



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, 15 January 2019

Time: 9.30 am

Convenor: Councillor Chris Holley OBE

Membership:

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

Agenda

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www.swansea.gov.uk/disclosuresofinterests | |
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Next Meeting: Tuesday, 12 February 2019 at 9.30 am

Shw Evans

Huw Evans
Head of Democratic Services
Tuesday, 8 January 2019
Contact: Scrutiny 636292

Agenda Item 3



City and County of Swansea

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

Committee Room 5 - Guildhall, Swansea

Tuesday, 11 September 2018 at 10.00 am

Present: Councillor C A Holley (Chair) Presided

Councillor(s)

P Downing
M H Jones
B J Rowlands

Councillor(s)

P R Hood-Williams
P K Jones

Councillor(s)

L James
J W Jones

Officer(s):

Chris Howell
Matthew Perkins

Head of Waste Management and Parks
Group Leader Waste Management

Apologies for Absence

Councillor(s): I E Mann and D W W Thomas

Co-opted Member(s):

Other Attendees:

1 Disclosure of Personal and Prejudicial Interests.

- None

2 Notes

- Approved

3 Public Questions

- None

4 Recycling and Landfill - Annual Performance Monitoring 2017/18

- Welsh Government has a national strategy for waste and interim targets until they place a 70% recycling target
- Swansea Council exceeded its target for last year but it was a slight dip on the year before due to the reclassification of wood recycling

- Swansea Council are around 10th in the league table for Wales which is really positive due to some restrictions e.g. commercial waste, students and high density housing which limits space for recycling
- Swansea Council don't benefit from incinerated tonnage like some other Councils keeping their scoring position artificially low
- Next year (2019/2020) recycling targets will increase from 58% to 64%. If these targets are not met, there is potential for Welsh Government to issue fines
- Priority areas were identified in the Commissioning Review and are being worked on
- There is still substantial amounts of recyclable waste going into black bags and this needs to be tackled at the kerbside
- The service are encouraging waste minimisation e.g. food and plastics
- The 3 back limit has impacted positively on the kerbside
- Changing to recycling only centres has really improved recycling – Swansea Council are leading on recycling centres in Wales with other authorities coming to visit to see good practice examples
- There is a regional food waste project with Bridgend
- Rubble recycling facilities contribute to the recycling figure and restricts commercial waste at recycling sites
- The service must continue a strong communication strategy with the public
- Must also encourage any residents who don't currently recycle to start recycling
- Some review in Welsh Government over what is considered as 'recycling' currently and some definitions may change in the future
- Financial pressures include paying for disposal of certain products, cost of which varies greatly and is always changing in line with the market and the grants from Welsh Government which will be decreasing going forward
- **Question 1 – Plastics are an increasing concern. Not being able to recycle soft plastics is problematic and increasing black bag numbers. Can you comment?**
- Plastic increases are a concern as 'flimsy' plastics are not currently practically recyclable due to sorting difficulties and costs – processors say that processing flimsy plastics is problematic and not cost effective for companies to process
- There is a new group called Plastic Free Swansea who have links with Swansea Environment Forum and Welsh Government is working with processors in this area
-
- **Question 2 – How is Garngoch Recycling Centre performing? Timescales and details on Tir John closure? Cost of disposing of food waste?**
- Feedback on the trial of the reintroduction of black bags at Garngoch. Broadly the reintroduction has gone smoothly although there are low numbers using it, queuing has increased due to the loss of parking, and satisfaction of the site has dropped significantly.
- The aim is to landfill Tir John landfill site until 2022 when it will be closed. The site will then be sealed and landscaped by 2024
- Food waste costs around £20 per tonne to dispose of

- **Question 3 – Can you clarify the position on wood recycling reclassification?**
- High quality wood can be recycled for animal bedding and the lower quality used for worktops etc. The Wood Processor was recycling 100% of our wood, but this has changed
- NRW and Welsh Government believe the wood to be too low quality to be all recycled, now require the poorest quality wood to be removed, so it is now at 70 – 80% recycling, contributing less to overall recycling figures
- **Question 4 – Can you clarify the position on nappies, is there kerbside collection?**
- Nappies are now recyclable and can be taken to recycling centres, are collected if separately if required through the Exemption Policy, however there is general no kerbside collection as this is not affordable
- Plastic can be extracted from them
- Some nurseries are trialling having theirs collected and having a specific nappy bin for this purpose. Parents using the nurseries are encouraged to bring their nappies in and use the specific nappy bin too
- **Question 5 – Why is there a restriction on the number of garden waste bags?**
- The reason garden waste is limited to 10 bags is a time issue – the team have to complete the round and emptying all of the garden waste bags can be time consuming
- **Question 6 – what is the plan after Tir John Landfill site closes?**
- After Tir John landfill closes long term solutions are needed, we are working with WG and neighbouring Councils to see if a South West hub the best way forward
- A consultant is currently looking at options ranging from a new plant to using existing ones – being mindful that residual waste is reducing as a result of increased recycling
- **Question 7 – What is the policy on business recycling and disposal of waste? Do you feel this has led to fly tipping? What is the education strategy?**
- There is a statutory duty to provide commercial waste service when requested but this is chargeable
- Businesses which recycle can dispose of rubbish more cheaply and tradespeople should go over the weighbridge to ensure they pay for the disposal of waste properly
- Figures do not show that this had led to an increase in fly tipping
- Waste in standard litter bins is not sorted for recycling but litter pickers do sort litter for recycling
- Education needs to be widespread and social media used more
- The inclusion of Councillors when disseminating information would be very helpful so they can pass it on to their wards
- **Question 8 – what are you doing to increase the base income figure to relieve the financial pressure?**
- Income is always being reviewed in order to generate more, however the cost of disposing of and selling waste is subject to volatile and constantly changing market prices

- **Question 9 – some commercial food waste is perfectly usable, what do we do to ensure it isn't wasted e.g. from supermarkets?**
- Supermarkets have national contracts to deal with that kind of food waste
- **Question 10 – Would it be wise to remove dog bins and replace with litter bins given that dog waste can now go in these?**
- It isn't in the plans but this will likely happen over time
- **Question 11 – Could the Council look at skip collection on a commercial basis?**
- Swansea Council currently operate a commercial skip service for caravan parks and farms. Potential to look at winter skip collection for items which would contribute to recycling figures
- There is a balance between gaining income and adversely affect recycling performance which needs to be achieved for this to be viable

5 Work Plan 2017/18

- Add end of year item with Ben Smith

The meeting ended at 11.10 am

Chair



City and County of Swansea

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

Committee Room 2 - Civic Centre, Swansea

Thursday, 27 September 2018 at 2.00 pm

Present: Councillor C A Holley (Chair) Presided

Councillor(s)

P Downing
J W Jones

Councillor(s)

P R Hood-Williams
I E Mann

Councillor(s)

P K Jones
M Sherwood

Other Attendees

Mary Sherwood

Cabinet Member - Better Communities

Officer(s)

Bethan Hopkins
Richard Rowlands

Scrutiny Officer
Strategic Delivery & Performance Manager.

Apologies for Absence

Councillor(s): M H Jones, B J Rowlands and D W W Thomas

1 Disclosure of Personal and Prejudicial Interests.

- None

2 Minutes.

- Approved

3 Public Questions

- None

4 Quarter 1 2018/19 Performance Monitoring Report

- The Corporate Performance Manager attended to deliver the Q1 performance Monitoring Report
- The majority of indicators have improved
- Safeguarding
- AS9 DoLS assessments still missing target but anticipated improvement with new team in place
- CFS18 4% increase in the number of looked after children

- CFS19 small drop in the number of children on the child protection register
- CFS20 the number of children in need of care and support is improving slightly
- AS11 and CFS14 (amongst others) show a drop in volume of work
- There are continued high levels of demand but a drop in the volume of work – will follow up with Head of Service
- Education and Skills
- BBMA4 most apprenticeships will start at the end of Q2 to coincide with the start of the academic year
- POV07 the number of training and employment weeks created by BBM is expected to be met by the end of the year, start dates vary with projects
- Economy and Infrastructure
- WMT009B municipal waste collected included biowastes for composting missed target – due to seasonal fluctuations and weather impact
- EC5 commercial floor space created has no data as a new PI but are expecting it in later quarters
- Poverty
- HBCT01a/b average speed of processing new and existing claims is still within target but the time taken is increasing – follow up with Head of Service
- POV05 securing benefit entitlements has declined, this is due to the number of cases being postponed/adjourned
- Transformation and Future Council
- CHR002 number of days lost to sickness meeting target but the target has increased since last year
- FINA6 forecast general fund revenue savings shows an improvement on last year but there are still ongoing issues
- There is little point setting stretch targets if there is no plan in place to achieve them
- The 6th well-being corporate objective is going through the process of approval and due to Council in October for final decision

5 Equality Review Report 2017/18

- The Corporate Performance Manager attended with the Cabinet Member for Better Communities (People) to present the Equality Review Report 17/18
- The current plan is in place until 2020 and then there is an intention to create a new one
- Aim to streamline the objectives
- Currently the approach to equality is 'patchy'
- Looking to create a smaller number of strategic aims with a consistent thread running throughout
- Poor availability of baseline data currently
- Staff don't have to provide data on protected characteristics so it becomes difficult for HR to gather
- More diverse groups of policy and decision makers leads to better decision making
- Broader and differing life experience contributes to this too

- There has been progress on the objectives, notably the appointment of Councillor champions – hoping for a consistent approach
- Must grapple with gender stereotyping
- Boys and girls are being limited by this stereo typing
- Currently looking at developing guidance for schools
- This also contributes to gender pay gaps
- There are still active forums for those with protected characteristics e.g. Disability Liaison Group and these groups contribute to planning, consultation access etc – this is an important way for the Council to hear of any barriers
- There is a scope to narrow objectives and make it strategic
- How people with protected characteristics are engaged will help shape the objectives
- PJ – Excellent report, very comprehensive but there are no numbers or data and therefore no success measures. We need the figures
- PHW – Is there a role for positive discrimination to achieve the goal?
- MS – We call it positive action, you need well qualified teams with a range of experience, backgrounds and perspectives. You have to fill the gaps with positive recruitment to make a team more diverse
- PHW – How do we train managers to have relevant skills?
- RR – Managers undertake diversity training but general management training is a financial restriction
- JJ – There is no target figure for achievement yet?
- There is still work to be done to establish the targets
- Training has been cut over the years and eventually you can see the impact
- Quality of training is important, the report needs to be streamlined and a decision about whether the aims will be cross Council or service specific
- The 3rd sector need to have an input, it is important how others see our approach to these issues
- Have recently responded to WLGA but we need to know how easy it is for people to access the front door (physical/social/language barriers)
- Need to look at corporate plan and well-being plan to embed equalities
- There may be specific projects, for example, consultation which is patchy and inconsistent
- Developing the new plan will be cross organisation conversation and will involve staff
- PJ – (p75 Highways and Transportation – Safer Routes) what does ‘safer’ mean? This should include air pollution as this is a major concern for physical development of young people
- This is linked in with poverty – being on a low income is not a protected characteristic, but the well-being plan does reference this issue
- A piece of work has been done so equalities work should consider low income and health expectancy
- The new equality plan will reference any new corporate priority and the well-being plan and will reference health and finance inequality e.g. living in urban areas with air pollution
- There has been a n improvement in the lower Swansea Valley but road pollution is still an issue

