



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Scrutiny Performance Panel – Service Improvement & Finance

At: Committee Room 5 - Guildhall, Swansea

On: Tuesday, 12 December 2017

Time: 9.00 am

Convenor: Councillor Chris Holley OBE

Membership:

Councillors: P Downing, P R Hood-Williams, L James, M H Jones, P Jones, J W Jones, I E Mann, B J Rowlands and D W W Thomas

Agenda

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Next Meeting: Wednesday, 10 January 2018 at 10.30 am

A handwritten signature in black ink that reads 'Huw Evans'.

Huw Evans
Head of Democratic Services

Tuesday, 5 December 2017

Contact: Bethan Hopkins - 636292



City and County of Swansea

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

Committee Room 5, Guildhall, Swansea - Guildhall, Swansea

Wednesday, 1 November 2017 at 10.30 am

Present: Councillor C A Holley (Chair) Presided

Councillor(s)

P R Hood-Williams

P Jones

D W W Thomas

Councillor(s)

L James

J W Jones

Councillor(s)

M H Jones

I E Mann

Officer(s)

Keith Coxon

Bethan Hopkins

Sarah Willis

Amanda Thomas

Project and Performance Manager

Scrutiny Officer

Principal Finance Partner

Strategic Finance Manager – Corporate

Apologies for Absence

Councillor(s): P Downing and B J Rowlands

1 Disclosure of Personal and Prejudicial Interests.

None

2 Minutes.

Approved

3 Public Questions

None

4 Recycling and Landfill - Annual Performance Monitoring

- Keith Coxon – Performance and Projects Manager came to brief the Panel on the Recycling and Landfill Annual Performance Monitoring Report.
- The service has met and improved on its statutory waste targets the last 12 months being 4.17% up on last year
- The Local Government Data in relation to municipal waste performance is slightly misleading. As Swansea Council do not burn waste (it is too expensive and we have available landfill), it cannot benefit from ash being

recycled and therefore counted against its recycling target. Swansea Council are still meeting their recycling target in spite of this

- The Landfill Performance indicator in the Local Government Performance Bulletin places Swansea as 22/22 – again this is because Swansea do not burn waste so 100% goes to landfill
- There are currently some issues around the recycling of wood. Paint, preserver etc on the wood may impact how it is recycled
- There are no incineration plants in South West Wales. There is one in Cardiff but Swansea cannot access it – Pembrokeshire and Ceredigion send their rubbish to Sweden to incinerate
- Welsh Government are keen to have an incineration plant in in South West Wales – Keith Coxon is scoping out the appetite for burning and conducting research into this
- There is some discussion around nappies and continence waste having allocated bags (purple and yellow) so this waste is not included in the black bag allocation
- There has been a slight increase in the amount of fly tipping since the removal of residual skips but nowhere near as much as the amount of rubbish which was disposed of in the skips initially
- Council are trying to encourage people who don't recycle very much/at all but this isn't easy
- Developing recycling within Student areas can be problematic but the Authority are working with the university and landlords to improve matters but the transitional nature of students makes this difficult
- The issue with hard and soft plastics is that soft plastics were preventing effective sorting by machines. The soft plastics needed to be sorted down even further (e.g. by polymer) and the cost of staffing this manually is prohibitively expensive. Looking at other options currently
- The department are working with the Planning Department to try and ensure there are recycling facilities in HMOs at the planning stage
- Should be looking to the cause of these issues (overuse of soft plastics and the manufacturers/Landlords not taking responsibility)

5 Mid-Year Budget Statement 2017/18

- Sarah Willis and Amanda Thomas attended on Ben Smiths behalf
- Didn't go into detail as it had been presented to Council the previous week
- Explored why there is a need for a midyear budget statement as well as a Quarter 2 report
- The Quarter 2 report looks back but the midyear budget statement also looks ahead and more in depth

6 Reserve Update

- Again the report had been to Council the week before so the Panel had had time to peruse the issues
- The report gave rise to some questions which will be included in the letter

7 Work Plan 2017/2018

The meeting ended at 11.25 am

Chair



**To/
Councillor Rob Stewart
Cabinet Member for Economy and
Strategy**

*Please ask for:
Gofynnwch am:*

*Direct Line:
Llinell Uniongyrochol:*

*e-Mail
e-Bost:*

*Our Ref
Ein Cyf:*

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

Overview & Scrutiny

01792 636292

scrutiny@swansea.gov.uk

BY EMAIL

14th November 2017

Summary: This is a letter from the Service Improvement and Finance Panel to the Cabinet Member for Economy and Strategy following the meeting of the Panel on 1st November 2017.

Dear Councillor Stewart,

On 1st November 2017, the Service Improvement and Finance Performance Panel met to consider the Recycling and Landfill Annual Performance Monitoring Report, the Mid-Year Budget Statement and the Reserve Update.

We are grateful to all Officers for providing information and answering questions.

We have made a number of observations that we wish to share with you and have some questions we would be grateful to receive responses to.

Recycling and Landfill – Annual Performance Monitoring

We were pleased to hear of the improvement in the service over the last year and were interested to have an explanation around the Local Government Performance Bulletin positions.

We felt that some of the issues discussed, such as building an incinerator in South West Wales, has been being raised at various stages over the last 10 years. We would like to see things moved forward in this area.

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU

SWANSEA COUNCIL / CYNGOR ABERTAWE

GUILDHALL, SWANSEA, SA1 4PE / NEUADD Y DDINAS, ABERTAWE, SA1 4PE

www.swansea.gov.uk / www.abertawe.gov.uk

I dderbyn yr wybodaeth hon mewn fformat arall neu yn Gymraeg, cysylltwch â'r person uchod
To receive this information in alternative format, or in Welsh please contact the above

We were interested to hear about progress with the recycling of items such as nappies, continence waste and soft plastics. It was felt these are important issues to focus on to ensure problematic items are recycled to the best of our ability.

It was mentioned that challenging areas such as students creating substantial black bag waste and the inability to recycle soft plastics stems from a failure to address the root cause of the issues. Landlords should make more provision and insist on recycling and manufacturers should not use packaging which is not easily recycled or biodegradable. More research and awareness raising should be taken in relation to these issues.

Mid-Year Budget Statement

Councillors had received a verbal overview at Council the previous week. However, it was queried why there needs to be Quarter 2 Budget Monitoring Report and a Mid-Year Budget Statement or whether the timing of the report to the Service Improvement and Finance Panel should be before reporting to Council or whether it needs to come to the Panel at all.

