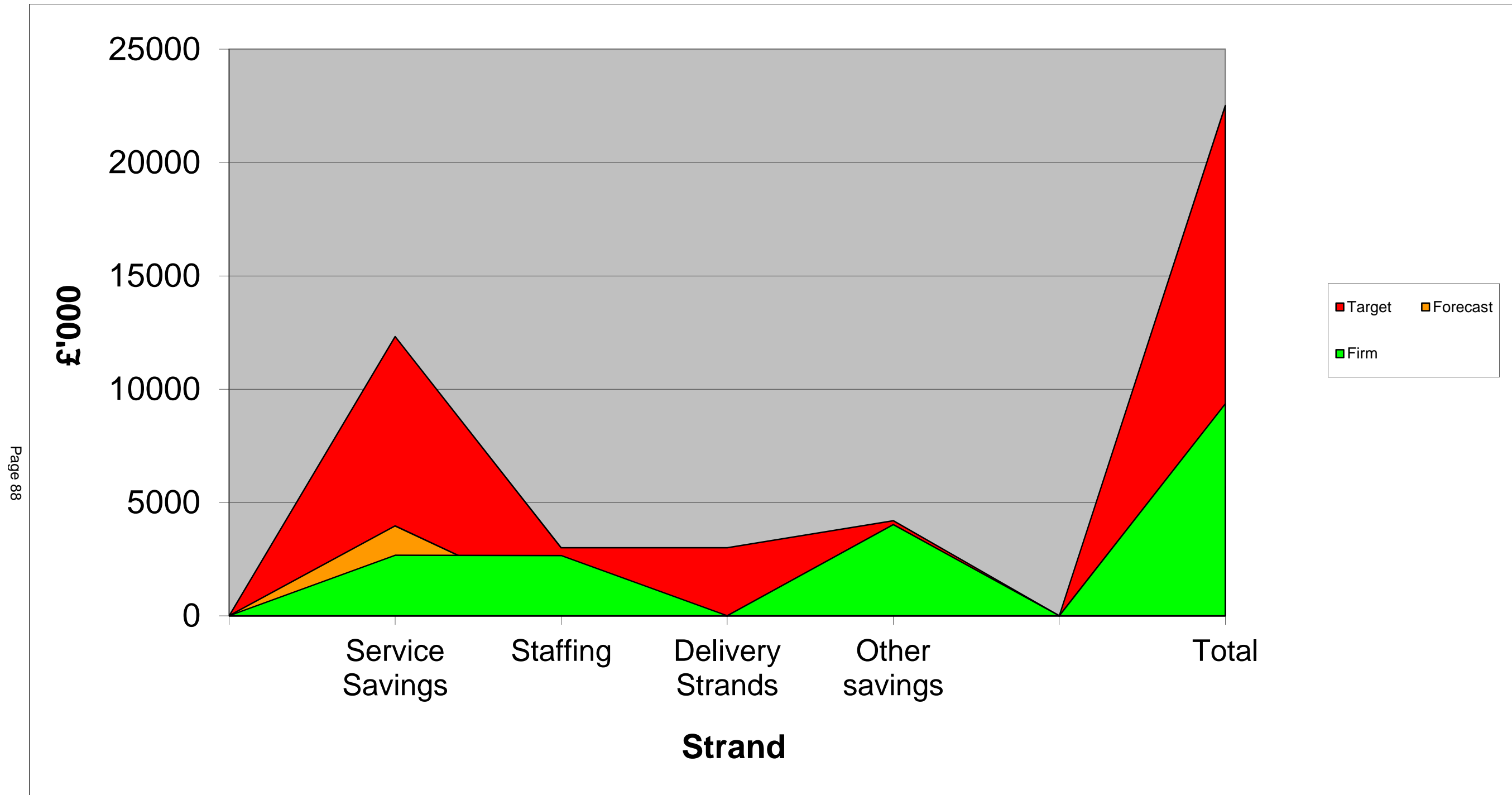
None to date

	£'000
Target	22,513

	£'000
To date	5,688

	£'000
Forecast	14,500

	To date	Forecast
Delivery	25%	64%



	Target £'000	Forecast £'000	Firm £'000
Service Savings	12,317	3,965	2,669
Staffing	3,000	536	2,658
Delivery Strands	3,000	0	0
Other savings	4,196	1,188	4,026
Total	22,513	5,688	9,353

Service Savings	Target £'000	Firm £'000	Forecast £'000	Target Met	Assessment
Corporate Services	3,903	2,485	2,669	68%	RED
Education	1,152	442	687	60%	RED
Social Services	2,183	0	933	43%	RED
Poverty and Prevention Place	248	198	205	83%	AMBER
	4,831	840	3,322	69%	RED
	12,317	3,965	7,816	63%	RED

Senior Staffing	Target £'000	Firm £'000	Forecast £'000	Target Met	Assessment
Corporate Services	750	307	616	82%	AMBER
Education	325	224	234	72%	AMBER
Social Services	725	0	558	77%	AMBER
Poverty and Prevention Place	150	0	141	94%	GREEN
	1,050	5	1,109	106%	GREEN
	3,000	536	2,658	89%	GREEN

Delivery Strands	Target £'000	Firm £'000	Forecast £'000	Target Met	Assessment
Terms and Conditions	1,000	0	0	0%	RED
Stopping Services	2,000	0	0	0%	RED
	3,000	0	0	0%	RED

Other savings	Target £'000	Firm £'000	Forecast £'000	Target Met	Assessment
Council Tax (net)	4,026	1,188	4,026	100%	GREEN
Net 100 days savings	170	0	0	0%	RED
Net levy savings	0	0	0	100%	GREEN
Reduced contingency fund	0	0	0	100%	GREEN
Use of General Reserves	0	0	0	100%	GREEN
	4,196	1,188	4,026	96%	GREEN

GRAND TOTAL	22,513	5,688	14,500	64%	RED
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Classification		Jun	Sept	Dec	Mar
RED	Forecast below target by	30%+	20%+	15%+	5%+
AMBER	Forecast below target by	15-30%	10-20%	5-15%	0-5%
GREEN	Forecast below target by	15%	10%	5%	0%