6 Work Plan 2018/19

- Some of the meetings may be longer as there are added items in the work plan overall
- There may be additional items coming to the Panel - Wales Audit Office reports
- The Commissioning Review item will be scheduled after the general overview has been to the SPC. CH to advise on what the report should focus on

The meeting ended at 3.00 pm

Chair



City and County of Swansea

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

Committee Room 5 - Guildhall, Swansea

Monday, 29 October 2018 at 10.00 am

Present: Councillor C A Holley (Chair) Presided

Councillor(s)
P R Hood-Williams
P K Jones

Councillor(s)
L James
J W Jones

Councillor(s)
M H Jones
D W W Thomas

Officer(s)
Bethan Hopkins
Ben Smith

Scrutiny Officer
Chief Finance Officer / Section 151 Officer

Apologies for Absence

Councillor(s): P Downing and B J Rowlands

1 Disclosure of Personal and Prejudicial Interests.

- None

2 Public Questions

- None

3 Financial Report

4 Capital Outturn and Financing 2017-18

- Section 151 Officer went through the report
- Underspend is bad for capital but good for capital financing costs
- Have obligations under the Well-being of Future Generations Act 2015
- Underspends on disables facilities grants and Pipehouse Wharf move needed more explanation
- Discussed some other underspends

5 Q1 Revenue and Capital Budget Monitoring 2018-19

- Most of the overspend is in social services
- Limited options to triage overspend
- 2019/2020 will see the roll forward of some of the overspend pressures, as these are one off actions only in 2018-19

- Spend has to be slowed – and this needs to be demonstrated
- Minority Ethnic Achievement Grant reinstated so reserve not needed
- Housing Revenue Account is in healthy position
- Council faces challenging financial position
- General reserves at a minimum level already
- Any money from WG in future is likely to be for social services
- Discussed invest to save initiatives – green vehicles and sustainable drainage

6 Revenue Outturn and Savings Tracker 2017-18

- Services overspent by £7m
- General reserves are reduced and this won't be able to happen next year
- The education underspend is due to recoupment and independent placements so predicting the amount is volatile – some years under and some over
- Savings should be reasonable and achievable
- Discussed business rates and how much would be retained by the Council for any new build

7 Revenue Outturn Housing Revenue Account 2017-18

- Straightforward report
- No further plans or comments outside of the report

8 Work Plan 2018 - 2019

The meeting ended at 11.30 am

Chair



City and County of Swansea

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

Committee Room 5 - Guildhall, Swansea

Tuesday, 13 November 2018 at 10.00 am

Present: Councillor C A Holley (Chair) Presided

Councillor(s)

P R Hood-Williams
J W Jones
D W W Thomas

Councillor(s)

M H Jones
I E Mann

Councillor(s)

P K Jones
B J Rowlands

Officer(s)

Bethan Hopkins
Richard Rowlands
Ben Smith

Scrutiny Officer
Strategic Delivery & Performance Manager.
Chief Finance Officer / Section 151 Officer

Apologies for Absence

Councillor(s): P Downing and L James

1 Disclosure of Personal and Prejudicial Interests.

- None

2 Notes, Conveners Letter and Response

- Approved

3 Public Questions

- None

4 Reserves Update

- Report recently went to Council
- Section 21 of the report sets out the overall position
- The general fund is at the minimum acceptable level
- The overspend remains 'sticky'
- Earmarked reserves are needed for specific purposes
- Revenue can be used to support capital but not the other way round
- The first quarter £3m was an unprecedented draw from specific reserves
- The insurance reserves will drift down over years due to planned draws

- The reserves will dwindle for various reasons as they are spent
- The outlook is difficult due to real terms austerity
- All other authorities are in the same position
- General funds are for emergencies and not planned to be used
- No 'cash' behind the unusable reserves e.g an asset value or road value
- 18/19 contingency fund fully expended
- Compensating savings will need to be made to afford the capital financing costs longer term
- Schools are £45m out of the capital programme total
- Departure costs are redundancy and early access pension

5 Mid-Year Budget Statement 18/19

- Average settlement was -.3% for local authorities
- Still awaiting the amount of revenue support grant
- Assumption of council tax increase of 6.3% - policy decision for each Council
- Money goes from central government to welsh government, health spending increased, local government has a minus figure

6 Annual Review of Performance 17/18

- Must write and publish the annual report to achieve objectives under WBFGA
- Explores – what we are doing/how we are doing it/how changes work as a result of the act/governance and accountability
- As move forward into 2017-2022 the detail will develop
- Aim to try and identify performance indicators to report on and use case studies
- Information from other performance reports is used to mitigate cost and impact of report development
- New corporate priority will be reported on in next year's report – developing PIs now
- The WBFGA is being built into planning and governance and working on embedding it going forward
- High level decisions need to be filtered down into work practices
- Discussed European funding for a range of projects designed for young people who are NEET

7 Work Plan 2018-2019

- Discussed work plan items

The meeting ended at 11.40 am

Chair

To/
Councillor Rob Stewart
Cabinet Member for Economy and Strategy

BY EMAIL

Please ask for:
Gofynnwch am:

Direct Line:
Llinell Uniongyrochol:

e-Mail
e-Bost:

Date
Dyddiad:

Overview & Scrutiny

01792 636292

scrutiny@swansea.gov.uk

13th November 2018

Summary: This is a letter from the Service Improvement and Finance Performance Panel to the Cabinet Member for Economy and Strategy. The Panel met on 29th October 2018. This letter relates to the Capital Outturn and Financing 2017/18 Report, the Q1 Capital Revenue and Capital Budget Monitoring Report 2018/19 and the Revenue Outturn and Savings Tracker 2017/18.

Dear Councillor Stewart,

On the 29th October 2018 the Panel met to discuss the Capital Outturn and Financing 2017/18 Report, the Q1 Capital Revenue and Capital Budget Monitoring Report 2018/19 and the Revenue Outturn and Savings Tracker 2017/18.

We are grateful to the Section 151 Officer for presenting the reports and providing detail.

We heard that overall, Swansea like many other local authorities is in a challenging financial position. We heard that there is currently a spend restriction for officers and a vacancy restriction has been imposed. We also heard that we do have obligations as a public body under the Well-being of Future Generations Act 2015 which can make some decisions more challenging.

Capital Outturn and Financing 2017/18

We were told that there have been historic underspends on Disabled Facilities Grants to the amount of £973,000 which has been transferred to capital contingency for use in the future wider capital programme.

We also heard of the progress of the Pipehouse Wharf relocation. We heard there is a delay leading to a £1,776,000 underspend.

We were updated about a contractual delay preventing commencement of scheme 5 in the Sandfields leading to a £1,487,000 underspend.

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The Panel would also like to have feedback on the following project underspends.

<u>Project</u>	<u>Underspend in millions</u>
Carriageway resurfacing and footways	£2,069
Highways Invest to save schemes (carriageways and footways)	£1,000
LTNF bus infrastructure, telematics and bus shelters	£1,010
Housing Disabled Facilities Grants	£4,412

Q1 Revenue and Capital Budget Monitoring Report 2018/19

The Panel was told there was a £8.9m overspend in the first quarter of 2018/19 and there is expected to be no change in overspend in the year. As with many other local authorities, much of this is due to pressure from social services.

Some reserves have helped to ease this however, the overspend is above where it should be and there is no option but to deal with it.

We heard that spend now needs to be slowed as 2019/20 will see the impact - we need to examples of this slowing spend in action. Any money which comes from Welsh Government is likely to be allocated to social care and grants are only a temporary solution.

There is also good news with the reinstatement of the Minority Ethnic Grant.

Revenue Outturn and Savings Tracker 2017/18

The report outlined that services overspent in 2018/18 by £7m. Some general reserves have been used to ease this, however this is not an option going forward and is unsustainable with 2019/20 given the impact of the cuts which need to be made.

Conclusion

The Panel would like to hear your views on anything mentioned in this letter but would particularly like a response to the questions;

1. Why is there a historic underspend on Disabled Facilities Grants?
2. What is causing the delay of the Pipehouse Wharf move?
3. Why is there a delay preventing commencement of scheme 5 in the Sandfields?
4. Can you please give us an update on the overspends in the table above?

We would be grateful if you could respond to the questions included in this letter by 4th December 2018.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'C. Holley', 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 & 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/CM
Your Ref:
Date: 20th December 2018

Dear Councillor Holley

Thank you for your letter dated 13th November 2018 and I would respond as follows.

1. Why is there a historic underspend on Disabled Facilities Grants?

Demand for Disabled Facilities Grants (DFGs) had increased significantly for a number of years running up to 2017/18. This along with issues surrounding the Occupational Therapy (OT) Service's capacity to carry out assessments for DFG, had necessitated the need for carry forward of budget from previous years, to ensure demand could be met. However in 2017-18 DFG demand stabilised and the backlog of OT assessments had been addressed, meaning the carry forward budget was not needed in full.

2 What is causing the delay in the Pipehouse Wharf Move

Whilst the disposal plans are progressing in line with our expectations we have been dependant on the site we are relocating to being sold to the council as part of a land exchange. Unfortunately the owners of this site have been providing difficult and unfortunately confirmed last week that they no longer wish to progress with the sale. as such we will review our options and locations as quickly as possible to minimise any delays. I would be happy to update as alternative proposals develop

3. Why is there a delay preventing commencement of scheme 5 in the Sand fields?

The Sandfields Renewal Area Housing Improvement Scheme 5 could not commence until sufficient funding was available. The tender submission period, evaluation and authorisation resulted in the contract not being awarded until mid-March 2018 and the mobilisation period required by the contractor resulted in the scheme not being able to commence until 2018/19. Works started on 30th April 2018.

4. Can you please give us an update on the overspends in the table above?

Unfortunately I think there may be a misunderstanding in your letter as it refer to “overspends in the table above” when in fact the table is headed underspends. However I can confirm that these are not in any event underspends but totals budgets /spend for the areas listed and not overspends/underspends. I hope that this therefore clarifies the matter

I trust the above clarifications are helpful and can I think scrutiny for taking the time to review this works

Yours sincerely

A handwritten signature in black ink, appearing to read 'Rob Stewart', with a long horizontal stroke extending to the right.

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



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

BY EMAIL

*Please ask for:
Gofynnwch am:*

*Direct Line:
Llinell Uniongyrochol:*

*e-Mail
e-Bost:*

*Date
Dyddiad:*

Overview & Scrutiny

01792 636292

scrutiny@swansea.gov.uk

14th December 2018

Summary: This is a letter from the Service Improvement and Finance Performance Panel to the Cabinet Member for Economy and Strategy. The Panel met on 13th November 2018. This letter relates to the Reserves Update, the Mid-Year Budget Statement 2018/19 and the Annual Review of Performance 2017/18.