We would be interested in your thoughts.

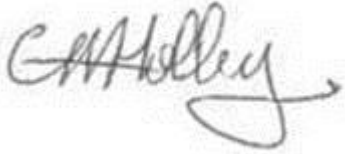
Reserves Update

The Panel had some questions in relation to the report;

1. Point 2.2 states that there are £285m in unusable reserves. Can you please provide the Panel with a breakdown of what these reserve amounts are and what they are intended for?
2. Point 2.5 states that comparisons with other Welsh Councils show that Swansea's General Fund reserve is slightly below the All Wales average. Can you explain why this is?
3. Point 3.2 looks at planned savings in Social Services. Can you explain why planned savings are being mentioned when as a Council we have had to put extra money into the service? This seems contradictory.
4. Point 3.10. The 2017/18 Budget Report to Council in February stated there was an underlying planning assumption that £2m of the existing restructuring reserve be provisionally committed towards meeting part of the cost of staffing reductions as they fall due in 2017/18. How do you decide the underlying planning assumption figure of £2m?

I would be grateful if you could reply to this letter by 5th December 2017.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'CHHolley', with a stylized flourish at the end.

Councillor Chris Holley
Convener, Service Improvement and Finance Scrutiny Performance
Panel

✉ cllr.chris.holley@swansea.gov.uk



Councillor Chris Holley
Convener – Service Improvement and
Finance Scrutiny Performance Panel

BY EMAIL

Please ask for: Councillor Rob Stewart
Direct Line: 01792 63 6141
E-Mail: cllr.rob.stewart@swansea.gov.uk
Our Ref: RS/KH
Your Ref:
Date: 22nd November 2017

Dear Councillor Holley

Thank you for your letter of 14th November, as Convenor of the Service Improvement and Finance Performance Panel.

I respond as follows to the questions raised.

Recycling and Landfill – Annual Performance Monitoring

I share your positive views and echo some of your concerns. Clearly, we will continue to work closely with all residents, landlords, homeowners, business and regional partners including other councils to maximise recycling and minimise landfill. It is good for the environment, good for the economy and good business sense given the landfill tax rates. We continue to encourage take up through education, advice, engagement and by challenging at disposal/source the contents of black bags and where necessary through appropriate enforcement action.

Financial Matters

In relation to the following, whilst the matters have been addressed to me, and I am expressing my views back to you, I have of course fully sought the views of the S151 Officer, who has also clearly advised me directly on the more technical aspects of the reply.

Mid-Year Budget Statement

The mid-year budget statement is an opportunity for Council to hear directly from its professional adviser, the S151 Officer, as to his assessment of the budget outlook for the year ahead and into the medium term. This report is discharging his duty to both the whole Council and to the general taxpayer. It is the S151 Officer view that this is a report discharged under his duty to report on such matters to whole Council and solely reflects his views and opinions, and that it is therefore not appropriate for it to be pre- considered at Service Improvement and Finance Panel. He is equally of the view it is perfectly right and proper for members at Council or in any scrutiny panel to ask questions of him, other chief Officers or Cabinet Members, as they see fit on the report, of course.



The timing of the report is impacted upon by outside factors including the timing of the UK government budget and Welsh Government budget announcements. The move from a traditional March to a November UK government budget and a mid-October and late October two stage Welsh Government budget meant that this year the report needed to be verbal for it to be considered in good time.

The quarter 2 budget monitoring report is an in year “half term” report to Cabinet from the Cabinet member with responsibility for operational finance, the Cabinet Member for Service Transformation and Business Operations. It is of course prepared under the direction of the S151 Officer and his staff and is co-produced with all Directors and Heads of Service, and reviewed by the Corporate Management Team. Timing is key. The more review processes that are built in, the longer it takes to get a quarter’s report through Council business.

I have sought the views of the S151 officer and he is content that the current approach achieves a robust output in a timely enough fashion. The S151 officer also notes that the report is predominantly one for Cabinet to note with remedial in year actions to be taken effectively delegated to the S151 officer and the rest of the Corporate Management Team rather than one that seeks Cabinet or ultimately Council approval to change the budget in year. Nevertheless, it forms a useful record wholly in the public domain of the actions agreed and put in place in year by Cabinet Members and their Chief Officers and any functions exercised by way of delegation specifically by the S151 Officer in year. Again the S151 officer view is that given the nature of the report, pre-decision scrutiny is not the most appropriate course of action, but is again content that questions of him or other Chief Officers or Cabinet Members as a result of the contents of the report, is wholly appropriate.

Unusable Reserves

The reference in the report to unusable reserves reflects the full disclosures made in the Statement of Accounts approved at Council in September and would refer you, and the rest of the Panel, to that document.

Planned savings in Social Services

The report references the 2017-18 budget as set. The overall budget for social services for the year was relatively cash flat. We put money in for pay awards, care home pressures, demographic pressures and service improvements. Nevertheless, the continued UK government insistence on austerity has starved this Council of additional resource and we had little option but to equally seek compensating savings elsewhere, including within social services.

The Section 151 officer advises that the reference in this section is to cross-refer back to the second quarter monitoring report, which describes and explains the reasons for the in-year over spending in social services.

Use of the restructuring reserve

I don’t decide this underlying planning assumption, the S151 officer does, based on his assessment of the likely costs due to fall in the forthcoming year. You will see in the second quarter monitoring report on the 2017-18 budget that the S151 officer has increased his assumption of the need to call on this reserve given the number of individuals who are taking up our enhanced ER/VR offer.

This offer is made by this Council to maximise volunteers for early departure over what would otherwise be compulsory redundancies that are being forced upon this Council by the continued UK government insistence of seemingly never ending austerity driven by dogmatic ideology. We do it only where it makes financial sense (payback is normally around one year) and because we are mindful of our importance and reputation as a large employer in the area. Where, as Leader, I am forced by others to make hard choices and decisions I will make them, but as compassionately and considered as I can, whilst equally focussing my efforts on city wide and city region wide regeneration and ultimately job creation.