APPENDIX F

Capital expenditure on major schemes to 30 June 2016	£000's
People	
YGG Lon Las Primary School new build	701
Pentre' Graig Primary remodelling	223
Pentrehafod Comp School Remodelling	333
Place	
Glynn Vivian Art Gallery refurbishment	334
Vibrant & Viable Places Schemes (Westway & Wellington Street Gyratory)	263
Highways & Transport (all schemes)	481
Corporate Building and Property Services (including LC Roof repairs)	570
Disability Facilities Grants	818
HRA Adaptations programme	239
HRA Kitchens & Bathrooms	2,298
HRA Boiler replacements	632
HRA High-rise flats (Clyne Court / Jeffreys Court)	711
HRA External Facilities	222

Report of the Cabinet Member for Education

Cabinet – 18 August 2016

LOCAL AUTHORITY GOVERNOR APPOINTMENTS

Purpose of Report:	To approve the nominations submitted to fill L. A. Governor vacancies in School Governing Bodies.
Policy Framework:	Policy and Procedure for Appointment of L. A. Governors as amended by Council on 23 October 2008.
Reason for Decision:	To ensure vacancies are to be filled expeditiously.
Consultation:	Education, Legal, Finance.
Recommendation:	It is recommended that: - The nominations be approved, as recommended by the LA Governor Appointment Panel.
Report Author:	Allison Gough
Finance Officer:	Pini Patel
Legal Officer:	Stephanie Williams
Access to Services Officer:	Sherill Hopkins

1.0 The nominations referred for approval

1.1 At the meeting of the L.A. Governor Appointment Panel held on 28 July 2016, nominations were recommended for approval as follows:

1. Birchgrove Primary School	Mrs Reanne Lee
2. Bishopston Primary School	Cllr. Keith Marsh

3. Casllwchwr Primary School (2 vacancies)	Mr Jeff Bowen
	Cllr. Christine Richards
4. Cila Primary School (2 vacancies)	Mrs Angela Nash
	Cllr Paxton Hood-Williams
5. Clwyd Primary School	Mrs Christine Steward
6. Crwys Primary School	Cllr Paxton Hood-Williams
7. Cwmglas Primary School (2 vacancies)	Cllr. Paul Lloyd
	Mr John Hague
8. Danygraig Primary School	Cllr. Clive Lloyd
9. Hafod Primary School	Cllr. Beverley Hopkins
	Mrs Hayley Purcell
10. Llangyfelach Primary School	Cllr. Gareth Sullivan
11. Mayals Primary School	Cllr. Linda Tyler Lloyd
12. Oystermouth Primary School	Cllr. Anthony Colburn
13. Penyfro Primary School	Cllr. Jennifer Raynor

14. Penllergaer Primary School	Cllr Wendy Fitzgerald
15. Penard Primary School	Cllr. Lynda James
16. Pentrechwyth Primary School	Alderman Mair Gibbs
17. Pentre`r Graig Primary School	Mr David Titerickx
18. Penyrheol Primary School	Mrs Sylvia Harries
19. Plasmarl Primary School	Cllr. Beverley Hopkins
20. Pontlliw Primary School	Cllr. Gareth Sullivan
21. St Helen`s Primary School	Mr Perry Morgan
22. St Joseph`s Catholic Primary School	Cllr. Paulette Smith
23. Tre Uchaf Primary School	Mrs Rebecca Smith
24. Waunarlwydd Primary School	Mrs Ann Evans

25. Whitestone Primary School	Cllr. Desmond Thomas
26. Ynystawe Primary School (2 vacancies)	Mr Nigel Thomas
	Mr Michael Hedges
27. YGG Bryn-y-Mor	Cllr. Peter May
28. YGG Bryniago	Mr John Miles
29. YGG Felindre	Mrs Anne Gimblett
30. YGG Llwynderw	Cllr. Desmond Thomas
31. YGG Lon Las	Mrs Trish Evans
32. YGG Pontybrenin	Cllr. Robert Smith
33. YGG Tirdeunaw	Mr John James
34. Cefn Hengoed Community School	Cllr. Paul Lloyd
	Cllr Mandy Evans
35. Olchfa School	Cllr. Jennifer Raynor

36. Penyrheol Comprehensive School (2 vacancies)	Cllr Christine Richards
	Mr Jeff Bowen
37. Pentrehafod Comprehensive School (3 vacancies)	Cllr. T. Mike White
	Cllr. Graham Thomas
	Cllr. Peter Black
38. Pontarddulais Comprehensive School	Cllr. Wendy Fitzgerald
39. Ysgol Gyfun Gwyr	Cllr. Robert Smith

2.0 Financial Implications

2.1 There are no financial implications for the appointments; all costs will be met from existing budgets.

3.0 Legal Implications

3.1 There are no legal implications associated with this report.

4.0 Equality and Engagement implications

4.1 There are no equality and engagement implications associated with this report.

Background papers: None

Appendices: None

Agenda Item 11.

Report of the Cabinet Member - Services for Children & Young People

Cabinet – 18 August 2016

CHILDCARE SUFFICIENCY ASSESSMENT REFRESH 2016

Purpose:	To provide an update on the findings of the 2016 recent Childcare Sufficiency Assessment refresh and action plan.
Policy Framework:	Childcare Act 2006 Welsh Government Building Brighter Futures Healthy City Strategy/ Early Years Plan. WG Tackling poverty Action plan Marmot – Fair society, healthy lives
Consultation:	Access to Services, Finance, Legal,
Recommendation(s):	It is recommended that the content of the report is noted and supported.
Report Author:	Allison Williams
Finance Officer:	Annick Wilks
Legal Officer:	Stephanie Williams
Access to Services Officer:	Sherrill Hopkins

1. Introduction

- 1.1 Section 26 of the Childcare Act 2006 sets out the statutory duty placed on Local Authorities to undertake Childcare Sufficiency Assessments (CSA). Full Assessments must be undertaken every three years and reviewed as and when new childcare data becomes available – at least every year.
- 1.2 The aim is that the Local Authority's assessment of the local childcare market should generate an overall picture of parents' use of and demand for childcare in the local area. The twin purpose of the Local Authority's Assessment of childcare provision is to cover both demand and supply sides of the market locally. Through this analysis, we are able to identify gaps in childcare provision where parents' needs (as far as is reasonably practicable) are not being met.
- 1.3 The Welsh Government is currently reviewing the duty surrounding CSA's to ensure any future assessments are fit for purpose and meaningful at a local and national level. With this in mind a directive was issued by the Senior Manager of the Welsh Government Childcare and

Play Policy Team during December 2015 instructing Local Authorities “instead of the usual Childcare Sufficiency refresh arrangements, Local Authorities are asked to provide a progress report which provides an update on their current action plans and to highlight any significant changes which may have taken place over the last 12 months”.