Dear Councillor Stewart,

On the 13th November 2018 the Panel met to discuss the Reserves Update, the Mid-Year Budget Statement 2018/19 and the Annual Review of Performance 2017/18.

We are grateful to the Section 151 Officer and Corporate Performance Manager for presenting the reports and providing detail.

Reserves Update

The Panel heard that currently the general reserves are at the minimum acceptable level and that the current overspend position is still difficult. We also heard that earmarked reserves are allocated to specific purposes and cannot be used to support other spending. We were also told that the General Fund is for emergencies and there are no plans to use this for anything else.

It was explained that the Unusable Reserves don't have any 'cash' behind them. These relate to the value of an asset, for example the value of a road which has no use in cash terms. We also heard that the 18/19 contingency fund has been fully spent.

The Panel also heard that compensating savings will need to be made to afford the capital financing costs longer term and that out of the capital programme total, £45m related to the Band B Schools Project.

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We also heard that the outlook is challenging due to real terms austerity and that other Councils are in the same position.

Mid-Year Budget Statement 18/19

The Panel were told that the average financial settlement was -.3% for local authorities which has made a difficult financial position worse and we are still waiting to hear about the amount of Revenue Support Grant to be received. Health spending has increased and local government spending has decreased causing further pressures.

We also heard that there is an assumption from Welsh Government that the Council Tax increase will be 6.3% but this will ultimately be a policy decision for each Council to make.

Annual Review of Performance 17/18

The Panel heard how the annual report must be written and published to achieve the objectives under the Well-being of Future Generations Act 2015. It explores what we are doing, how we are doing it, how changes work as a result of the Act and explores governance and accountability. We also heard that as we move forward the detail will develop.

We heard how the aim now is to try and identify the appropriate performance indicators to report against, and identify relevant case studies which can be used as evidence of success. The panel were concerned about the amount of time and therefore cost it takes to gather this information but it was explained how information from other performance reports is used to mitigate the cost and impact of report development.

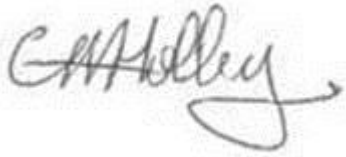
We also heard how the new environmental corporate priority will be reported on in next year's report and that the performance indicators for this are currently being developed. It was explained that the Well-being of Future Generations Act 2015 is currently being built into planning and governance and work is being done on embedding it going forward.

The report discussed European funding for a range of projects designed for young people who are NEET. The projects are Cynnydd (for 11-24 years), CAM Nesa (for 16-24 years) and Communities to Work (for 16-24 years). Can you please provide answers to the following questions;

1. What are the funding details of these projects?
2. What length of time is the funding for?
3. What will be doing after the funding ends?

We would be grateful if you could respond to the questions included in this letter by 11th January 2018.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'C. Holley', 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/CM
Your Ref:
Date: 7th January 2019

Dear Councillor Holley

Thank you for your letter dated 14th December 2018 and I would respond as follows.

The details for points 1 and 2 for Cam Nesa and C4W are covered in the table below.

Cam Nesa: The vision of the project is a participant led; young person centred network of opportunities, responding to those young people identified as NEET to then provide them with the right level of challenge, support and additional activities to help them make genuine progress, in gaining qualifications and being in education and training and ultimately to achieve gaining employment.

The Cam Nesa project will only operate with young people that are not ready for employment or further training at the point of referral, otherwise referred to as Tier 2 NEETs; young people with significant or multiple barriers including, motivation and confidence, substance misuse, housing issues and mental health, which impact on their ability to make a successful transition to education, employment or training (EET). The project can however, operate with young people from Tiers 1 and 3 also, provided the above initial referral position is applicable. The project can work with young people within and outside of the Communities First areas, provided that it can be demonstrated that there is no duplication of activity of other ESF funded projects such as Communities for Work.

Communities for work P3 Young people: The project is focussed on reducing the number of NEETs aged 16-24 in Communities 1st areas.

The formal commencement date was 18th January 2016.

Both projects work together to ensure there is no duplication, and the back office for both schemes is undertaken by my team (Economic Development & External Funding).

Project/ Programme Title	Total project cost	Grant	Total Match Funding	NEET Partici- pants enrolled	Outcome Employ- ment	Outcome Education or Training	Outcome Qualifica- tions	Start Date	End Date
Cam Nesa	£1,830,171	£1,281,120 (70%)	£549,051 (30%)	698	140	66	102	01.04.2017	31.03.2020
Communities for Work P3 Young People	£1,187,589	£1,187,589	-	600	255	-	-	18.01.2016	31.12.2020

3. What will be doing after the funding ends?

Service will stop when funding ends unless other funds become available. Exploring further funds from other external funding sources.

Yours sincerely



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

Agenda Item 5



Report of the Cabinet Member for Business Transformation & Performance

Cabinet – 20 December 2018

Quarter 2 2018/19 Performance Monitoring Report

Purpose:	To report corporate performance Quarter 2 2018/19.
Policy Framework:	<i>Delivering a Successful & Sustainable Swansea Corporate Plan 2018/22</i> <i>Sustainable Swansea – Fit for the Future</i>
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that: 1) The performance results are noted and reviewed to help inform executive decisions on resource allocation and, where relevant, corrective actions to manage and improve performance and efficiency in delivering national and local priorities.
Report Author:	Richard Rowlands
Finance Officer:	Paul Roach
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar

1.0 Introduction

- 1.1 This report presents the performance results for Quarter 2 2018/19 delivering the Council's Well-being Objectives (priorities) described in the Corporate Plan 2018/22 *Delivering a Successful & Sustainable Swansea*.
- 1.2 The outturn presented in the performance tables (Appendix A) incorporates an overview of performance that needs to be considered alongside the current financial situation of the Council.
- 1.3 The financial resources required to achieve the specified performance levels in 2018/19 have been provided in the approved budget. As part of the work on *Sustainable Swansea – Fit for the future* there will be an increased focus on understanding the level of activity and outcomes that

are achieved for the budget allocated so that choices can be made about relative priorities.

2.0 Performance and Improvement

- 2.1 Performance is judged using the results measured by Corporate Plan performance indicators compared to agreed targets.
- 2.2 Improvement is measured by comparing the results of Corporate Plan performance indicators against the results from the same period last year where comparison is possible.
- 2.3 It is important to point out that each of the corporate priorities cannot be seen in isolation from each other. Each priority both affects and is affected by the others. For example, Improving Education and Skills is both important to our efforts to tackle poverty and improve the economy. For this reason, many of the performance indicators allocated to measuring one priority can also be used to show progress meeting other priorities.

3.0 Outturn

- 3.1 The Corporate Plan performance indicators measure progress meeting the following key priorities:
 - i) Safeguarding people from harm.
 - ii) Improving education and skills.
 - iii) Transforming our economy & infrastructure.
 - iv) Tackling poverty.
 - v) Transformation & future Council development.
- 3.2 The outturn for Quarter 2 2018/19 shows that **27 out of 42 (64%)** Corporate Plan performance indicators (that had targets and where there was data) met their targets. **20 out of 38 (53%)** comparable Corporate Plan performance indicators also showed improvement compared to Quarter 2 2017/18.
- 3.3 The performance tables in Appendix A also set out an overview of performance for each Corporate Plan priority provided by Directors and Heads of Service who are the responsible leads; these overviews are set out in para 4.0.

4.0 Context: Overviews of Performance in Quarter 2 2018/19

- 4.0.1 The following overviews provided by responsible departments describe the context to the performance meeting the Council's key priorities as at the Quarter 2 2018/19.

4.1 *Safeguarding people from harm*

- 4.1.1 Despite that we are struggling to meet our performance targets against the full suite of measures, overall safeguarding arrangements in Swansea remain robust.
- 4.1.2 Where performance targets are not met, we have an understanding of the underlying cause and have measures in place to address. Our ability to respond proactively to performance issues is an important measure of the overall health of our safeguarding systems.
- 4.1.3 Whilst we aren't able to evidence a 100% compliance of all staff and Elected Members having undertaken a proportionate level of safeguarding training, the fact that well over 90% have remains a considerable achievement and ensures a critical mass of well-informed staff and Elected Members able to properly exercise their part in safeguarding being everyone's responsibility.
- 4.1.4 Of most concern, is the significant increase in the numbers of children becoming looked after in Swansea. This mirrors national trends but indicates that despite having a robust Safe LAC Reduction Strategy in place we will need to redouble our efforts to make sure children and families receive targeted, timely and proportionate early intervention and preventative family support if we are going to ensure that children have the best opportunity to remain safe and well within Swansea families and communities.

4.2 *Improving education & skills*

- 4.2.1 Performance at foundation phase (FP) shows a positive trend of improvement between 2014 and 2017. Performance fell in 2018 to 77.1% due to the change in FP curriculum outcome descriptors. Performance at key stage (KS) 2 shows a positive trend of improvement during the last five years. For 2018, there has been a 1.8% drop in the CSI, with girls outperforming boys. Performance at KS 3 shows year-on-year improvement during the last five years. . Performance at KS4 in 2018 improved again the L2+_ (provisional data) is close to 61%. Swansea has a strong track record of improving outcomes for learners across all stages in schools and has shown outstanding performance at KS 4.
- 4.2.2 For 2017-2018, secondary attendance is 94.2%, slightly lower than 94.3% in 2016-2017. However, attendance is down across Wales as a whole and Swansea has maintained its ranking of 7th and increased its ranking for unauthorised absences. 2017-2018 primary attendance has a rate of 94.6%, compared to 95% in 2016-2017. Trends show improved attendance over five years.
- 4.2.3 Swansea is developing a very good resource for learners who are at risk of or who are educated otherwise than at school. The Halfway House team, as part of the PRU, has provided effective and timely support to enable schools to reduce the number of pupils needing to be admitted

into PRU provision and support them to be able to reintegrate pupils back from PRU provision.

- 4.2.4 Outcomes in science, technology (in particular coding and computer science), engineering and mathematics (STEM subjects) shows variability between years and schools. We are working with the regional improvement service (ERW) and the two universities to support this priority.