Yours sincerely



**COUNCILLOR ROB STEWART
LEADER & CABINET MEMBER FOR ECONOMY & STRATEGY**



Report of the Convener

Service Improvement and Finance Scrutiny Panel 12th December 2017

Annual Review of Performance 2016/17

Purpose:	To enable the Panel to understand the end of year performance results for 2016/17. To identify if there are any areas of performance that require further scrutiny.
Content:	Annual Review of Performance 2016/17
Councillors are being asked to:	Consider the report and make any comments or recommendations to the relevant Cabinet Member
Lead Officer & Report Author:	Richard Rowlands E-mail: Richard.rowlands@swansea.gov.uk

1. Background

- 1.1 As part of its performance monitoring role the Panel has the opportunity to discuss the End of Year Performance Management Cabinet report. This is in order to assist in identifying whether there are any areas of performance that require further scrutiny.
- 1.2 The Panel can review the issue itself or through referral to another scrutiny performance panel or the Scrutiny Programme Committee.
- 1.3 The End of Year Performance Management report was presented to Cabinet on 19th October 2017.
- 1.4 Richard Rowlands, Corporate Improvement Manager, will attend to present the report to the panel and answer any questions. Service specific questions may need to be referred to the relevant directors.

Background papers: None

Appendices: Appendix 1 Cabinet Report for Annual Review of Performance

Appendix 1



Report of the Cabinet Member for Service Transformation & Business Operations

Cabinet – 19 October 2017

Annual Review of Performance 2016/17

Purpose:	The report is a review of progress made by the Council in meeting the priorities, actions and targets set out in <i>Delivering for Swansea</i> the Corporate Plan for 2015/17 as required by Part 1 of the Local Government (Wales) Measure 2009
Policy Framework:	<i>Delivering for Swansea</i> Corporate Plan 2015/17
Consultation:	Legal, Finance and Cabinet Member.
Recommendation(s):	It is recommended that: 1) The Annual Review of Performance 2016/17 is approved.
Report Author:	Richard Rowlands
Finance Officer:	Carl Billingsley
Legal Officer:	Debbie Smith
Access to Services Officer:	Sherill Hopkins

1.0 Introduction

- 1.1 The Local Government (Wales) Measure 2009 creates an obligation on Councils to account for improvement. The process for accounting for improvement falls into two stages.
- 1.2 Stage one reporting covers the Council's plans and Improvement Objectives for that year and should be published every year as soon as possible after the 1st April.

1.3 Stage two reporting arises when the Council is in a position to be able to account for success of the previous year’s improvement activity and must be published before 31st October in the financial year after the year to which the information relates.

1.4 The attached report relates to stage two performance reporting against the Council’s priorities (‘improvement objectives’) as set out within *Delivering for Swansea* the Corporate Plan 2015/17.

2.0 Content

2.1 The Annual Review of Performance must be written to comply with statutory guidance, as summarised below:

- Evidence of the processes that the Authority has gone through to discharge its general duty to improve.
- A summary assessment of the Authority’s view of its success in achieving its ‘Improvement Objectives’ (priorities) as set out in the previous year’s Improvement (Corporate) Plan;
- Assessment of performance in comparison with itself in previous years and to other comparable bodies (including other Authorities).

2.1.1 These requirements are addressed in the Review through *Parts 1 and 2 – Executive / Summary of evaluations delivering the Council’s priorities for 2016/17*. These parts represent a summary of the Council’s own evaluation of its performance delivering its priorities during 2016/17.

2.1.2 In summary, the Council has evaluated its performance as follows:

Corporate Priority	Summary assessment
1. Safeguarding Vulnerable People.	Mainly successful. Improvement prospects are good, with no major barriers.
2. Improving Pupil Attainment	
3. Building a Vibrant and Viable City & Economy	
4. Tackling Poverty	
5. Building Sustainable Communities	

- 2.2 The Review must detail the ways in which the Authority has exercised its powers of collaboration during the reporting year, including details of whether a collaborative activity has achieved its intended outcomes.
- 2.2.1 Information on collaboration is provided in *Part 3 – Working in partnership with others in 2016/17*. This part summarises how the Council is collaborating with others across a wide range of services in some key areas.
- 2.3 The Review must also include details of:
- other performance information and its use;
 - any statements of activity that the authority has issued as a result of any Section 19 reports issued by the Auditor General for Wales, and;
 - performance as measured by all statutory performance indicators, whether or not these relate directly to improvement objectives.
- 2.3.1 Details on performance information and a summary of the Council's performance against national indicators in 2016/17 are provided in *Part 4 – Performance Information and its use*. This part summarises how the Council plans for and puts arrangements in place to secure improvement.
- 2.3.2 The Council is not subject to Section 19 reports but Part 4 of the Review includes details on how the Council responds to audit recommendations.
- 2.3.3 More detailed comparative performance information for all national performance indicators will be published on the Council's website before the statutory publication date of 31st October 2017.

3.0 Equality & Engagement Implications

- 3.1 The Annual Review of Performance is not relevant for an Equality Impact Assessment (EIA) itself. It may mean however that it might form part of the information that leads to a service screening for and undertaking an EIA as required.

4.0 Financial Implications

- 4.1 The financial resources required to implement all the actions and achieve the specified performance targets in 2016/17 were provided in the approved budget. Any additional financial implications that arose from the pursuance of the priorities in the Corporate Plan would have been dealt with as virement within the normal financial procedures.

5.0 Legal Implications

- 5.1 The Annual Review of Performance 2016/17 must be published at or before the statutory date of 31st October 2017.

Background Papers: None

Appendices: Appendix A – Annual Review of Performance 2016/17.



Report of the Convener

Service Improvement and Finance Scrutiny Panel 12th December 2017

Revenue and Capital Monitoring 2nd Quarter 2017/18

Purpose:	To enable the Panel to understand the Quarter 2 Budget Monitoring for 2016/17. To identify if there are any areas that require further scrutiny.
Content:	Revenue and Capital Monitoring 2nd Quarter 2017/18
Councillors are being asked to:	Consider the report and make any comments or recommendations to the relevant Cabinet Member
Lead Officer & Report Author:	Ben Smith E-mail: Ben.smith@swansea.gov.uk

1. Background

- 1.1 As part of its performance monitoring role the Panel has the opportunity to discuss the Revenue and Capital Budget Monitoring 2nd Quarter Cabinet report. This is in order to assist in identifying whether there are any areas that require further scrutiny.
- 1.2 The Panel can review the issue itself or through referral to another scrutiny performance panel or the Scrutiny Programme Committee.
- 1.3 The Revenue and Capital Budget Monitoring 2nd Quarter 2017/18 was reported to Cabinet on 16th November 2017.
- 1.4 Ben Smith will attend to present the report to the panel and answer any questions. Service specific questions may need to be referred to the relevant directors.