- 1.4 Conducting the Childcare Sufficiency Assessment and Refresh documents falls in to the remit of the Family Information Service, part of the Family Resource Team. The collective work of Team in terms of Early Years underpins the development and implementation of the Early Years Strategy “Giving Every Child The Best Start in Life”.
- 1.5 All data for the Assessment is provided by childcare providers on a voluntary basis to the Family Information Service (FIS) with the Local Authority having to work alongside providers to influence the returning of their data.
- 1.6 The March 2016 Childcare Sufficiency Assessment Progress Report was submitted to Welsh Government on the 31st March 2016. The full Childcare Sufficiency Audit will be required by 31st March 2017.
- 1.7 It is anticipated that there will be a far greater focus on Childcare at a National Level as a result of government pledges. As such both the Refresh and the full Assessment will provide important intelligence for future delivery of childcare.
- 1.8 High quality childcare is known to provide important cognitive and emotional benefits for all children. Studies show that children who receive quality child care enter school with better maths, language, and social skills. These skills give children a good start to succeed in school and in life.
- 1.9 When children have safe, loving, and stimulating child care that parents can count on, they know that their child is getting the kind of care children need to be healthy, happy, and successful.
- 1.10 Society, children, families, employers, communities, and the nation as a whole benefit from high quality child care on many levels.

2. Analysis of the Supply data

- 2.1 Data collection to inform the CSA is focused on childcare provision that is registered by the Care and Social Services Inspectorate Wales (CSSIW). The data “snapshot” is taken at a point in time and is therefore accurate at this point.
- 2.2 Of the 41 updated Actions and outcomes set during the last CSA Refresh, **37 were fully met** (green status), **4 actions/ outcomes were partly met** (amber status), **0 were unmet**.

- 2.3 Swansea has **241** CSSIW registered Childcare providers.
- 2.4 In terms of the number of childcare places, Swansea currently has **4,948**, this increases to **5,417** childcare places if including childcare places in School based After School Clubs. School based provision is included as qualifying parents can claim the childcare element of the working families tax credits.
- 2.5 Table 1 outlines a snapshot at the point of data collection in terms of the number of providers and childcare places per childcare category.

Overall Childcare Supply Snapshot December 2015													
Full Day Care		Childminders		Sessional		Crèche		Out of School		Holiday		Totals	
Settings	Places	Settings	Places	Settings	Places	Settings	Places	Settings	Places	Settings	Places	Settings	Places
38	1911	118	599	39	982	1	11	29	879	17	590	241	4,948
								* 24 School based	*469 School based				----- *5417 inc. School Based ASC's

Table 1

- 2.6 The combined total of childcare places available in Full Day Care provision and Sessional Care provision account for 44% of childcare places available across the City & County of Swansea.
- 2.7 The top 5 wards in terms of the highest number of registered providers are;
 Llansamlet – 22
 Morriston – 17
 Sketty – 15
 Penderry 14
 West Cross – 14
- 2.8 The top 4 wards in terms of the greatest number of registered childcare places are;
 Uplands – 517
 Llansamlet – 426
 Sketty – 317
 Morriston – 330
- 2.9 **Full Day Care** Since the last full CSA the number of Full Day Care providers has increased by 3, resulting in 211 additional childcare places. Provision exists in 19 out of the 36 Swansea wards. The Uplands ward has the greatest number of providers (n=6), followed by Llansamlet (n=4) and Gorseinon (n=4). In terms of the number of

childcare places available, once again the Uplands has the greatest number (n=291) followed by Llansamlet (n=272) and Morriston (n=204).

- 2.10 **Childminders** There has been a 6% decrease in the number of registered Childminders resulting in a 14% reduction in the number of childcare places offered by Childminders. This does not appear to be exclusive to Swansea as similar scenarios are reported on a national basis. Childminding provision is available in all but 4 Swansea wards, namely Landore, Mawr, Pennard and Uplands. The ward with the greatest number of Childminders is Llansamlet (n=14) offering 76 childcare places, Morriston (n=12) offering 60 childcare places and Sketty (n=9) offering 49 childcare places. Several wards have only 1 registered Childminder, these are; Bishopston, Castle, Mayals, Penllergaer and Townhill.
- 2.11 **Sessional Care.** The number of sessional care providers has increased by 6 since the last CSA, resulting in the creation of an additional 208 childcare places. 14 wards have no Sessional Care provision. Significantly 11 of these wards appear in a cluster. The Penderry ward has the most number of providers in this category (n=5), followed by Clydach and West Cross, each having 4.
- 2.12 **Out of School Care.** From statistics obtained from the LEA it is possible to report that with the exception of 1, all Swansea Primary Schools offer free breakfasts, with 27 Schools continuing to offer some form of childcare provision in addition to the funded 30 minute Breakfast Club session.
- 2.13 Numbers relating to **Out of School Childcare** – After School Clubs and Holiday Clubs remains fairly static, although drilling down further, childcare places in Welsh medium After School Clubs has seen a 60% increase since last year's CSA Refresh. 28 wards are serviced by Out of School provision. The greatest number of clubs are in the wards of Penderry (n=4) and West Cross (n=4), followed by Townhill (n=3). When including School run After School Clubs the number of providers in the Penderry ward increases to 7, offering 169 childcare places. Out of School provision in the West Cross ward offers 148 childcare places, followed by Townhill (n=93).
- 2.14 **Holiday provision** is present in less than half (n=13) Swansea wards. When considering CSSIW registered provision, the wards of Morriston, Sketty, Uplands and West Cross each have 2 Holiday Care providers. The greatest number of childcare places is available in West Cross (n=84) followed by Llangyfelach (n=80) and Uplands (n=78). It must be noted that 4 Swansea Leisure Centres also operate some form of Holiday provision.
- 2.15 There appears to be an increase in provider perception of the take up of childcare places, with fewer reporting significant vacancies during the last year. This is especially the case amongst registered Welsh medium

sessional care provision, reporting an average 90% occupancy and Childminders who report on average 75% occupancy, although the number of Childminder returns suggests that this statistic is inconclusive.