4.3 *Transforming our economy and infrastructure*

- 4.3.1 Performance this quarter shows that the vast majority of targets have been achieved. It is particularly pleasing to see that the percentage of all Planning Applications determined within 8 weeks remains above target at just over 89%, and so is the percentage of major applications approved at 100%. The number of projects with social benefit clauses and Beyond Bricks & Mortar (BBM) in their contracts is also increasing, as is the number of training and employment person weeks created by BBM for unemployed and economically inactive.
- 4.3.2 There is a transition taking place between the regeneration programmes - "Vibrant & Viable Places" to "Targeted Regeneration Investment" and as such targets for housing units created and commercial floorspace created are yet to be agreed, however, we are hopeful that this will be in place shortly when the new programme is formally approved by Welsh Government.
- 4.3.3 Looking at some of the major regeneration priorities, the procurement of the primary contractor for Digital Square & Arena is complete and works are underway to complete RIBA stage 3 and embark on RIBA Stage 4. Enabling works commenced on site August 2018. The Kingsway infrastructure project has commenced and significant progress has been made on site. Multi-disciplinary consultants have also been appointed and a review of proposals (phase 1) for the Employment Hub has been undertaken. A digital services consultant has also been appointed to advise on the digital technology aspects of the project.
- 4.3.4 The Local Development Plan Inquiry is now complete and a report to Council setting out all the changes to the deposit plan will be made in October. Work also continues to progress other key objectives to transform our Economy & Infrastructure, such as Hafod Copperworks Powerhouse Redevelopment Project where the HLF Stage 2 application has been successful. Heads of terms have been agreed for Penderyn and Skyline. The tender process to appoint the development manager for the Castle Square project is also underway. The Wind Street feasibility study is also nearing completion and options will be reported to Cabinet in Quarter 3.
- 4.3.5 Work has commenced on this year's £57.89m rolling Capital Programme to improve Council properties up to the Welsh Housing Quality Standard. The second phase of the More Homes project is underway with development commencing at a further 2 sites at Parc Y Helyg and

Colliers Way Phase 2. These homes will be built as Homes as Power Stations due to a £1.5m Innovative Housing Programme grant from the Welsh Government. The homes will have innovative features such as solar panels and battery-powered energy.

- 4.3.6 The National Airshow, which is a regular fixture in the Council's events plan, took place on the first weekend of July. This year saw the largest set up yet, largely thanks to the RAF celebrating its centenary and the Council implementing its most ambitious road closure to date, to facilitate bigger and better ground displays. A number of other centenary occasions were also supported including our Galleries and Museums, Archives and Libraries collaborating with national organisations and schools to produce a touring exhibition about the Suffrage Movement - and a cross Cultural collaboration with 14-18 Nov - a national programme to mark the centenary of the end of World War 1.
- 4.3.7 In Swansea, artist Marc Rees produced a large-scale live theatre piece of remembrance staged on the beach and culminating in a community celebration in the Brangwyn and Guildhall. The piece was framed with a series of exhibitions and events across multiple city and community venues over two weekends, with world class events including Sir Karl Jenkin's conducting his Armed Man (requiem to peace), in the Brangwyn Hall, as part of Swansea Festival to a sell-out crowd.
- 4.3.8 Live music continued to thrive and we collaborated with Swansea Music Hub and Fringe Festival to facilitate a packed programme of music events in diverse venues over a hugely successful weekend. Promoting new events, growing and diversifying our audiences continues to be a priority and a new digital data marketing system went live at the Grand Theatre and Brangwyn Hall, soon to be rolled out across the cultural venues, will help us to achieve this.

4.4 *Tackling Poverty*

- 4.4.1 The performance indicators demonstrate that the vast majority of targets have been achieved this quarter, supporting the wider aims and objectives contained within the Tackling Poverty Strategy. Were we have seen reductions in performance, the reasons are systemic and out of our direct control and, we anticipate, will show measurable improvement by the end of the next Quarter.
- 4.4.2 This has included:
- Making progress on objectives in the Tackling Poverty Strategy, through monitoring its corporate outcomes, which is enabling us to see how all departments are contributing to this goal.
 - Working with our Health partners to ensure that, through our Early Years Strategy, children in their early years and at Foundation Phase achieve their expected language, emotional, social and cognitive development and are ready for learning and for school.

- Through our Youth Progression Framework, ensuring that young people are able to access employment, education or training after reaching 16 years of age.
- Taking a whole Council 'Team Swansea' approach to helping to address the impacts of Welfare reform, such as supporting people to claim the full benefits they are entitled to so that they are able to maximise their income. We continue to ensure that benefits are processed quickly and that people access the full benefits they are entitled to through appeals work carried out through the Welfare Rights Team. We have also made support available at our housing offices, libraries and Swansea Working venues throughout the city to help people make their claims for Universal Credit, whilst accessing debt advice, budgeting support, skills development and help to find work.
- Our emerging Homelessness Strategy (out for consultation), has a key focus on prevention and helping our citizens to maintain their tenancies and continues to be supported through our measures to minimise the length of time spent in B&B accommodation.
- We are also exploring creating our own energy venture, which if successful will provide low-cost energy to homes helping to tackle high domestic fuel bills and fuel poverty. In addition, we continue to support tackling climate change and help eradicate fuel poverty and boost economic development through the ARBED scheme and energy efficiency measures in social housing.
- Exploring tax relief and support for food bank locations and encourage businesses to reduce food waste by supplying goods to local food banks, whilst exploring sustainable options for reducing food poverty. Our work to maximise benefits, alongside employability support through Swansea Working provides support here.
- We have successfully implemented the pilot phase of offering 30 hours of free childcare in conjunction with the Welsh Government; evaluating the impact on poverty and working to ensure every community has a reliable, affordable and quality bus service to help reduce barriers to employment. We are currently investigating how this can be used as an incentive to help families in Swansea find work.

4.5 *Transformation & future Council development*

- 4.5.1 Preparation for the new budget has dominated Quarter 2 with discussions focused around scenario planning for the predicted settlement. 2018-19 marks the fourth year of the 'Sustainable Swansea - Fit for the Future' transformation programme, covering the previous Medium Term Financial Plan (MTFP) cycle and which met the target by delivering £67m of savings. Although the programme is reviewed and updated annually, this year a full strategic review is being undertaken to support the next MTFP.

- 4.5.2 The financial climate remains challenging, compounded by service pressures and the current in year overspend as shown by the FINA6 indicator. Corporate Management Team and Cabinet continue to monitor performance and implement appropriate remedial action to address performance.
- 4.5.3 The shift towards Digital First continues to grow and Quarter 2 good performance of Cust2a and 2b evidences the natural take-up of online channels by residents as the technology becomes available.
- 4.5.4 Co-production training continues to be rolled out. The corporate co-production work plan is emerging following a series of workshops. This will take the strategy and approach beyond the traditional boundaries of Social Services and will align closely with the Engagement Strategy. This is important work to ensure residents, businesses and partners can help to co-design future Council services.
- 4.5.5 Finally, the Organisational Development Strategy and Plan continues to be implemented, reviewing existing learning and development and exploring new training opportunities by maximising the apprenticeship levy.

5.0 Considerations

- 5.1 When making comparisons between previous quarters and 2017/18, the following should be considered:
 - 5.1.1 The nature and number of some performance indicators (PIs) has changed between these two periods and therefore direct comparisons may not always be appropriate.
 - 5.1.2 Many of the performance measures are new and definitions may need further refinement.
 - 5.1.3 Some targets for new performance indicators are still being baselined.
 - 5.1.4 Some data will be enhanced and improved to be more robust as data collection methods are developed and / or refined by services over the coming quarters.
 - 5.1.5 The results do not always account for changes in resources and workload during that period (although details can be seen in the numerator and denominator information and in the comments column of the data tables attached to this report).
 - 5.1.6 There may be changes to the numerator and denominator information that may affect the trends by showing a decline while the volume of work has increased.

6.0 Equality & Engagement Implications

6.1 This report has no direct equality and engagement implications itself although the data reported may form part of the information that leads to a service screening for and undertaking an EIA as required.

7.0 Financial Implications

7.1 In the current and anticipated financial environment further discussion and consideration will be required around priorities and target setting for performance improvement as part of *Sustainable Swansea – fit for the future*.

8.0 Legal Implications

8.1 There are no legal implications associated with this report.

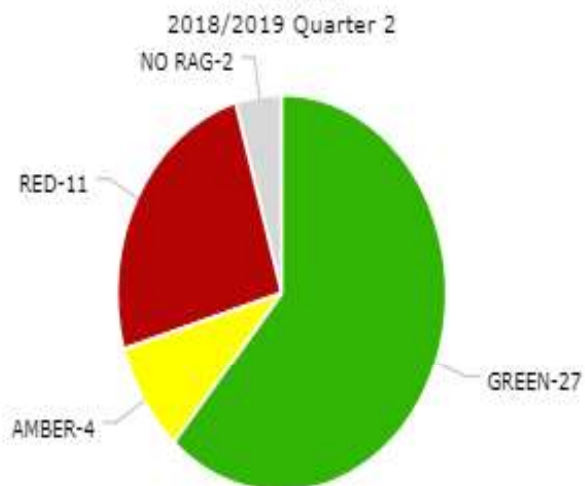
Background Papers: None.

Appendices: Appendix A – Quarter 2 2018/19 Performance Monitoring Report.

Corporate Performance Management Report Q2 2018/2019

JS chart by amCharts

Performance against Target - Overall Council Summary

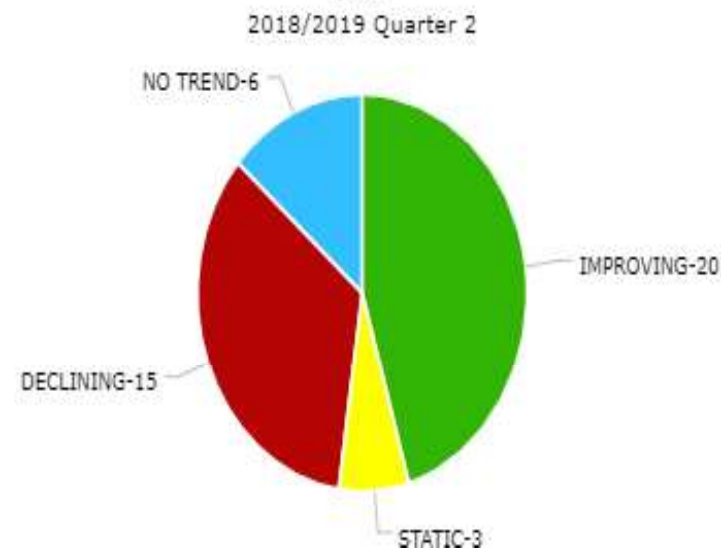


Performance against the target:

GREEN	Met or exceeded target
AMBER	Missed target (less than 5%)
RED	Missed target (more than 5%)
NO RAG	No target set

JS chart by amCharts

Performance compared to same Period of previous year



Performance compared to the same period of the previous year:

IMPROVING	Better performance
STATIC	Same performance
DECLINING	Worse performance
NO TREND	New indicator - No historical comparison

Despite that we are struggling to meet our performance targets against the full suite of measures, overall safeguarding arrangements in Swansea remain robust.