Appendices:

Appendix 1 - Report of the Cabinet Member for Service Transformation & Business Operations

Report of the Cabinet Member for Service Transformation & Business Operations

Cabinet - 16 November 2017

Revenue and Capital Monitoring 2nd Quarter 2017/18

Purpose:	To report on financial monitoring of the 2017/18 revenue and capital budgets, including the delivery of budget savings.
Policy Framework:	Budget 2017/18 Transformation and Future Council (Sustainable Swansea –fit for the future)
Consultation:	Cabinet Members, Corporate management Team, Legal Services and Access to Services.
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 2017/18, 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 2017

- 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 September Position

2.1 Appendix 'A' to this report details the approved Revenue Budget for 2017/18 and the forecast variation at this time.

2.2 Other than projected variations on Directorate expenditure, it is still too early to forecast variations that may arise on some significant Corporate items including the level of Council Tax collection (although it more often than not achieves a modest surplus) – 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 2017/18 £000	SAVINGS VARIATION 2017/18 £000	OTHER VARIATION 2017/18 £000
CORPORATE SERVICES (inc. all Business Support)	1,900	1,650	250
PEOPLE - POVERTY AND PREVENTION	-130	0	-130
PEOPLE - SOCIAL SERVICES	5,770	3,917	1,853
PEOPLE – EDUCATION	275	0	275
PLACE	0	3,600	-3,600
<u>NET DIRECTORATE EXPENDITURE</u>	7,815	9,167	-1,352

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

2.5 Within the *Sustainable Swansea* Delivery Programme, work continues to develop service delivery plans that will include all savings requirements across all strands. This includes the cross cutting nature of new reviews as well as the completion of current in-flight reviews.

2.6 The above potential overspend remains 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. A number of the overspend items follow on from the outturn position for 2016/17 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 re-enforced the current arrangements for budget monitoring in particular :-

- focus on corrective action;
- increased control;

2.8 Offsetting opportunities do exist to ameliorate some of the identified service pressures, totalling at least £0.5m, as follows.

- Some £1m was set aside in the budget for the potential costs relating to the impact of the Apprenticeship Levy. The final costs relating to this levy will only be known once final employee related costs are calculated at the year end. Based on the initial costs for the first half of the year it is likely that the entire allocation will be required as a minimum. Should this not be the case then any saving will be proposed to be used to further mitigate service pressures.
- In setting the budget for 2017-18 it was anticipated that several specific grants could be reduced as part of the overall funding package from Welsh Government and a contribution to the reserve established in 2016-17. In the immediate aftermath of the “Brexit” result of the EU referendum, there are ongoing future uncertainties over long term wider grant funding . The budgeted contribution in 2017-18 is £0.946m resulting in a balance currently of £2.29m in the reserve. Should all of this in year contribution , or the reserve, not be required then it could be utilised to offset , as a one off , an element of the current potential overspend for 2017-18. At this stage it is assumed that a minimum of £0.5m will be available to partially mitigate the forecast overspend.

2.9 Conversely, it should be noted that on basis of bids already committed to the Council’s existing Transformation Fund reserve this remains 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 2017/18

3.1 There is no carry forward of previous years underspends into the contingency fund for 2017/18. As such the contingency fund is set at the £5.4m contribution set out in the budget report approved by Council on 23rd February 2017.

3.2 The current potential calls on the contingency fund for 2017-18 are:-

Contingency Fund 2017/18	Prediction
	2017/18 (£m)
Contribution for year	5.400
Balance to fund ER/VR	-3,314
Community Budgets	-44
Part Reinstatement of Parks Savings	-47
Pathologists	-136
DoLS legal	-63
City Deal – CCC top slice	-50
DoLS Social Services	-285
Legal IGU	-10
City Centre Regeneration team	-450
Social Services procurement	-80
PSB support	-14
Waste vehicle replacement underwrite	-237
Interim arrangements – finance and service centre	-20
Swansea market initiatives	-75
External advice on rescheduling debt	-75
Corporate Building Services additional back-pay	-500
Balance 31st March 2018	Nil

The above table lists potential calls on the budgeted contingency fund . The final amounts will be dependent on a number of factors during the year including speed of implementation, actual costs/commitments incurred , final Directorate outturn position. Updates will be provided during the financial year as part of the routine quarterly reporting to members

Any departures under ER/VR in 2017-18 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 2016-17 and the accelerated budgetary savings pressures likely to bear upon the authority to assume the in year call on the contingency for the purposes of funding ER/VRs to be at least £7m, even at this half year stage. This amount clearly exceeds the current amount available in the contingency fund as detailed above. Therefore, any excess cost will fall to the Restructuring Reserve. At this juncture it is likely that some further £3.5m, as a minimum ,will be required from this reserve in 2017-18.

- 3.3 The initial scale of potential overspends for 2017/18 are significantly in excess of any potential sums available to offset that shortfall. The current indication is that there still needs to be urgent and decisive action to pursue additional savings across the Council 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 and Business Support 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 2017/18
- Progressing Commissioning Reviews and Cross Cutting Themes.
- Implementation of the Leading Learners transformation programme for Education that outlines a range of projects.
- Further implementation of the Adult Services Saving Plan through which we have identified mechanisms for bringing down overall costs.
- Strengthening and tightening further the extant spending restrictions which have been reviewed, refreshed and reissued by Corporate Management Team in October.

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

4. Revenue Budget Summary

4.1 The position reported above reflects the best known current position. A net £7.8m of shortfall in revenue budgets, offset by, a one off, £0.5m of identified additional savings. This leaves a forecast overall £7.3m overspend forecast for the year at the end of the second 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 Included in the projected budget for 2017/18 for other Corporate items were budgeted increases in capital finance charges, recognising the need to commence funding for the ambitious Capital Programme. At Quarter 2, it would be prudent to report a £2m underspend on the projected budget. However noting the projected upward pressure on interest rates in the coming months, and the ongoing scale of likely capital investment, which in the case of the City Deal is likely to be significantly in advance of grant part funding, it is prudent to commit this £2m underspend to an equalisation reserve to deploy when capital is ultimately drawn down and needs to be serviced.

4.5 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

2017/18 is to be achieved. In forming this view it is noted that this is an increase in the forecast overspend position when compared to the first quarter . Whilst historically the second quarter has always indicated an improved position when compared to the first quarter.