2.16 Table 2 highlights childcare costs, however comes with a note of caution as it is calculated as a result of providers that gave a specific response to the question. Many providers prefer parents to contact them directly to discuss fees.

	Per Hour	Per Session	Per Day	Per Week	+/-
Full Day Care	£5.11	£21.00	£33.43	£163.71	+ 11%
Childminder	£4.23	£22.30	£31.20	£162.50	- 0.3%
Sessional	£4.00	£6.90			+ 47%
Out of School		£4.95		£24.75	-0.6%
Holiday	£4.00	£13.75	£21.85	£95.00	+ 40%
Crèche	£1.50				

Table 2

2.17. Table 3 outlines the current landscape with regards providers self-reported language categories. It must be noted that some providers have not submitted this information.

	Predominantly English, some Welsh		Bilingual		English		Welsh	
	Settings	Places	Setting	Places	Setting	Places	Setting	Places
Full Day Care	31	1485	5	371	2	55	0	0
Childminders	56	267	8	36	45	239	2	12
Sessional	28	630	0	0	2	74	5	94
Out of School	18	527	0	0	6	180	5	172
Holiday	8	301	3	65	6	224	0	0

Table 3

2.18 There are currently 30 Childminders, 1 Sessional Care and 1 Out of School Childcare Club appearing on the CSSIW's voluntary suspended list.

2.19 Eight Swansea based individuals appear on the list of Approved Childcarers. This is a voluntary scheme predominantly for Nannies providing childcare in a child's own home, whilst also allowing parents to take advantage of tax benefits.

2.20 Operating Times. Table 4 provides an overview of the number of providers per type, highlighting the times they are operational throughout the year.

	All	Term	Full	Part	Inset	Bank	Evening	Wkend	Half	Over-
--	-----	------	------	------	-------	------	---------	-------	------	-------

	Year	Time	Time	Time		Holiday			Term	night
Full Day Care	38		38		29	1	4	6	38	
Childminders	110	5	109	4	76	24	23	12	80	1
Sessional		39		4	4					

Table 4

3.0 Demand

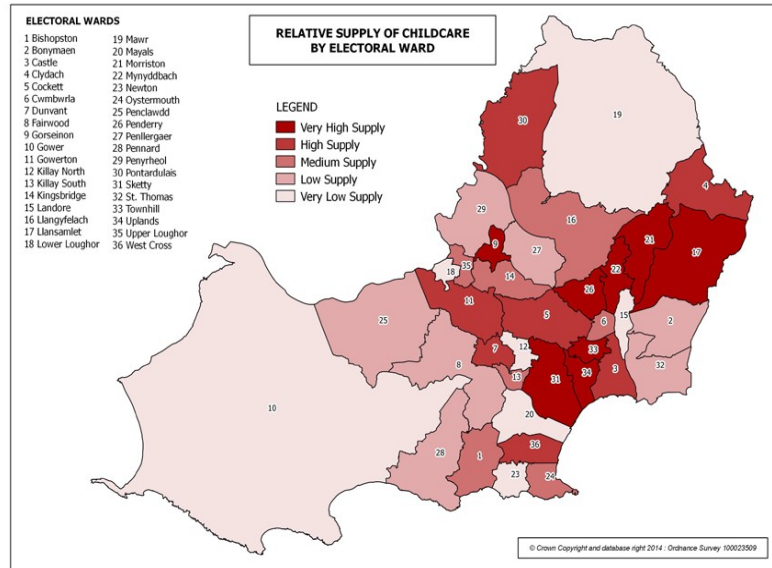
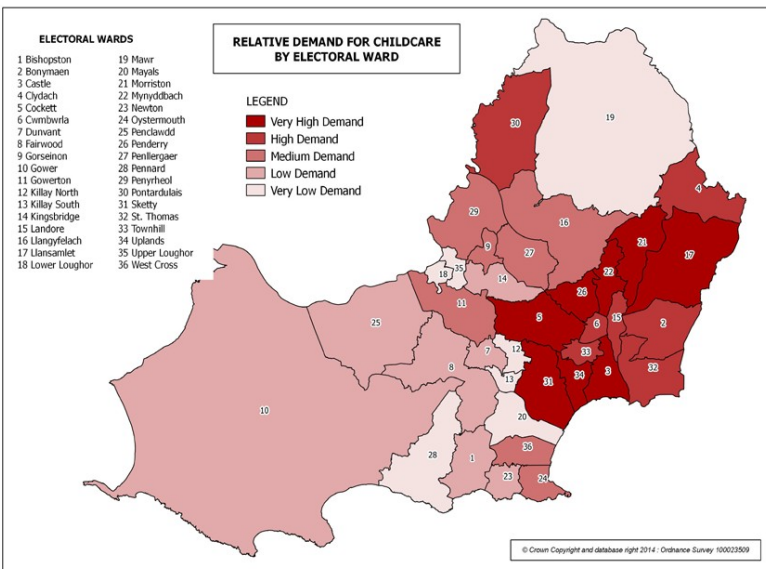
- 3.1 Unlike the full CSA the Childcare Duty does not require Local Authorities to conduct an extensive analysis of demand in order to complete the refresh document. It is however useful to consider information from the Family Information Service (FIS) in terms of the number of childcare enquiries.
- 3.2 During the period January 2015 to February 2016 the Family Information Service (FIS) received 31,006 enquiries, with the website receiving 14,056 hits.
- 3.3 Enquiries per area mirrors that of the last Refresh document, with the highest number of parents (n=25%) requesting childcare in Area 6 (Fforestfach, Ravenhill, Blaenymaes, Portmead, Penlan, Cockett, Townhill, Mayhill, Mount Pleasant, Cadle) followed jointly by requests for childcare in Area 1 (n=15%) (Tycoch, Sketty, Killay, Dunvant, Derwen Fawr, Uplands, Three Crosses) and Area 7 (15%) (Newton, West Cross, Mumbles, Brynmill, Sandfields, Port Tennant, St Thomas). The fewest number of enquiries continues to be in respect of Area 8 (Gower, Rhossili, Reynoldston, Oxwich, Parkmill, Scurlage, Bishopston, Knelston, Llangland, Pennard).
- 3.4 Swansea is currently in the process of adopting the Local Development Plan which over the plan period (2015-2025) aims to provide approximately 21,000 new homes. We are working with the Education Department who are working with the planning teams, to establish the potential changing requirements, including greater demand for Swansea on a number of aspects inclusive of childcare and play requirements.