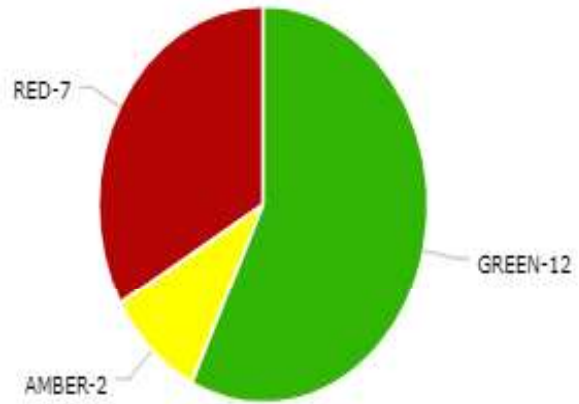
Where performance targets aren't met, we have an understanding of the underlying cause and have measures in place to address. Our ability to respond proactively to performance issues is an important measure of the overall health of our safeguarding systems.

Whilst we aren't able to evidence a 100% compliance of all staff and Elected Members having undertaken a proportionate level of safeguarding training, the fact that well over 90% have remains a considerable achievement and ensures a critical mass of well informed staff and Elected Members able to properly exercise their part in safeguarding being everyone's responsibility.

Of most concern, is the significant increase in the numbers of children becoming looked after in Swansea. This mirrors national trends but indicates that despite having a robust Safe LAC reduction strategy in place we will need to redouble our efforts to make sure children and families receive targeted, timely and proportionate early intervention and preventative family support if we are going to ensure that children have the best opportunity to remain safe and well within Swansea families and communities.

JS chart by amCharts

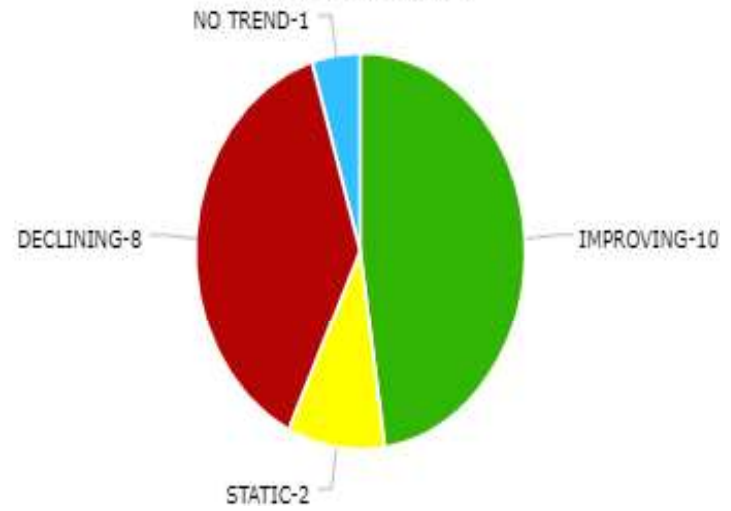
Performance against Target
2018/2019 Quarter 2





JS chart by amCharts



Performance compared to same Period of previous year

2018/2019 Quarter 2





Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
AS10 ↑ Percentage of annual reviews of care and support plans completed in adult services	RAG		GREEN	AMBER	An additional 12 reviews would have met the target. There is ongoing work with each social work team to ensure that they are prioritising statutory reviews, particularly those where they have exceeded 12 months timescale. We therefore expect performance to improve in the next quarter.
	Result		69.15%	69.98%	
	Target		65.00%	70.00%	
	Trend	No Data	IMPROVING	IMPROVING	
	Num	3936.00	4802.00	4152.00	
	Den	5871.00	6944.00	5933.00	
AS11 ↓ Rate of adults aged 65+ receiving care and support to meet their well-being needs per 1,000 population	RAG		AMBER	GREEN	
	Result		84.69	71.67	
	Target		81.00	93.00	
	Trend	No Data	DECLINING	IMPROVING	
	Num	3856.00	3999.00	3408.00	
	Den	47220.00	47220.00	47549.00	

Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
AS12  Rate of adults aged 18-64 receiving care and support to meet their well-being needs per 1,000 population	RAG		GREEN	GREEN	
	Result		9.13	8.33	
	Target		11.00	13.00	
	Trend	No Data	IMPROVING	IMPROVING	
	Num	1716.00	1369.00	1255.00	
	Den	149958.00	149958.00	150659.00	
AS13  Number of carers (aged 18+) who received a carer's assessment in their own right during the year	RAG		GREEN	GREEN	Although we have met the target for this year, performance is slightly lower than at this point last year. We would expect performance to improve, due to changes in recording in this area.
	Result		180.00	179.00	
	Target		150.00	175.00	
	Trend	No Data	IMPROVING	DECLINING	
	Num	129.00	180.00	179.00	
	Den	1000.00	1.00		

Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
AS14  The percentage of people who have completed reablement who were receiving less care or no care 6 months after the end of reablement.	RAG		GREEN	GREEN	
	Result		82.54%	87.68%	
	Target		75.00%	80.00%	
	Trend	No Data	IMPROVING	IMPROVING	
	Num	113.00	293.00	249.00	
	Den	160.00	355.00	284.00	
AS15  The percentage of statutory performance indicators where performance is maintained or improving	RAG		RED	GREEN	
	Result		71.43%	71.43%	
	Target		85.00%	70.00%	
	Trend	No Data	IMPROVING	STATIC	
	Num	3.00	5.00	5.00	
	Den	6.00	7.00	7.00	

Safeguarding 17-22



Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
AS8  Percentage of adult protection referrals to Adult Services where decision is taken within 24 hours (i.e. 1 working day)	RAG	RED	AMBER	RED	We have been monitoring reduced performance during Q2, with higher numbers being completed over the 7 day limit, particularly during July. This was due to performance issues within the learning disability team; these have now been addressed.
	Result	69.58%	64.35%	48.26%	
	Target	80.00%	65.00%	65.00%	
	Trend	No Data	DECLINING	DECLINING	
	Num	215.00	204.00	139.00	
	Den	309.00	317.00	288.00	
S9  The percentage of Deprivation of Liberty Safeguarding (DoLS) Assessments completed in 21 days or less.	RAG	RED	GREEN	RED	New arrangements started to be introduced during this quarter and the crossover period appears to have impacted performance positively. Performance will continue to improve over the next quarter.
	Result	65.77%	60.81%	57.70%	
	Target	100.00%	60.00%	70.00%	
	Trend	No Data	DECLINING	DECLINING	
	Num	171.00	270.00	339.00	
	Den	260.00	444.00	588.00	



Safeguarding 17-22

Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
CFS14 ↑ The percentage of decisions about a referral for care and support received by Child and Family Services which are taken within 24 hrs from receipt of referral.	RAG	GREEN	GREEN	GREEN	
	Result	100.00%	100.00%	100.00%	
	Target	100.00%	100.00%	100.00%	
	Trend	STATIC	STATIC	STATIC	
	Num	404.00	410.00	353.00	
	Den	404.00	410.00	353.00	
	CFS16 ↑ The percentage of initial core group meetings held within 10 working days of the initial child protection conference.	RAG	GREEN	RED	GREEN
Result		95.71%	83.05%	97.47%	
Target		92.00%	91.00%	88.50%	
Trend		DECLINING	DECLINING	IMPROVING	
Num		67.00	98.00	77.00	
Den		70.00	118.00	79.00	

Safeguarding 17-22



Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
CFS18 ↓ The number of children looked after per 10,000 of the 0-17 Swansea population.	RAG		GREEN	RED	LAC numbers have increased in recent months due a number of complex factors. Further detailed analysis is currently being undertaken to understand the reasons behind this increase and will be published mid-November. There is a National upward trend in LAC across the UK.
	Result		102.00	114.87	
	Target		108.00	109.00	
	Trend	No Data	IMPROVING	DECLINING	
	Num	492.00	478.00	543.00	
	Den	47026.00	47026.00	47272.00	
CFS19 ↓ The number of children on the Local Authority's Child Protection Register per 10,000 of the 0-17 Swansea population.	RAG		RED	GREEN	
	Result		58.27	50.56	
	Target		54.00	55.00	
	Trend	No Data	DECLINING	IMPROVING	
	Num	212.00	274.00	239.00	
	Den	47026.00	47026.00	47272.00	

Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
CFS20  The number of children in need of care and support per 10,000 of the 0-17 Swansea population.	RAG		GREEN	GREEN	The Child and Family Improvement Programme places a renewed focus on early intervention and prevention services with attention placed on ensuring that children and families get the right service at the right time. The new multi-disciplinary Information Advice and Assistance Hub will provide a single point of access to all people who need to access support and a more streamlined workflow that should help to reduce these numbers further over the course of the next 6-12 months.
	Result		212.65	186.79	
	Target		220.00	205.00	
	Trend	No Data	IMPROVING	IMPROVING	
	Num	1034.00	1000.00	883.00	
	Den	47026.00	47026.00	47272.00	
CFS21  Percentage of all statutory indicators for Child & Family Services that have maintained or improved performance from the previous year.	RAG			RED	The looked after population increase has meant it has been difficult to meet the target for this indicator although it must be noted that there are no dramatic declines in performance. Indicators that have not improved have remained within 1-2% away from the previous year's result. The reasons behind the increase in LAC are currently subject to detailed and expansive analysis which will be published in mid-November.
	Result			40.00%	
	Target			80.00%	
	Trend	No Data	No Data	No Data	
	Num			2.00	
	Den			5.00	

Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
Measure 18  The percentage of adult protection enquiries completed within 7 days	RAG	GREEN	GREEN	AMBER	We have been monitoring reduced performance during Q2, particularly during July. The target has been missed by one enquiry. We expect performance to improve following changes to thresholding arrangements moving to the front door.
	Result	95.15%	94.64%	89.93%	
	Target	95.00%	90.00%	90.00%	
	Trend	No Data	DECLINING	DECLINING	
	Num	294.00	300.00	259.00	
	Den	309.00	317.00	288.00	
Measure 19 (PAM025)  The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	RAG	GREEN	RED	GREEN	
	Result	1.34	3.18	2.78	
	Target	6.00	2.00	3.00	
	Trend	No Data	DECLINING	IMPROVING	
	Num	29.00	69.00	61.00	
	Den	21672.00	21672.00	21956.00	

Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
Measure 24 (PAM028) ↑ The percentage of assessments completed for children within statutory timescales	RAG		RED	RED	There is a process issue which requires additional work associated with too many assessments being triggered. A new process will be in place by the end of the Calendar year with a resulting improvement in performance. Work has already been undertaken to attempt to resolve some of these difficulties and monthly performance shows signs of improvement.
	Result		70.00%	72.37%	
	Target		87.00%	90.00%	
	Trend	No Data	DECLINING	IMPROVING	
	Num	306.00	273.00	165.00	
	Den	382.00	390.00	228.00	
Measure 28 ↓ The average length of time for all children who were on the Child Protection Register (CPR) during the year	RAG	GREEN	GREEN	GREEN	
	Result	248.14	190.90	218.12	
	Target	280.00	300.00	300.00	
	Trend	No Data	IMPROVING	DECLINING	
	Num	21092.00	17372.00	20285.00	
	Den	85.00	91.00	93.00	

Safeguarding 17-22

Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
SAFE27  Total number of staff who have completed the corporate mandatory safeguarding awareness training (excludes school based staff)	RAG		RED	RED	58 staff completed both adult and child elearning modules: 63 staff completed one module: 15 staff completed face to face training. Review list of employees who need to complete training and issue comms via Directorates to ensure adherence.
	Result		227.00	136.00	
	Target		250.00	175.00	
	Trend		No Data	DECLINING	
	Num		227.00	136.00	
	Den				
AFE8b  Percentage of Elected Members who have received training in safeguarding vulnerable people	RAG		GREEN	RED	Democratic Services are actively contacting Councillors to ensure completion.
	Result		84.72%	83.30%	
	Target		50.00%	90.00%	
	Trend		No Data	DECLINING	
	Num		61.00	60.00	
	Den		72.00	72.00	

Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
SUSC5 ↑ Number of new requests for local area co-ordination	RAG	GREEN	GREEN	GREEN	
	Result	41.00	63.00	114.00	
	Target	35.00	60.00	75.00	
	Trend	No Data	IMPROVING	IMPROVING	
	Num	41.00	63.00	114.00	
	Den				

Performance at foundation phase (FP) shows a positive trend of improvement between 2014 and 2017. Performance fell in 2018 to 77.1% due to the change in FP curriculum outcome descriptors. Performance at key stage (KS) 2 shows a positive trend of improvement during the last five years. For 2018, there has been a 1.8% drop in the CSI, with girls outperforming boys. Performance at KS 3 shows year-on-year improvement during the last five years. Performance at KS4 in 2018 improved again the L2+ (provisional data) is close to 61%. Swansea has a strong track record of improving outcomes for learners across all stages in schools and has shown outstanding performance at KS 4.