- 4.6 There remains a degree of confidence that further inroads can be made into the forecast overspend position by ongoing management and member action. Equally the scale remains such, that it would be on balance very unlikely that spending can be fully contained in year.
- 4.7 Furthermore there are increasing risks around building general inflationary pressures and the potential for feed through effects to current and future public sector pay awards which are set at national level (e.g; recent settlements for firefighters and teachers) which if not fully felt in terms of impact in the current year will further add to spending pressures in next year’s budget, especially if, as looks likely, not directly funded by any increased government grant support.
- 4.8 Detailed monitoring of budgets will continue to be carried out and reported to Departmental Performance and Financial Management meetings on a monthly basis. As there is no improvement in the overall forecast compared to the first quarter forecast additional measures, as set out above, have been implemented in order to seek to move closer to a balanced budget for 2017/18.

Capital Budget

5.1 Expenditure to 30th September 2017 is £36.79 million, summarised as follows:

Directorate	Budget 2017/18	Actual to 30/09/17 *	% spend
Corporate Services	2,785	705	25.3%
People	12,768	4,631	36.3%
Place (General Fund)	50,202	11,714	23.3%
Place (HRA)	61,679	19,740	32.0%
Total	127,434	36,790	28.9%

Expenditure on major schemes is detailed in Appendix C.

* Figures based on actual spend and therefore may only have 4 or 5 months costs relating to external invoices.

6. Housing Revenue Account

- 6.1 The additional revenue costs resulting from work undertaken with regard to fire safety will be met from existing budgets. There are no other material budget issues to flag at this stage of the year.
- 6.2 The additional capital costs relating to the installation of sprinklers in high rise blocks will be met from savings on other capital schemes.

6.3 Current forecasts in relation to the capital spend on the Housing Revenue Account indicate that there is likely to be slippage in the original budgeted spend from 2017/18 into later years. This will result in a reduction in the actual capital charges compared to the original budget. Any such reductions will result in lower than anticipated borrowing costs, and as a result a reduction in the actual HRA reserves required to be used in 2017/18.

7. Legal Issues

7.1 There are no legal issues contained within this report.

8. Equality issues

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

Background papers: - None

Appendices:

- Appendix A – Revenue Budget forecast 2017/18
- 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 Schemes

REVENUE BUDGET PROJECTION QUARTER 2 2017/18

<u>DIRECTORATE</u>	BUDGET 2017/18 £000	PROJECTED 2017/18 £000	VARIATION 2017/18 £000
CORPORATE SERVICES	44,036	45,936	1,900
PEOPLE - POVERTY AND PREVENTION	6,527	6,397	-130
PEOPLE - SOCIAL SERVICES	103,070	108,840	5,770
PEOPLE - EDUCATION	164,372	164,647	275
PLACE	51,302	51,302	0
<i>NET DIRECTORATE EXPENDITURE</i>	369,307	377,122	7,815
SPECIFIC PROVISION FOR APPRENTICESHIP LEVY	1,000	1,000	0
<i>OTHER ITEMS</i>			
LEVIES			
SWANSEA BAY PORT HEALTH AUTHORITY	84	84	0
CONTRIBUTIONS			
MID & WEST WALES COMBINED FIRE AUTHORITY	12,275	12,275	0
<i>CAPITAL FINANCING CHARGES</i>			
PRINCIPAL REPAYMENTS	15,316	14,316	-1,000
NET INTEREST CHARGES	15,893	14,893	-1,000
<i>NET REVENUE EXPENDITURE</i>	413,875	419,690	5,815
<i>MOVEMENT IN RESERVES</i>			
GENERAL RESERVES	0	0	0
EARMARKED RESERVES	4,522	6,022	1,500
<i>TOTAL BUDGET REQUIREMENT</i>	418,397	425,712	7,315
DISCRETIONARY RATE RELIEF	400	400	0
<i>TOTAL CITY AND COUNTY OF SWANSEA REQUIREMENT</i>	418,797	426,112	7,315
COMMUNITY COUNCIL PRECEPTS	965	965	0
<i>TOTAL REQUIREMENT</i>	419,762	427,077	7,315
<i>FINANCING OF TOTAL REQUIREMENT</i>			
REVENUE SUPPORT GRANT	231,170	231,170	0
NATIONAL NON-DOMESTIC RATES	79,531	79,531	0
COUNCIL TAX - CITY AND COUNTY OF SWANSEA	108,096	108,096	0
COUNCIL TAX - COMMUNITY COUNCILS	965	965	0
<i>TOTAL FINANCING</i>	419,762	419,762	0

Director of Corporate Services

Variance	£000	Explanation and Action
<u>Savings Variation</u>		
<i>Comms & Consultation :</i>		
Creation of a single Comms & Marketing function.	100	This saving has been reviewed since the last quarter and new arrangements put in place. The saving will be achieved by the 31 st March through remedial plans being implemented immediately by the Director.
<i>Performance :</i>		
Consolidation of Performance reporting functions : Council wide	115	This saving has been reviewed since the last quarter. The saving will be achieved by the 31 st March through remedial plans being implemented immediately by the Director.
<i>Sustainable Swansea (Directorate Target) :</i>		
Business Support	1,000	As highlighted in the last quarterly report, Directors have been working together to ensure a corporate approach to Business Support, including how this target can be met through federated delivery of the Business Support model and associated savings. The project plan also contains other areas of transformation to deliver the saving including: Vacancy and contract management, savings as a result of changing the way the Council works with suppliers, in a way which helps both parties. Pilots are already started and the saving will be achieved by the 31 st March through remedial plans being implemented immediately by the Director.
Senior Staff savings	435	The Directorate has identified where savings need to be made across Services. The timing of delivery has been the main issue. Plans are in place to ensure the savings can be met in year.
<u>Other Variation</u>		
2016-17 workstream savings un-achieved . Training, Lean Systems & Terms & Conditions	250	The Directorate has identified where savings targets have not been achieved and carried forward. Some of the savings have not been achieved due to timing, where others are as a result of changes in the environment. The

		Directorate is planning when and how savings will be met in year through the Performance & Financial Monitoring meetings.
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The Director and Corporate Services Management Team are working on increasing the pace of projects, taking immediate actions to ensure the £1.9m is actioned and fully in train by the 31st March. If achieved, this should ensure no ongoing overspend going into 2018-19, although it would be unlikely that anything other than a partial inroad could be made to 2017-18 in year overspending.