4.0 Key Areas To Address

- 4.1 Via the comparison of data, the Local Authority aims to have an awareness of any significant gaps via the production of a gap analysis.
- 4.2 Types of gaps might include Geographical gaps, i.e a general shortage of supply, Income gaps – a shortage of affordable childcare for the income groups populating an area, Specific Needs Gaps – a shortage of suitable places for disabled children or children with other specific needs or requirements, Time gaps – a shortage of childcare at a time that parents would wish to use childcare, Age gaps – shortage of childcare to meet the needs of a specific age group, Type Gaps – shortage in the type of childcare for which parents may be expressing a preference. These gaps are not necessarily mutually exclusive. A

number of gaps on both the supply and demand can exist at the same time. That is, the Full Assessment did show that there are type, time and age gaps at the same time, for example, a shortage of Holiday provision for children aged 11+. Although it is possible to report that parents don't seem to be highlighting this as a significant current issue.

4.3 It is reassuring to note that there are only subtle changes in the childcare landscape since the last full Childcare Sufficiency Assessment, therefore considerable similarity continues to exist between the two maps below. This would suggest that distribution of existing 'supply' closely mirrors the demand across the wards.



4.4 The ward with the greatest contrast between supply and demand is Landore (high demand and very low supply). However, neighbouring wards have medium to very high supply, and Landore is one of the smallest geographical areas with a population of 6,168 and a large number of industrial areas. Furthermore, analysis of only those questionnaire responses from parents / carers in Landore revealed that all parents using formal childcare were satisfied with their current childcare arrangements, felt that the quality in their area was high, that there was a good choice of formal care for different ages, that childcare was available when they needed it, knew where to obtain information relating to financial assistance and available providers, and stated that their children liked their current provision. These responses were similar for both term-time and holiday provision. Parents / carers in Landore also reported that they had not experienced any issues with childcare that had affected them or their partner in terms of work and / or education.

- 4.5 As referenced in 1.4 the CSA duty falls in to the remit of the multi-faceted Family Information Service which in order to address childcare in the most holistic manner, adopts a scaffolding approach to include a menu of grants and funding opportunities to create, support, maintain, develop and improve practice. The Workforce development aspect encourages new participants to the childcare field, whilst continuing to nurture, incentivise, upskill and inform the existing workforce as the achievement of a quality workforce is the golden thread throughout all our work as this is crucial to nurture and support the development and attainment of our children.
- 4.6 This forward looking action plan can be summarised under the 6 following categories: High quality childcare, Good quality information, Information technology, Grants and funding, Workforce development and Partnership working. The complete forward looking action plan forms part of Appendix 1.

5.0 Risks and challenges

- 5.1 Rising costs of childcare
- 5.2 Ensuring sufficient flexibility on the Local Authority website for the Early Years information on the Family Information Service pages to ensure that it is sufficiently accessible and interactive.
- 5.3 Maintaining funding levels to support sufficiency and quality of childcare provision.

6.0. Equality and Engagement Implications

- 6.1 The Equality Impact Assessment is relevant in respect of children and young people, parents/carers and perspective parents/carers, children with disabilities, Welsh language, poverty/social exclusion, employers, childcare providers.
- 6.2 The EIA was completed and it was felt that sufficient consideration had been given to the needs of identified need groups.
- 6.3 The Tackling Poverty Partnerships Officer noted that accessible, affordable and appropriate Childcare provision remains as important as ever in terms of tackling poverty and supporting people to improve their employability and reducing the number of children living in workless households and in work poverty and that this was appropriately recognised in both the EIA and Assessment itself.
- 6.4 Our EIA process takes into account the United Nations Convention on the Rights of the Child (UNCRC) which the Council has embedded into the Authority's Policy Framework. The Strategy recognises the rights of children aged 0-18 years as defined in the UNCRC and outlines plans to support children to enjoy their rights and have the best start in life. This is

demonstrated locally through the City and County of Swansea's Children and Young People's Rights scheme, and through ABMU's Children's Rights Charter.

- 6.5 The authority's Children's Rights Officer felt that the CSA gave due regard to the rights of children and young people.
- 6.6 All public information in relation to the CSA and childcare in general will be bilingual.
- 6.7 Engagement around the delivery of the CSA Action Plan and conducting the next full CSA will take place as and when necessary with the relevant stakeholders, including young children in early years settings. Materials will be developed in a way that is appropriate to the individual stakeholders.

7.0. Financial Implications

- 7.1 The continuation of this work is dependent on the continuation of Welsh Government funding and on-going core funding investment.
- 7.2 There are however no current financial issues associated with this Report.

8.0. Legal Implications

- 8.1 There are no legal implications associated with this report at this stage.