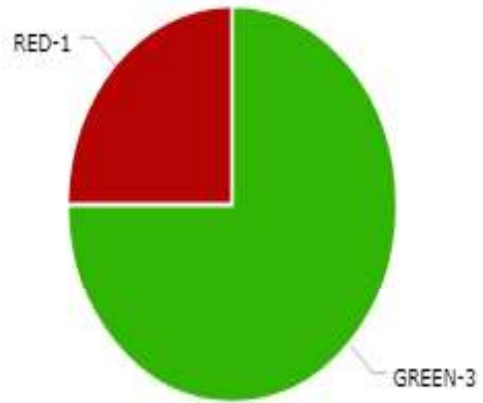
For 2017-2018, secondary attendance is 94.2%, slightly lower than 94.3% in 2016-2017. However, attendance is down across Wales as a whole and Swansea has maintained its ranking of 7th and increased its ranking for unauthorised absences. 2017-2018 primary attendance has a rate of 94.6%, compared to 95% in 2016-2017. Trends show improved attendance over five years.

Swansea is developing a very good resource for learners who are at risk of or who are educated otherwise than at school. The Halfway House team, as part of the PRU, has provided effective and timely support to enable schools to reduce the number of pupils needing to be admitted into PRU provision and support them to be able to reintegrate pupils back from PRU provision.

Outcomes in science, technology (in particular coding and computer science), engineering and mathematics (STEM subjects) shows variability between years and schools. We are working with the regional improvement service (ERW) and the two universities to support this priority.

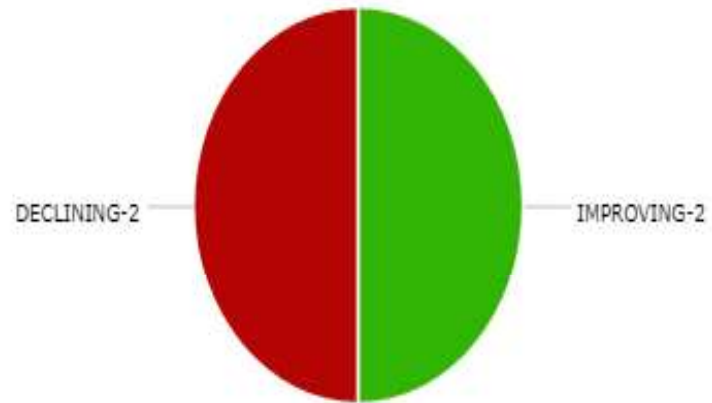
JS chart by amCharts

Performance against Target
2018/2019 Quarter 2



JS chart by amCharts

Performance compared to same Period of previous year
2018/2019 Quarter 2



Education & Skills 17-22

Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
BBMA4 ↑ The number of apprenticeships or trainee starts in the Council	RAG		GREEN	RED	The target set is considered ambitious, and in light of budgetary constraints, departments are not taking on staff or trainees in the volumes originally anticipated. The target will need to be adjusted in due course to reflect current conditions.
	Result		19.00	17.00	
	Target		10.00	25.00	
	Trend	No Data	No Data	DECLINING	
	Num		19.00	17.00	
	Den				
DU016a (PAM007) ↑ Percentage of pupil attendance in primary schools	RAG	GREEN	GREEN	GREEN	The three year trend remains strong.
	Result	94.56%	94.28%	94.03%	
	Target	94.00%	94.00%	94.00%	
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	1948359.00	1750817.00	1979983.00	
	Den	2060551.00	1857056.00	2105770.00	

Education & Skills 17-22

Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
EDU016b (PAM008) ↑ Percentage of pupil attendance in secondary schools	RAG	GREEN	GREEN	GREEN	The three year trend remains strong.
	Result	94.55%	94.10%	94.39%	
	Target	93.00%	93.00%	93.00%	
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	772089.00	540502.00	660063.00	
	Den	816592.00	574398.00	699308.00	
POV07 ↑ The number of training and employment person weeks created by BBM for unemployed and economically inactive.	RAG		GREEN	GREEN	
	Result		1173.00	1181.00	
	Target		750.00	1000.00	
	Trend	No Data	No Data	IMPROVING	
	Num		1173.00	1181.00	
	Den				

Performance this quarter shows that the vast majority of targets have been achieved. It is particularly pleasing to see that the percentage of all Planning Applications determined within 8 weeks remains above target at just over 89%, and so is the percentage of major applications approved at 100%. The number of projects with social benefit clauses and Beyond Bricks & Mortar in their contracts is also increasing, as is the number of training and employment person weeks created by BBM for unemployed and economically inactive. There is a transition taking place between the regeneration programmes - "Vibrant & Viable Places" to "Targeted Regeneration Investment" and as such targets for housing units created and commercial floorspace created are yet to be agreed, however, we are hopeful that this will be in place shortly when the new programme is formally approved by Welsh Government.

Looking at some of the major regeneration priorities, the procurement of the primary contractor for Digital Square & Arena is complete and works are underway to complete RIBA stage 3 and embark on RIBA Stage 4. Enabling works commenced on site August 2018. The Kingsway infrastructure project has commenced and significant progress has been made on site. Multi-disciplinary consultants have also been appointed and a review of proposals (phase 1) for the Employment Hub has been undertaken. A digital services consultant has also been appointed to advise on the digital technology aspects of the project.

The Local Development Plan Inquiry is now complete and a report to Council setting out all the changes to the deposit plan will be made in October. Work also continues to progress other key objectives to transform our Economy & Infrastructure, such as Hafod Copperworks Powerhouse Redevelopment Project where the HLF Stage 2 application has been successful. Heads of terms have been agreed for Penderyn and Skyline. The tender process to appoint the development manager for the Castle Square project is also underway. The Wind Street feasibility study is also nearing completion and options will be reported to Cabinet in Quarter 3.

Work has commenced on this year's £57.89m rolling Capital Programme to improve Council properties up to the Welsh Housing Quality Standard. The second phase of the More Homes project is underway with development commencing at a further 2 sites at Parc Y Helyg and Colliers Way Phase 2. These homes will be built as Homes as Power Stations due to a £1.5m Innovative Housing Programme grant from the Welsh Government. The homes will have innovative features such as solar panels and battery-powered energy.

The National Airshow, which is a regular fixture in the Council's events plan, took place on the first weekend of July. This year saw the largest set up yet, largely thanks to the RAF celebrating its centenary and the Council implementing its most ambitious road closure to date, to facilitate bigger and better ground displays. A number of other centenary occasions were also supported including our Galleries and Museums, Archives and Libraries collaborating with national organisations and schools to produce a touring exhibition about the Suffrage Movement - and a cross Cultural collaboration with 14-18Now - a national programme to mark the centenary of the end of World War 1. In Swansea, artist Marc Rees produced a large scale live theatre piece of remembrance staged on the beach and culminating in a community celebration in the Brangwyn and Guildhall. The piece was framed with a series of exhibitions and events across multiple city and community venues over two weekends, with world class events including Sir Karl Jenkin's conducting his Armed Man (requiem to peace), in the Brangwyn Hall, as part of Swansea Festival to a sell out crowd. Live music continued to thrive and we collaborated with Swansea Music Hub and Fringe Festival to facilitate a packed programme of music events in diverse venues over a hugely successful weekend. Promoting new events, growing and diversifying our audiences continues to be a priority and a new digital data marketing system went live at the Grand Theatre and Brangwyn Hall, soon to be rolled out across the cultural venues, will help us to achieve this.

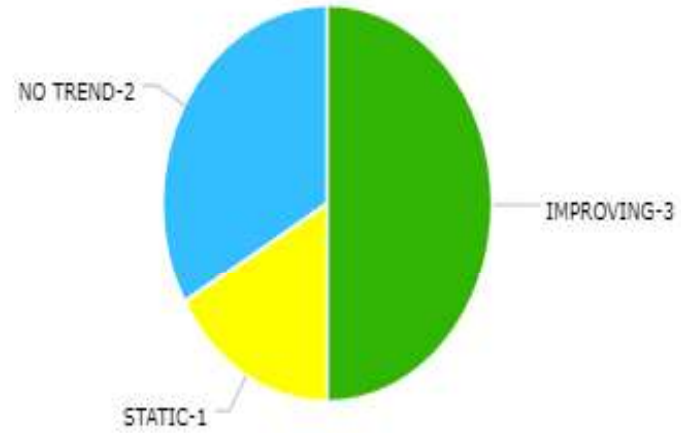
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Performance against Target
2018/2019 Quarter 2







JS chart by amCharts

Performance compared to same Period of previous year
2018/2019 Quarter 2



Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
BBMA1  The number of projects with social benefit clauses and Beyond Bricks & Mortar in their contracts	RAG		GREEN	GREEN	
	Result		6.00	12.00	
	Target		5.00	6.00	
	Trend	No Data	No Data	IMPROVING	
	Num		6.00	12.00	
	Den				
Page 54 C2  The Percentage of all major applications with an economic imperative that are approved	RAG	GREEN	GREEN	GREEN	
	Result	93.33%	100.00%	100.00%	
	Target	85.00%	85.00%	85.00%	
	Trend	IMPROVING	IMPROVING	STATIC	
	Num	14.00	5.00	5.00	
	Den	15.00	5.00	5.00	

Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
EC5  Amount of commercial floorspace (m ²) created within the City Centre to accommodate job creation	RAG				Programmes are currently in transition between Welsh Government funding programmes. A strong pipeline of schemes is under development to start delivery in the current financial year.
	Result			0.00	
	Target				
	Trend			No Data	
	Num			0.00	
	Den				
EC6  Number of new housing units created in Swansea City Centre as a result of Targeted Regeneration Investment Programme (TRIP) funding	RAG				Programmes are currently in transition between Welsh Government funding programmes. A strong pipeline of schemes is under development to start delivery in the current financial year.
	Result			0.00	
	Target				
	Trend			No Data	
	Num			0.00	
	Den				

Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
EP28  The percentage of all planning applications determined within 8 weeks.	RAG	GREEN	GREEN	GREEN	
	Result	89.73%	86.38%	89.46%	
	Target	80.00%	80.00%	80.00%	
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	437.00	444.00	467.00	
	Den	487.00	514.00	522.00	
WMT009b (PAM030)  The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	RAG	GREEN	GREEN	GREEN	The figures reported are for April-June 2018 (Quarter1)
	Result	65.34%	64.42%	65.75%	
	Target	58.00%	60.00%	63.00%	
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	20332.14	18729.80	19713.52	
	Den	31115.11	29074.45	29983.07	

The performance indicators demonstrate that the vast majority of targets have been achieved this quarter, supporting the wider aims and objectives contained within the Tackling Poverty Strategy. Were we have seen reductions in performance, the reasons are systemic and out of our direct control and, we anticipate, will show measurable improvement by the end of the next Quarter.