Director of People

Social Services

Variance	£000	Explanation and Action
Savings Variation		
Review of contracts and efficiencies	170	Work in this area has had some success, but further detail remains
Use of Direct Payments	570	Challenging targets have been set for the use of Direct Payments as an alternative to more traditional services.
Additional Income	810	Increased charges and robust processes have had a positive effect on the department's income levels. It is very early in the year to make a judgement on the level of success of such measures and it is hoped that evidence of significant improvement will continue over the coming months.
Domiciliary Care – Reduction in use of double handed calls	500	Work in this area is projected to achieve significant in year savings although a deficit remains.
Outcome based assessments	700	Savings will be achieved due to ongoing Western Bay work. All opportunities for further savings will be reviewed although the pressure of cases coming through transition remains.
Maximising Health Contributions to Packages of Care	529	Work to achieve this is ongoing, although it must be recognised that our Health Partners are in a similar financial position and have similar aims for this area
Child and Family - Safer LAC Reduction	638	Whilst the Safer LAC reduction scheme remains a success story for the Department, an increase in certain placement types combined with a reduction in placements with an element of cost recovery presents a pressure.
Other Pressures		
External Domiciliary Care	918	These areas are exposed to both demographic and cost pressures. Work to ensure all placements are appropriate and cost effective continues with commissioning reviews pending.
External Residential Care	607	
Internal Staffing and Services	-391	Whilst an underspend is currently expected, work will continue to identify further savings

		opportunities The underspend is partially offset by pressures within the Community Equipment Service
MHLD Complex Care	1,180	This is a continuation of the previous year's overspend and remains an area of significant pressure
Looked After Children and Special Guardianship Orders	467	This is a continuation of the unachieved saving above.
Balance Sheet Adjustment	-928	A review of the balance sheet provides a one off opportunity to use dormant balances to support the current year's revenue position.

The Social Services position is primarily due to structural budget issues and large shortfalls in planned savings for the year.

Education

Variance	£000	Explanation and Action
Continuing pressures from 2016-17		
One to One - Special Schools / Specialist Teaching Facilities	480	Delegation of one to one support for Special Schools under consideration for April 2018 but some pressures will continue and require tighter oversight and scrutiny to confirm underlying trends
Structural Budget Pressures	17	Ongoing issues carried forward from the previous financial year
Special Needs Transport Costs	325	This remains the most significant area of concern as it is inherently volatile and effectively uncontrollable and expectations continue to be raised by Welsh Government and through legal challenges
Non-Delegated Cost Pressures	240	Tighter monitoring and scrutiny of these areas may mitigate the pressures to some extent
Unachievable allocated corporate targets from 2016-17	205	Pro rata allocation of corporate savings targets remain undeliverable (Corporate terms & conditions, LEAN, Training etc.) and will require alternative savings to be identified in addition to existing Education specific MTFP targets. Cloud savings are still to be delivered by corporate IT and remain a further risk.
Total Pressures	1,267	
Continuing managed savings from 2016-17	-451	Mitigation of pressures by continuing impact of robust scrutiny of spending across all service areas
Further anticipated managed savings	-541	Additional anticipated but largely one-off savings
Total Managed Savings	-992	

Net Budgetary Pressures still to be contained	275	Non-delegated budgets and spending will continue to be scrutinised to as far as possible offset pressures
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There are further areas of uncertainty, particularly the level and cost of Out of County places which remains inherently volatile, the impact of the new model of EOTAS provision, and the impact of any further backdating of increases in business rates on school premises.

Poverty & Prevention

Variance	£000	Explanation and Action
Tackling Poverty Unit	-50	Delay in recruitment & restructure from Tackling Poverty Unit to new Adult Prosperity and Wellbeing Manager has contributed to this underspend. This will be rectified during Q3
Child and Poverty Projects	-80	This budget is in place to support Child Poverty Projects as need arises. Grant funds are utilised fully in replace of core spend in this area, therefore there has been no significant call on this budget to date.

Work is ongoing around ensuring budgets are profiled to maximise use of grant and ensure no overspends in service area. All savings for 17/18 have been applied to budgets and are on track to be achieved.

Director of Place

Variance	£000	Explanation and Action
Savings Variation		
Cefn Hengoed	100	Budget removed, remains in operation by Leisure
Plantasia	100	Unachieved RAG savings as remains in operation.
Parks	70	Reduction in seasonal staff – not implemented.
Cleansing	50	7 day working – delay in introduction.
CB&PS – Develop mobile working and technological support	100	Delay in IT implementation
CB&PS – Asset reductions in line with commissioning reviews	200	Budget reductions over the last two years have been made on the basis of assets reductions in line with commissioning reviews, these have not been realised and therefore projected over spend is forecast.
Senior Staff Review	171	Unachieved saving due to “double counting” commissioning review savings in Culture and Leisure
Depot Saving	250	Unachieved saving due to delay in securing alternative premises now identified
T&C's	375	Unachieved saving as no changes made to

		corporate T&Cs
Commercial	1,150	Unachieved saving/savings achieved under individuals commissioning reviews
Total Savings	2,566	
Other Pressures		
Park & Ride	300	Income shortfall and Bus Operator overspend.
Bridges & Structures Team	100	Income shortfall
Highways Recycling	100	Termination of recycling arrangement
CTU	170	Pay & Grading and ageing fleet costs
Highways back pay	164	Costs to be borne by Service – no corporate budget available
Waste Management	200	Vehicle Maintenance/Hire overspend less Landfill Tax underspend
Total Other Pressures	1,034	
Mitigation		
CB&PS – general underspends	-300	Guildhall, Mail Room, Corporate Cleaning and Corporate Properties.
Overlap budgets	-1,393	Overlap across the various Sustainable Swansea work strands.
RSG Homelessness Prevention	-500	Underspend of grant
Transport Support	-180	Underspend on Community Transport, Concessionary Fares and surplus income.
Other general underspends	-292	Various other underspends across Place
Total Mitigation	-2,665	
Latest year end forecast overspend	-935	

The current projection is an overspend of £935k at end of month 5 which is being used to assess 2nd Quarter out-turn. However Heads of Service have been tasked in identifying options to offset the anticipated £935k overspend and return a balanced budget at year end and progress will be reported via the third quarter report.