Background Papers:

None

Appendices:

Appendix 1 Childcare Sufficiency Assessment Refresh Action Plan 2016

High Quality Childcare

Action	Timescale	Outcome
<p>Actively promote and support actions and recommendations within Swansea's Early Years Strategy – giving every child the best start in life, these include:</p> <ul style="list-style-type: none"> • Increase awareness of readiness • Assessment and signposting • Service Re-orientation and Development • Data and Service Quality <p>Priority Status = High</p>	<p>April 2016</p>	<p>To set out a platform for action to improve school / nursery readiness and reduce inequalities.</p>
<p>Ensure relevant staff & partners have the opportunity to feed in to the Early Years Strategy via representation at Early Years Strategy sub groups.</p> <p>Priority Status = High</p>	<p>April 2016</p>	<p>The relevant Staff / Partners involvement is key to the progression of the Strategy.</p> <ul style="list-style-type: none"> • All partners will work towards a common aim; • Partners have a similar ethos / system of beliefs; • There is an understanding of the value of what each partner can contribute; • There is respect and trust between the different partners. • Partners share creativity, risk, responsibility and resources; • Participants are able to feed off each other's energy and enthusiasm; • They highlight different issues, problems and solutions; • There is more potential for productivity/efficiency; • Service delivery is often more effective; • They offer support and diversity

Continuation of collaborative working with Flying Start, Families First, Team Around the Family, Family Partnership, Play, Children & Family Centre and other relevant teams. Priority Status = High	April 2016	To ensure the work of the service dovetails in to wider priorities to create a holistic, joined up approach.
Support work colleague to maintain Childcare Ambassador role. Priority Status = High	April 2016	To raise the profile of social care as well as promoting the sector as an enjoyable, rewarding and successful career. To educate as many people as possible of the opportunities available within the sector including the varied roles for both men and women, the career pathways and career progression.
Ensure any investment in childcare is cross cutting and delivered coherently. Priority Status = High	April 2016	Maximisation of investment to address local needs.
Champion the vital role childcare plays in tackling poverty and inequality ensuring departments within the Local Authority are aware of the statutory duties outlined in the Childcare Act 2006 and the legal obligations to support these. Priority Status = High	April 2016	The nurturing of children and their holistic development and wellbeing is valued and understood with the Local Authority aware of the Act's statutory duties.
Support & progress the Right's Respecting agenda amongst Swansea childcare providers. Priority Status = High	August 2016	Providers are more aware of the need to engage with children, families and Schools – linking in with improvements to School readiness.
To consider provider suggestions in terms of the development of a Christmas Display Award with a view to developing a Swansea specific scheme. Priority Status = Medium	September 2016	Draft produced outlining the potential benefits of such a scheme operational within Swansea. Criteria developed to encompass quality, children's rights, Swansea statement, children's outcomes etc.
Involvement & participation re: the STEW Scale in respect of childcare settings Priority Status = High	September 2016	Building on ECERS-R and ECERS-E/ITERS-R focusing on the pedagogy within the setting, the adult's role in supporting learning and development Consider high quality

		interactions with and between children, including subscales relating to critical thinking, assessment for learning and supporting and extending language and communication.
Grant compliance resulting in the maintenance and further progression of the Healthy & Sustainable Pre-School Scheme Priority Status = High	April 2016	Continuation of support visits to existing settings with the aim of ensuring each setting achieves a minimum of 1 unit per during the year. Engage with new settings in order to increase the baseline number of settings on the scheme by 10. Ensure sufficient training and upskilling opportunities with regards the benefits of good food and nutrition and physical exercise to combat childhood obesity, with the ultimate aim of embedding principles and maintenance of scheme progression, ensuring the holistic wellbeing of pre-school children.

Good Quality Information

Action	Timescale	Outcome
Family Information Service		
Maintenance of the Family Information Service and its functions. Priority Status = High	April 2016	Parents and carers, existing providers, prospective providers, employers, professionals, students and people looking into childcare as a career option, organisations etc. are well informed and / or signposted to relevant sources dependant on their enquiry.
Complete the Family Information Service Quality Award. Priority Status = High	July 2016	The quality work currently undertaken by Family Information Service will be recognised by the achievement of a formal qualification.
Ensure the Family Information Service has visibility in terms of the Social Services & Wellbeing Act. Priority Status = High	April 2016	Regular communication with relevant lead officers allowing visibility and presence.
Adherence to FIS National Minimum Standards. Priority Status = High	April 2016	Maintenance of the Family Information Service National Minimum Standards.
Expand and maximise outreach opportunities	April 2016	Information widely available and disseminated across all communities in

ensuring that information is available across Swansea communities. Priority Status = High		Swansea.
To celebrate sector specific achievements and success on a regular basis Priority Status = High	Quarterly	The good work undertaken across the sector will become more visible with the multifaceted aim of attracting people in to the childcare field, informing parents of the quality of local childcare in an attempt to increase attendance, raising the profile of the Information Service ensuring parents know where to source relevant information. The Local Authority's Communications Team will be regularly informed of the work and achievements of the FIS with the aim of celebrating these more widely across the Local Authority area.
To ensure maximum usage of Finlay the FIS mascot. Priority Status=High	May 2016	A regular "engagement" time table drafted to ensure regular use and maximise publicity potential.
Continue to map Swansea wards in terms of the availability of family activities Priority Status = Medium	August 2016	Detailed information on children, young people and family activities developed in respect of the top 10 localities as identified by the number of FIS enquiries

Childcare Sufficiency

Conduct the next full Childcare Sufficiency Assessment (CSA). Priority Status = High	August 2016	CSA completed and submitted to Welsh Government by 31/3/17.
Use the CSA & refreshes as tools to inform future planning e.g grant allocation, signposting prospective providers with regard to the development of new childcare provision and publicising areas of low supply – promoting as potential business opportunities. Priority Status = High	April 2016	Childcare provision will be targeted within areas of high demand and low supply. Existing provision will be maintained.
Regularly review, monitor and update the CSA Action Plan. Priority Status = High	April 2016	To ensure changing needs and priorities are addressed.

Dissemination

Regularly engage and maintain rapport with childcare providers via regular meetings, events, conference, production of sector specific information / newsletters ensuring providers are aware that FIS has a library of resources in the form of documents, policies to support practice. Priority Status = High	June 2016	Childcare providers will be up to date and well informed with regards policies, procedures, new developments and are holistic in their approach. FIS is viewed by providers as the first point of contact with regard to current information needs and future information development & progression
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Information Technology

Action	Timescale	Outcome
To work with the Local Authority Communications Team in achieving better outcomes in respect of digital technology & social media Priority Status = High	June 2016	Better usage of digital technology to improve communication and information output. Increased usage of Twitter and development of Facebook page.
To work with the Local Authority IT Department with a view to completing the Family Information Service “in house” database. Priority Status = High	April 2016	Parallel testing of “in house” database with a view to full usage by September 2016.