This has included:

Making progress on objectives in the Tackling Poverty Strategy, through monitoring its corporate outcomes, which is enabling us to see how all departments are contributing to this goal.

Working with our Health partners to ensure that, through our Early Years Strategy, children in their early years and at Foundation Phase achieve their expected language, emotional, social and cognitive development and are ready for learning and for school.

Through our Youth Progression Framework, ensuring that young people are able to access employment, education or training after reaching 16 years of age.

Taking a whole Council 'Team Swansea' approach to helping to address the impacts of Welfare reform, such as supporting people to claim the full benefits they are entitled to so that they are able to maximise their income. We continue to ensure that benefits are processed quickly and that people access the full benefits they are entitled to through appeals work carried out through the Welfare Rights Team. We have also made support available at our housing offices, libraries and Swansea Working venues throughout the city to help people make their claims for Universal Credit, whilst accessing debt advice, budgeting support, skills development and help to find work.

Our emerging Homelessness Strategy (out for consultation), has a key focus on prevention and helping our citizens to maintain their tenancies and continues to be supported through our measures to minimise the length of time spent in B&B accommodation.

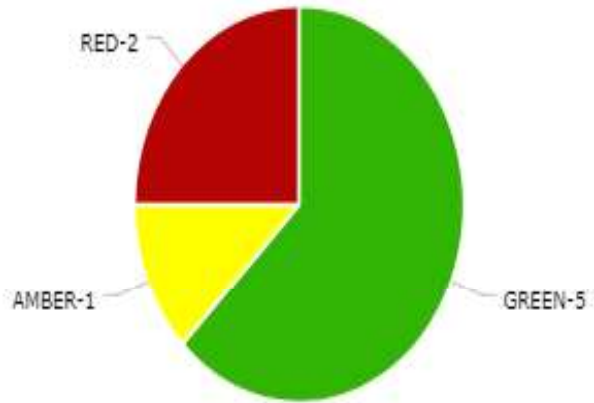
We are also exploring creating our own energy venture, which if successful will provide low-cost energy to homes helping to tackle high domestic fuel bills and fuel poverty. In addition, we continue to support tackling climate change and help eradicate fuel poverty and boost economic development through the ARBED scheme and energy efficiency measures in social housing.

Exploring tax relief and support for food bank locations and encourage businesses to reduce food waste by supplying goods to local food banks, whilst exploring sustainable options for reducing food poverty. Our work to maximise benefits, alongside employability support through Swansea Working provides support here.

We have successfully implemented the pilot phase of offering 30 hours of free childcare in conjunction with the Welsh Government; evaluating the impact on poverty and working to ensure every community has a reliable, affordable and quality bus service to help reduce barriers to employment. We are currently investigating how this can be used as an incentive to help families in Swansea find work.

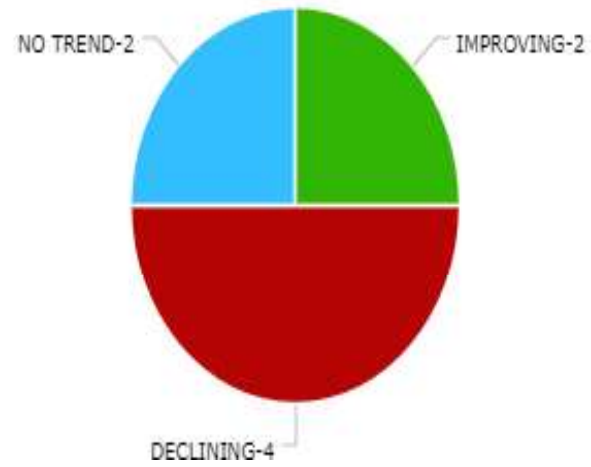
JS chart by amCharts

Performance against Target
2018/2019 Quarter 2





JS chart by amCharts

Performance compared to same Period of previous year
2018/2019 Quarter 2







Tackling Poverty 17-22

Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
HBCT01a  Housing Benefit Speed of Processing: Average time for processing new claims.	RAG	GREEN	GREEN	GREEN	
	Result	16.08	16.58	12.85	
	Target	19.00	18.00	18.00	
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	24639.00	24160.00	8338.00	
	Den	1532.00	1457.00	649.00	
HBCT01b  Housing Benefit Speed of Processing: Average time for processing notifications of change in circumstances.	RAG	GREEN	GREEN	GREEN	The decrease in overall performance is as expected due to increased workload generated by the DWP and reductions in staff resources
	Result	5.78	4.59	6.80	
	Target	7.00	8.00	8.00	
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	71982.00	55156.00	57762.00	
	Den	12451.00	12017.00	8492.00	

Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
HBCT02a ↴ Council Tax Reduction Speed of Processing: Average time for processing new claims.	RAG	GREEN	AMBER	AMBER	Although slightly above target, the processing time has decreased compared to the same period last year in spite of reduced resources within the section.
	Result	16.52	18.76	18.30	
	Target	19.00	18.00	18.00	
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	27028.00	27780.00	23017.00	
	Den	1636.00	1481.00	1258.00	
HBCT02b ↴ Council Tax Reduction Speed of Processing: Average time for processing notifications of change in circumstances.	RAG	GREEN	GREEN	GREEN	Performance falls within target which allows for reduced resources and increases in work generated by the DWP
	Result	5.27	3.90	4.60	
	Target	7.00	8.00	6.00	
	Trend	DECLINING	IMPROVING	DECLINING	
	Num	72642.00	66242.00	70226.00	
	Den	13787.00	16989.00	15287.00	

Tackling Poverty 17-22

Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
POV05  The amount of welfare benefits raised through securing rights and entitlements by the Welfare Rights Team	RAG	GREEN	GREEN	GREEN	Figures for quarter 2 are lower than last year due to 11 out of 35 appeals being postponed or adjourned. None were postponed or adjourned in quarter 2 last year.
	Result	218571.38	297392.00	284168.00	
	Target	200000.00	200000.00	200000.00	
	Trend	DECLINING	IMPROVING	DECLINING	
	Num	218571.38	297392.00	284168.47	
	Den				
POV06  The average number of days all homeless families with children spent in Bed and Breakfast accommodation	RAG	GREEN	GREEN	GREEN	Prior to this quarter, Bed and Breakfast had not been used for families since April 2017. Performance for the first 6 months of 2018/19 mirrors the result for same period in 2017/18. The numbers of families placed in B&B remain small with a rapid response to move onto more suitable accommodation.
	Result	5.00	0.00	1.50	
	Target	7.00	6.00	6.00	
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	15.00	0.00	3.00	
	Den	3.00	0.00	2.00	

Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
POV10  Number of people gaining employment through Employability Support	RAG			RED	Outcomes for the quarter are generally under normal levels with some outcomes pending due to awaiting the correct evidence. Communities for Work, Communities for Work +, Workways + and Cam Nesa have contributed to this outcome. Lower numbers of enrolments over the quarter in addition to the summer season recruitment trends of part time and lower hour roles have contributed this outcome. Engagement plans for programmes have been put in place to counteract the enrolment numbers aspect.
	Result			89.00	
	Target			125.00	
	Trend			No Data	
	Num			89.00	
	Den				
POV11  Number of accredited qualifications achieved by adults with local Authority support	RAG			RED	Due to recording eligibility requirements programmes cannot record training outcomes until citizens have left the provision. Additional training opportunities will be available in Quarter 3 for programmes which will have a positive impact on the outcomes. Communities for Work, Communities for Work +, Workways +, Cam Nesa and Lifelong learning have contributed to this outcome.
	Result			181.00	
	Target			250.00	
	Trend			No Data	
	Num			181.00	
	Den				

Preparation for the new budget has dominated Qtr 2 with discussions focused around scenario planning for the predicted settlement. 2018-19 marks the fourth year of the 'Sustainable Swansea - Fit for the Future' transformation programme, covering the previous Medium Term Financial Plan (MTFP) cycle and which met the target by delivering £67m of savings. Although the programme is reviewed and updated annually, this year a full strategic review is being undertaken to support the next MTFP. The financial climate remains challenging, compounded by service pressures and the current in year overspend as shown by the FINA6 indicator. Corporate Management Team and Cabinet continue to monitor performance and implement appropriate remedial action to address performance.

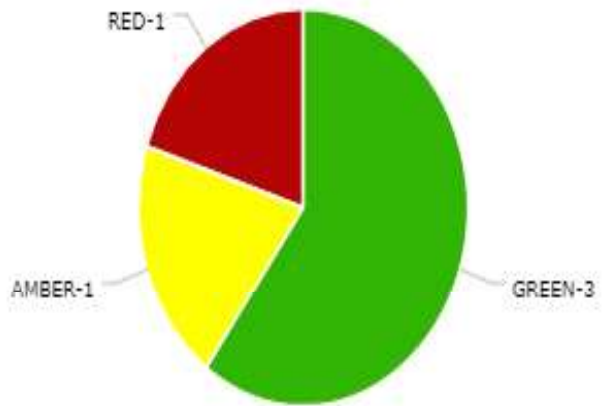
The shift towards Digital First continues to grow and Qtr 2 good performance of Cust2a and 2b evidences the natural take-up of online channels by residents as the technology becomes available.

Co-production training continues to be rolled out. The corporate co-production work plan is emerging following a series of workshops. This will take the strategy and approach beyond the traditional boundaries of Social Services and will align closely with the Engagement Strategy. This is important work to ensure residents, businesses and partners can help to co-design future Council services.

Finally, the Organisational Development Strategy and Plan continues to be implemented, reviewing existing learning and development and exploring new training opportunities by maximising the apprenticeship levy.