Overall Target

The overall target was set by Council on 23/02/17. 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 £18.727m is needed to balance the budget on its own. This tracker was predominantly compiled in September and early October at the end of the second

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.
NON DELIVERY OF ORIGINAL SAVINGS

Forecast

The overall weighted forecast is 66%, so very significantly short of where we should be. There is some progress on most areas of savings but limited delivery significant savings in the service savings, especially in Corporate Services and Social Services (both of which are reporting significant over spending) and in senior staff savings in Corporate Services and Place (which will need to be reviewed) . **SOME LARGE GAPS**

Service Savings

There are gaps in assured and evidenced savings across two directorates, Social Services and Corporate Services . These are significant enough to indicate that the overall budget will remain overspent by year end. **SUBSTANTIALLY BELOW TARGET**

Senior Staffing

Of the £2.5m savings target set at budget, there is already significant slippage in one directorate, Corporate Services. **SIGNIFICANTLY BELOW TARGET**

Delivery Strands

All now fully allocated into services - no cross cutting unallocated strands remain. **NO LONGER APPLICABLE**

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. It is also where mitigating actions taken to address gaps elsewhere are likely to be recorded as the year develops **TARGET MET**

Risks and Issues to Address This Time

Overall rate of progress is significantly below expectation and is therefore again red flagged for the whole year .

The risks are predominantly around assuring progress is actually occurring on Service Savings and Senior Staffing savings. Reassurance and revalidation work will be essential in the third quarter to ensure all savings are being fully captured.

Cabinet will in due course be advised of the second quarter position, which taken together with emerging additional overspends in Corporate Services, Education and Social Services means that urgent action must be taken now on service spending.

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

Immediate effort has been 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

Comments and feedback from PFMs

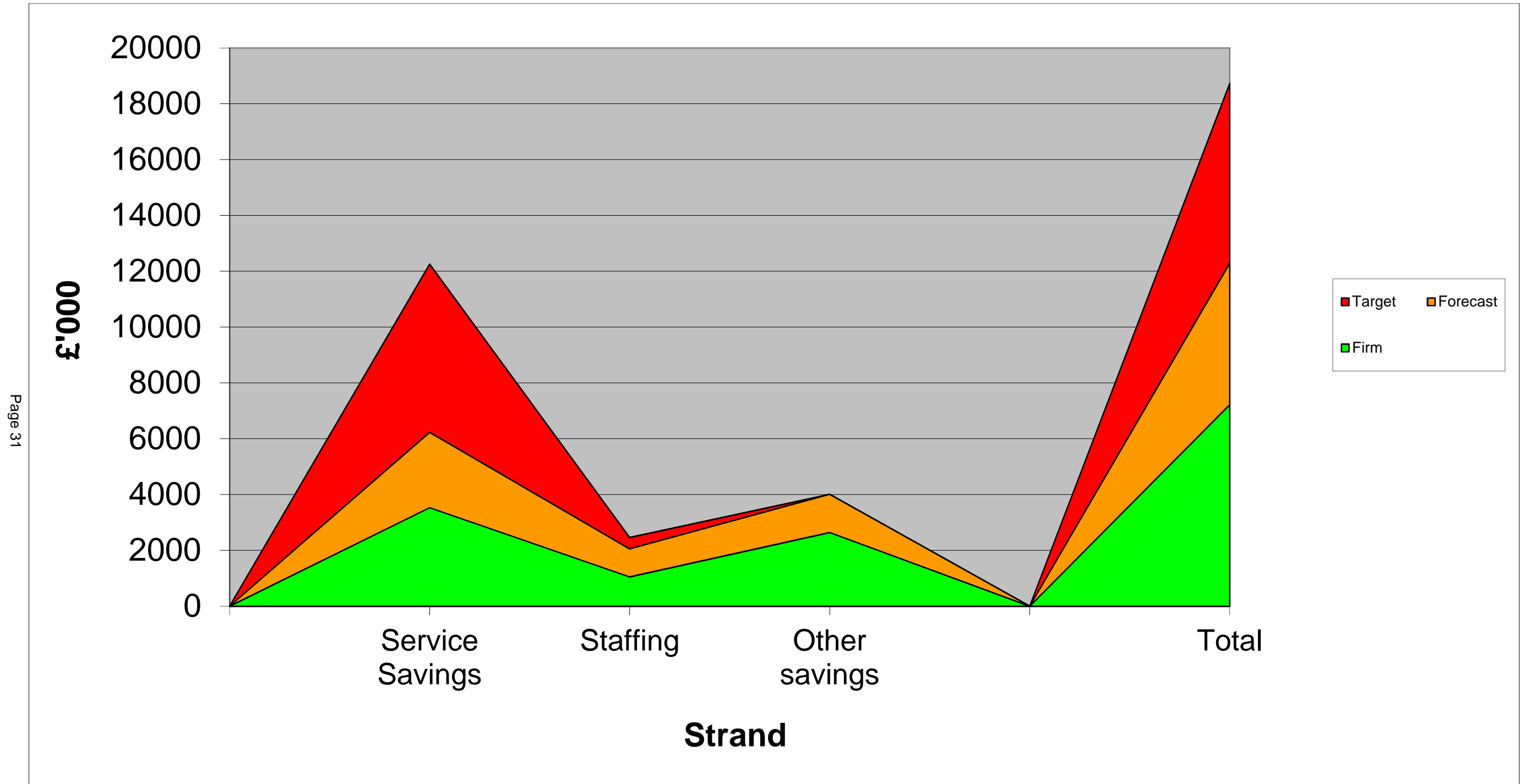
None to date

	£'000
Target	18,727



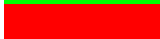
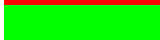


	£'000
To date	7,218


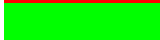




	£'000
Forecast	12,288







	To date	Forecast
Delivery	39%	66%




	Target £'000	Forecast £'000	Firm £'000
Service Savings	12,252	6,226	3,529
Staffing	2,465	2,052	1,050
Other savings	4,010	4,010	2,640
Total	18,727	12,288	7,218

Service Savings	Target £'000	Firm £'000	Forecast £'000	Target Met		Assessment
Corporate Services	1,565	207	229	15%		RED
Education	314	194	314	100%		GREEN
Social Services	6,712	622	2,633	39%		RED
Poverty and Prevention Place	243	223	243	100%		GREEN
	3,418	2,283	2,807	82%		AMBER
	12,252	3,529	6,226	51%		RED

Senior Staffing	Target £'000	Firm £'000	Forecast £'000	Target Met		
Corporate Services	735	144	342	47%		RED
Education	98	98	98	100%		GREEN
Social Services	764	36	764	100%		GREEN
Poverty and Prevention Place	146	146	146	100%		GREEN
	722	626	702	97%		GREEN
	2,465	1,050	2,052	83%		AMBER