Grants & Funding

Action	Timescale	Outcome
Make available, administer and monitor a suitably appropriate grant programme to meet identified need e.g infrastructure development, sustainability etc. Priority = High	April 2016	Grants programme maintained, monitored and evaluated to meet the identified needs of the childcare landscape.
Support access by disabled children to integrated childcare provision by way of continuing the One to One scheme.	May 2016	Children and young people with additional needs / disabilities will be supported to access and integrate in to mainstream childcare provision.

Priority Status = High		
Ensure that the needs of disabled children, young people and their parents are met through the provision of a Disability Development Officer post. Priority Status = High	April 2016	Continued support of established parent/carer forums. Views of children, young people and parents are represented at every available opportunity. Raising awareness of grants / funding opportunities / accessibility of childcare.
Maintenance and exploration of expansion with regard to supporting attendance by children/young people at registered provision by means of the successful Assisted Places Scheme. Priority Status = High	April 2016	Continuation of this very successful scheme currently receiving referrals via TAF and Family Partnership Team. Report developed in terms of possible expansion options and opportunities to benefit a larger proportion of children and families. Provision of childcare opportunities thus allowing parents/carers to move closer to the labour market.
To support introduction to and development of the childcare workforce. Priority Status = High	April 2016	Positive number of quality applications from individuals with a genuine desire to study towards the achievement of an initial childcare qualification CCLD L 2-3 and those wanting to upskill (CCLD L5).

Workforce Development

Action	Timescale	Outcome
Improve throughput and quality of childcare students		
Utilise the FIS as a "filter" prior to students accessing placements at Local Authority services e.g Flying Start, Children Centre, Play etc. Support student mentors to provide a quality placement and honest feedback in order to maintain/improve quality. Priority Status = Medium	September 2016.	Students required to produce personal statements & be subject to an "interview" process prior to acceptance to support and nurture students to complete full job applications and achieve successful outcomes at interview. Provide mentor training and support. Provide a positive link between Gower College Swansea and Flying Start.
Address declining Childminder numbers		
Consider a recruitment drive in respect of Childminders. Priority Status = Medium	July 2016	Initial discussions with Job Centre Plus & Pacey to have a clear vision of the landscape. Should a campaign be viable this will result in an increased number of registered Childminders.

Adequately and holistically resource prospective childminders ensuring they are qualified to set up a robust business model. Priority Status = High	April 2016	All new childminders will be suitably resourced to set up and undertake their business via the delivery of Briefing Sessions, Pre -enrolment Sessions, CYPOP5, Pre-registration courses and other support mechanisms.
Track childminder destinations. Priority Status = High	March 2017	Sample number of childminder destinations tracked in order to follow their journey from learner to self-employment within the childcare field.
Increase the Childcare Workforce		
Maintain contact with colleagues delivering the accredited Babysitting course and ascertain whether young people progress in to the childcare field. Priority Status = Medium	October 2016	To ascertain whether a percentage of attendees make the decision that childcare is a real career option and decide to pursue this.
Develop "pool" of relief Play & Childcare Workers. Priority Status = Medium	July 2016	A number of staff recruited and retained on a zero hours basis to ensure adequate and suitable cover during periods of staff sickness, annual leave and to support holiday activities.
Research the opportunity of utilising volunteers within Play. Priority = Low	November 2016	Draft overview report of the number of volunteer queries received and the steps required recruiting and nurturing to enable them to support local Play providers.
Deliver Childcare Workforce "workshops" across the Authority. Priority Status = Medium	April & October 2016	Plan and deliver engaging activities to introduce individuals to the traditional and non-traditional routes and options available to make childcare a real career choice.
To have an awareness of student intake / completion of childcare qualifications across local learning providers Priority Status = Low	September 2016	Links with learning providers will inform the FIS with regards the need to facilitate / work in partnership in developing the need for any future campaigns in terms of increasing the numbers of students accessing childcare.
Training / CPD		
Conduct an audit of CSSIW registered Childcare providers ascertaining workforce, training and quality needs and requirements. Priority Status = High	June 2016	Up to date knowledge of current sector landscape & futuristic needs

Plan, develop, administer and evaluate an annual training programme of both mandatory and relevant optional courses to maintain, upskill and improve quality within registered provision, paying due regard to provider comments and sector needs. Priority Status = High	April & September 2016	Develop and deliver a holistic annual training programme with a minimum 80% attendance.
Engage with registered childcare providers by means of specific meetings, network events and conferences. Priority Status = Medium	April 2016	Maintenance and development of rapport. Providers will report being more aware of policies, procedures, new initiatives, strengthened networking opportunities between people in the same sector to improve learning and support.

Partnership Working

Action	Timescale	Outcome
To ensure Partner Organisations are fully aware of their role in supporting the Local Authority's compliance to Childcare Act duties. Priority Status = High	May 2016	Development Officer targets set to reflect duties and local need. Compliance measured on a quarterly basis.
To work innovatively with key stakeholders e.g. Careers Wales, JCP, PaCE, Communities 1 st , Swansea College etc to support and promote the holistic childcare landscape. Priority Status = High	May 2016	Key stakeholders will be aware of their roles and responsibility in uniting to afford the maintenance of a quality childcare landscape Swansea wide. Parents/carers aware of & enabled to access avenues to work/training.
Maximise collective opportunities available across childcare and play through co-working and co-planning Priority Status = High	September 2016	To ensure the dovetailing of the work of all teams resulting in positive outcomes for parents, children and families.
Further development of "hubs of good practice" at the City & County of Swansea Children & Family Centre. Priority Status = High	August 2016	Positive outcomes for a cross section of childcare providers, parents/carers, children and young people. Existing and prospective providers will be engaged with to gauge "buy in" and potential interest in participating in an actual or virtual environment where providers share examples of 'best

		practice' with a possible aim of creating a collection of resources that people can use in their day to day jobs.
Continued presence at regional meetings re: future ESF funding with regard to workforce development. Priority Status = Medium	April 2016	Awareness of future developments and how these can benefit local need.
Support Partner Organisation Development Officer targets re: the continuation of Participation and Rights Respecting agenda within pre-school and out of school settings. Priority = High	April 2016	Partner Organisation Development Officers have a point of contact and support in implementing the participation and rights respecting work undertaken by the Local Authority via visits to affiliated groups and settings.

Agenda Item 12.

Report of the Deputy Head of Legal & Democratic Services

Cabinet – 18 August 2016

EXCLUSION OF THE PUBLIC

Purpose:	To consider whether the Public should be excluded from the following items of business.	
Policy Framework:	None.	
Reason for Decision:	To comply with legislation.	
Consultation:	Legal.	
Recommendation(s):	It is recommended that:	
1)	The public be excluded from the meeting during consideration of the following item(s) of business on the grounds that it / they involve(s) the likely disclosure of exempt information as set out in the Paragraphs listed below of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007 subject to the Public Interest Test (where appropriate) being applied.	
	Item No.	Relevant Paragraphs in Schedule 12A
	13 & 14	14
Report Author:	Democratic Services	
Finance Officer:	Not Applicable	
Legal Officer:	Tracey Meredith – Deputy Head of Legal & Democratic Services (Monitoring Officer)	

1. Introduction

- 1.1 Section 100A (4) of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, allows a Principal Council to pass a resolution excluding the public from a meeting during an item of business.
- 1.2 Such a resolution is dependant on whether it is likely, in view of the nature of the business to be transacted or the nature of the proceedings that if members of the public were present during that item there would be disclosure to them of exempt information, as defined in section 100I of the Local Government Act 1972.

2. Exclusion of the Public / Public Interest Test

- 2.1 In order to comply with the above mentioned legislation, Cabinet will be requested to exclude the public from the meeting during consideration of the item(s) of business identified in the recommendation(s) to the report on the grounds that it / they involve(s) the likely disclosure of exempt information as set out in the Exclusion Paragraphs of Schedule 12A of the Local Government

Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.

- 2.2 Information which falls within paragraphs 12 to 15, 17 and 18 of Schedule 12A of the Local Government Act 1972 as amended is exempt information if and so long as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
- 2.3 The specific Exclusion Paragraphs and the Public Interest Tests to be applied are listed in **Appendix A**.
- 2.4 Where paragraph 16 of the Schedule 12A applies there is no public interest test. Councillors are able to consider whether they wish to waive their legal privilege in the information, however, given that this may place the Council in a position of risk, it is not something that should be done as a matter of routine.

3. Financial Implications

- 3.1 There are no financial implications associated with this report.

4. Legal Implications

- 4.1 The legislative provisions are set out in the report.
- 4.2 Councillors must consider with regard to each item of business set out in paragraph 2 of this report the following matters:
 - 4.2.1 Whether in relation to that item of business the information is capable of being exempt information, because it falls into one of the paragraphs set out in Schedule 12A of the Local Government Act 1972 as amended and reproduced in Appendix A to this report.
 - 4.2.2 If the information does fall within one or more of paragraphs 12 to 15, 17 and 18 of Schedule 12A of the Local Government Act 1972 as amended, the public interest test as set out in paragraph 2.2 of this report.
 - 4.2.3 If the information falls within paragraph 16 of Schedule 12A of the Local Government Act 1972 in considering whether to exclude the public members are not required to apply the public interest test but must consider whether they wish to waive their privilege in relation to that item for any reason.

Background Papers: None.

Appendices: Appendix A – Public Interest Test.

Public Interest Test

No.	Relevant Paragraphs in Schedule 12A
12	Information relating to a particular individual.
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 12 should apply. His view on the public interest test was that to make this information public would disclose personal data relating to an individual in contravention of the principles of the Data Protection Act. Because of this and since there did not appear to be an overwhelming public interest in requiring the disclosure of personal data he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
13	Information which is likely to reveal the identity of an individual.
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 13 should apply. His view on the public interest test was that the individual involved was entitled to privacy and that there was no overriding public interest which required the disclosure of the individual's identity. On that basis he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
14	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 14 should apply. His view on the public interest test was that:</p> <p>a) Whilst he was mindful of the need to ensure the transparency and accountability of public authority for decisions taken by them in relation to the spending of public money, the right of a third party to the privacy of their financial / business affairs outweighed the need for that information to be made public; or</p> <p>b) Disclosure of the information would give an unfair advantage to tenderers for commercial contracts.</p> <p>This information is not affected by any other statutory provision which requires the information to be publicly registered.</p> <p>On that basis he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>

No.	Relevant Paragraphs in Schedule 12A
15	<p>Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.</p>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 15 should apply. His view on the public interest test was that whilst he is mindful of the need to ensure that transparency and accountability of public authority for decisions taken by them he was satisfied that in this case disclosure of the information would prejudice the discussion in relation to labour relations to the disadvantage of the authority and inhabitants of its area. On that basis he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
16	<p>Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.</p>
	<p>No public interest test.</p>
17	<p>Information which reveals that the authority proposes: (a) To give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) To make an order or direction under any enactment.</p>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 17 should apply. His view on the public interest test was that the authority's statutory powers could be rendered ineffective or less effective were there to be advanced knowledge of its intention/the proper exercise of the Council's statutory power could be prejudiced by the public discussion or speculation on the matter to the detriment of the authority and the inhabitants of its area. On that basis he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
18	<p>Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime</p>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 18 should apply. His view on the public interest test was that the authority's statutory powers could be rendered ineffective or less effective were there to be advanced knowledge of its intention/the proper exercise of the Council's statutory power could be prejudiced by public discussion or speculation on the matter to the detriment of the authority and the inhabitants of its area. On that basis he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>

Agenda Item 13.

By virtue of paragraph(s) 14 of Schedule 12A
of the Local Government Act 1972
as amended by the Local Government (Access to
Information) (Variation) (Wales) Order 2007.

Document is Restricted

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Agenda Item 14.

By virtue of paragraph(s) 14 of Schedule 12A
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Information) (Variation) (Wales) Order 2007.

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