Other savings	Target £'000	Firm £'000	Forecast £'000	Target Met		
Council Tax (net)	3,263	1,893	3,263	100%		GREEN
Net levy savings	0	0	0	100%		GREEN
Reduced contingency fund	47	47	47	100%		GREEN
Use of Insurance Reserve	700	700	700	100%		GREEN
Use of General Reserves	0	0	0	100%		GREEN
	4,010	2,640	4,010	100%		GREEN

GRAND TOTAL	18,727	7,218	12,288	66%		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 September 2017 (where spend greater than £250k)	£000's
People	
YGG Lon Las Primary School new build	351
Pentrehafod Comp School Remodelling	3,151
Resources	
Telephony System Replacement	361
Place	
Waste - Tir John cell 16	394
Waste - purchase existing generating station	1,135
Culture & Tourism - 3G Pitch Morriston	258
Culture & Tourism - 3G Pitch Penyrheol	642
Highways & Transport – carriageway resurfacing	929
Highways & Transport – invest to save schemes	813
Corporate Building and Property Services	2,547
Housing GF - Disability Facilities Grants	1,902
Housing GF - Mini Adaptation grants	266
Housing GF - Houses into Homes loans	283
Regeneration - Swansea Central	730
Regeneration - Demolition of Oceana	330
General Fund	14,092
HRA Adaptations programme	1,331
HRA Kitchens & Bathrooms	10,418
HRA Boiler replacements	671
HRA High-rise flats (Clyne Court / Jeffreys Court)	1,396
HRA wind & weatherproofing - Llanllienwen	532
HRA wind & weatherproofing - West Cross	576
HRA wind & weatherproofing - McRitchie Place	257
HRA wind & weatherproofing - Glynhir Road	338
HRA repairs & renewals - Easiform properties Sketty & Winch Wen	590
HRA External Facilities	419
HRA More Homes	1,288
HRA Fund	17,816
Total schemes (GF and HRA)	31,908

Agenda Item 7

Work Plan 2017/18

- The Service Improvement and Finance Scrutiny Performance Panel Work Plan has been developed based upon core performance and financial monitoring reports, topic suggestions based on discussion at the Scrutiny Work Planning Conference. It provides a basic framework that allows for items to be added or removed allowing for flexibility throughout the year for any key issues that may arise.
- All meetings will be at 10.30am with a preparation meeting at 10.00am **if required** and will be held in Committee Room 5 in the Guildhall unless otherwise stated.
- The role of this report is to provide an outline of planned work. It can be altered to accommodate for issues which arise throughout the year.

<u>Date and Location</u> 10.30am – 12.30pm (10.00am Pre-Meeting when required) Committee Room 5	<u>Items to be discussed</u>
<u>Meeting 1</u> Wednesday 2 nd August	<ul style="list-style-type: none"> • Role of the Service Improvement and Finance Panel • Officer Briefing Richard Rowlands (Corporate Performance Manager) • Work Plan
<u>Meeting 2</u> Wednesday 6 th September	<ul style="list-style-type: none"> • End of Year 2016/17 Performance Monitoring Report Richard Rowlands (Corporate Performance Manager) • Corporate Plan 2017/22 Richard Rowlands (Corporate Performance Manager) • Capital Outturn and Financing 2016/17 Ben Smith (Head of Financial Services & Service Centre)

	<ul style="list-style-type: none"> • Q1 Revenue and Capital Budget Monitoring 2017/18 Ben Smith (Head of Financial Services & Service Centre)
<p><u>Meeting 3</u></p> <p>Wednesday 4th October</p>	<ul style="list-style-type: none"> • Annual Report – Welsh Language Standards 2016/17 - <i>Confirmed</i> Rhian Millar – Consultation Co-ordinator Ann Williams – Network 50+ Administrator • Quarter 1 2017/18 Performance Monitoring Report Richard Rowlands (Corporate Performance Manager) • Local Government Performance Bulletin 2016-17 (Local Government Data Unit Wales)
<p><u>Additional Meeting</u></p> <p>Monday 16th October 2pm</p>	<ul style="list-style-type: none"> • Public Protection Commissioning Review – Pre Decision
<p><u>Meeting 4</u></p> <p>Wednesday 1st November</p>	<ul style="list-style-type: none"> • Recycling and Landfill - Annual Performance Monitoring - <i>Confirmed</i> Ian Whettleton - Acting Divisional Officer • Mid-Year Budget Statement 2017/18 Ben Smith (Head of Financial Services & Service Centre) • Reserve Update Ben Smith (Head of Financial Services & Service Centre)
<p><u>Meeting 5</u></p> <p>Tuesday 12th December</p>	<ul style="list-style-type: none"> • Annual Review of Performance 2016/17 Richard Rowlands (Corporate Performance Manager) • Quarter 2 Budget Monitoring Ben Smith (Head of Financial Services & Service Centre)
<p><u>Meeting 6</u></p>	<ul style="list-style-type: none"> • Quarter 2 2017/18 Performance Monitoring Report

<p>Wednesday 10th January</p>	<p>Richard Rowlands (Corporate Performance Manager)</p> <ul style="list-style-type: none"> • Corporate Complaints Annual Report - <i>Confirmed</i> Cllr Clive Lloyd – Cabinet member for Transformation & Performance Tracey Meredith – Head of Legal, Democratic Services and Business Intelligence Andrew Taylor – Corporate Complaints Manager • Perception Surveys Report – <i>Confirmed</i> Rhian Millar – Consultation Co-ordinator
<p><u>Additional Meeting</u> Tuesday 6th February</p>	<ul style="list-style-type: none"> • Budget Scrutiny Ben Smith (Head of Financial Services & Service Centre)
<p><u>Meeting 7</u> Wednesday 7th February</p>	<ul style="list-style-type: none"> • Quarter 3 Budget Monitoring Ben Smith (Head of Financial Services & Service Centre) • Welsh Public Library Standards - Annual Performance Report - <i>Confirmed</i> Karen Gibbins - Principal Librarian for Information & Learning
<p><u>Meeting 8</u> Wednesday 7th March</p>	<p>TBC</p>
<p><u>Meeting 9</u> Wednesday 4th April</p>	<ul style="list-style-type: none"> • Quarter 3 2017/18 Performance Monitoring Report Richard Rowlands (Corporate Performance Manager) • Charges - Highways and Waste Chris Williams – Head of Commercial Services • Annual Work Plan Review Reflect on this year's work with any ideas for future scrutiny

To be scheduled:

- Commissioning Reviews
 1. Highways & Transportation Service