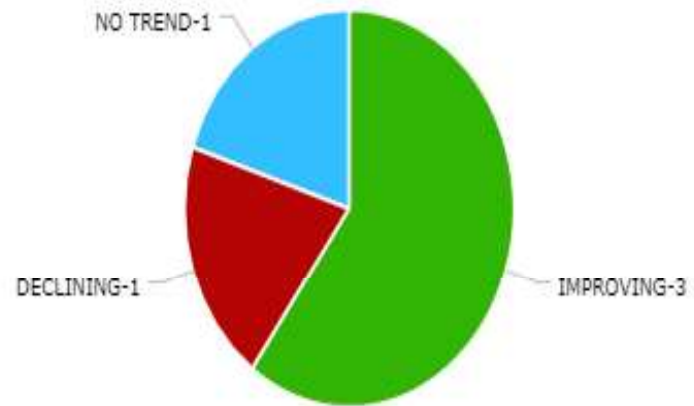
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Performance against Target
2018/2019 Quarter 2




JS chart by amCharts

Performance compared to same Period of previous year
2018/2019 Quarter 2



Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
CHR002 (PAM001)  The number of working days/shifts per full time equivalent lost due to sickness absence	RAG	AMBER	AMBER	GREEN	The annual trend , in comparison to last years' quarter is fairly static at 22,000 days lost. Our approach to sickness is being continually reviewed with a review of our policy, and coaching and support to Managers in managing absence in their areas. We continue to provide assistance to Managers and employees on health & wellbeing issues through our Occupational Health team and will be in discussions with WULF on support for mental health issues.
	Result	2.08	2.03	2.29	
	Target	2.00	2.00	2.50	
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	19409.00	18444.13	20644.32	
	Den	9312.00	9097.89	9008.00	
UST2a  Number of online payments received via City and County of Swansea websites	RAG	RED	GREEN	GREEN	The increasing numbers of payments via online forms has meant that the target has been exceeded. One of the main contributors to the target being exceeded by such a large number is that all the Lifelong Learning courses were available to be booked and paid for online. Previously many bookings were in person and payments were by cash and cheque, and while these are still available for the customer to choose, over 1000 people have preferred to book online to fit in with busy lifestyles.
	Result	40067.00	18825.00	23027.00	
	Target	43100.00	18650.00	18650.00	
	Trend	No Data	DECLINING	IMPROVING	
	Num	40067.00	18825.00	23027.00	
	Den				

Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
CUST2b ↑ Number of forms completed online for fully automated processes.	RAG	GREEN	GREEN	AMBER	This was an ambitious target which was missed by only 110. This is the first entire quarter that the full complement of online forms has been available for waste management and other environment reporting, and this has resulted in 2269 extra customer reports that have gone straight into the back office system, eliminating rekeying in the contact centre and thus ensuring quicker customer service. We will continue to promote online reporting in the next quarter.
	Result	3671.00	4455.00	5140.00	
	Target	1750.00	3700.00	5250.00	
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	3671.00	4455.00	5140.00	
	Den				
FINA6 ↑ Percentage of identified forecast General Fund Revenue savings and income for the year compared to originally approved budget (Â£000's)	RAG	RED	RED	RED	Whilst nearer the 90% target, a significant number of savings remain flagged as red risks to delivery and actual underlying performance is somewhat weaker than the headline suggests. This manifests in the scale of adverse overspend at end of second quarter being reported to Cabinet in November
	Result	66.81%	65.62%	82.43%	
	Target	90.00%	100.00%	90.00%	
	Trend	DECLINING	DECLINING	IMPROVING	
	Num	15041.00	12288.00	13626.00	
	Den	22513.00	18727.00	16530.00	

Performance Indicator	KEY	2016/2017 Quarter 2	2017/2018 Quarter 2	2018/2019 Quarter 2	Comment-2018/2019
PROC12  Number of data breaches which has resulted in an enforcement or monetary penalty notice being issued by the Information Commissioners Office (ICO)	RAG			GREEN	Target met.
	Result			0.00	
	Target			0.00	
	Trend			No Data	
	Num			0.00	
	Den				

Agenda Item 6



Report of the Convener of the Service Improvement and Finance Performance Panel

15th January 2019

Sustainable Swansea – Fit for the Future: Budget Proposals 2019/20 – 2022/23

Purpose:	To update the Panel on the Sustainable Swansea – Fit for the Future: Budget Proposals 2019/20 – 2022/23
Content:	Sustainable Swansea – Fit for the Future: Budget Proposals 2019/20 – 2022/23
Councillors are being asked to:	Consider the information provided and use this evidence to feedback to the relevant Cabinet Member.
Lead Councillor:	Councillor Chris Holley (Convener of the Panel)
Lead Officer & Report Author:	Bethan Hopkins Tel: 01792 636292 E-mail: bethan.hopkins@swansea.gov.uk

1. Background

- 1.1 The Service Improvement and Finance Panel was appointed to provide regular monitoring and feedback on a range of Council work.
- 1.2 Part of the Panels work includes the monitoring a various reports throughout the year including the budget proposals before and after approval.
- 1.3 The attached report is the Sustainable Swansea – Fit for the Future: Budget Proposals 2019/20 – 2022/23

2. Main body of report

- 2.1 The attached report was submitted to Cabinet on 14th December 2018. It contains proposals for budget savings for consultation with residents, community groups and other stakeholders.
- 2.2 The Panel are being asked to consider the report and ask questions and provide feedback ahead of the formal budget meeting in February.

3. Conclusions

- 3.1 The Panel will have the Sustainable Swansea – Fit for the Future: Budget Proposals 2019/20 – 2022/23 presented to them during the meeting and will ask questions where required. If the Panel feel it is necessary they will write a follow up letter to the relevant Cabinet Member.

Background papers: None

Appendices: Sustainable Swansea – Fit for the Future: Budget Proposals 2019/20 – 2022/23



Report of the Leader/Cabinet Member for Economy & Strategy

Cabinet – 14 December 2018

Sustainable Swansea – Fit for the Future: Budget Proposals 2019/20 – 2022/23

Purpose:	To consider budget proposals for 2019/20 to 2022/23 as part of the Council's Budget Strategy <i>Sustainable Swansea – fit for the future</i>
Policy Framework:	Medium Term Financial Plan and Budget <i>Sustainable Swansea – Fit for the Future</i>
Consultation:	Cabinet Members, Corporate Management Team, Legal, Finance, Access to Services
Recommendation(s):	It is recommended that Cabinet: 1) Approves the Budget proposals summarised in the report and detailed in Appendix A and Appendix C as the basis of consultation 2) Adopts the updated budget future forecast as the starting planning premise for the new medium term financial plan, which will be considered by Council on 28 th February 2019. 3) Agrees the approach to consultation and engagement with staff, trade unions, residents, partners and other interested parties set out in Section 7 of the report 4) Receives a report on the outcome of the consultation and final budget proposals at its meeting on 14 th February 2019.
Report Authors:	Ben Smith
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

1.0 Introduction

- 1.1 It is quite clear austerity has not ended despite statements by the Prime Minister. It is quite also clear that despite repeated Ministerial pronouncements at both UK and Welsh Government level about funding that there remains a significant gap between words, action and the actual funding received by this Council.

This year the national local government pay award is entirely unfunded. The teachers national pay award is now partially funded from core block grant and temporary top up specific grants for 2018-19 and 2019 - 20.

The teachers pensions pressures created by HM Treasury are currently entirely unfunded and a reserve set aside for use in England only at present, but strong lobbying by all Councils in Wales and through the WLGA will continue to ensure that consequential shares of funding come to Welsh councils.

If funding is not received from U.K. Treasury then the pensions contribution gap will place a significant pressure on school budgets despite the stepping in to fully fund pay pressures.

The proposals laid out in this report are in direct response to funding decisions made by the UK and Welsh Governments.

The Welsh Local Government association report “Fair and Sustainable Funding for Essential Local Services - All our communities rely on local government” makes stark reading. Across Wales, local government has clearly borne the brunt of austerity, core grant funding has reduced by 22% after adjusting for inflation by 2019-20. If you don’t include schools funding, as is the case in England, core funding has fallen by 35%.

- 1.2 This report updates Cabinet on *Sustainable Swansea – fit for the future* and contains proposals for budget savings for consultation with residents, community groups and other stakeholders. It has full and due regard to our duties under the Well-being of Future Generations Act 2015.
- 1.3 *Sustainable Swansea – fit for the future* was approved by Council on 22 October 2013 and subsequently reviewed by Cabinet on 16th July 2015. It remains the Council’s overarching approach to budget and medium term financial planning, to help deliver the well-being of future generations.
- 1.4 Since then, the Council, in line with the principles contained within *Sustainable Swansea*, has developed its approach to reviewing services and budget proposals through a series of commissioning reviews, which have set out an assessment of individual services, scope for change, alternative delivery models and potential savings and improvements that could be made. These commissioning review outcomes and future zero-based reviews form a significant part of 2019/20 and future year savings proposals.

1.5 On 25 October 2018, Council received a verbal presentation from the Section 151 Officer on the Mid-term Budget Statement for 2018/19 and beyond. This outlined the extremely challenging draft settlement from the Welsh Government, and gave an updated assessment of the likely future savings required.

1.6 This was ahead of the Chancellor of the Exchequer's Autumn Budget on 29th October 2018, which as expected did have some minor loosening of financial plans to reduce public spending, in policy response to the referendum result for Brexit, amongst other matters.

However, given pre-budget claims that austerity would end, the announcements were somewhat disappointing, for any part of the public sector other than the NHS. Continued real terms reductions in future spending and funding remain the most likely outlook.

Final figures for 2019-20 and any potential announcements on future year implications are expected from Welsh Government just after 18th December 2018 (the date of the Welsh Government final proposed budget) when the final settlement will be confirmed. It is not expected that the Welsh Government's final budget measures will be fully approved until January 2019.

Whilst not assured, it is plausible given repeated Welsh Minister assurances that local government is "first in the queue" that this Council could expect to receive between £1.5 and £3m of additional funding in the final settlement, as a result of the budget consequential flowing from Westminster, to the Welsh Government and ultimately to individual local authorities. These have been assumed in this report. Key issues will be:

- The quantum of uplift for 19-20 and future years
- Floor funding protections for authorities
- Any new burdens placed upon the Council to spend the money in a certain way
- Any changes to Ministerial assumptions about standard levels of council tax as a result of increased funding (i.e. will council tax assumptions by Welsh Government be materially lowered from their current 6.3% level)
- No explicit decision has yet been taken by Cabinet over the increase in local council tax, notwithstanding this guideline figure.
- Any material revisions Cabinet may wish to make in due course in light of any further funding increase once final settlement is confirmed.

1.6 This report covers:

- A reminder about the key elements of *Sustainable Swansea* and an update on progress
- An overview of service and budget priorities for the current and following three years
- An update on the financial challenge facing the Council

- The proposed savings programme, including specific proposals for 2019/20 and three future years, upon which we will now need to consult
- The key risks associated with the current financial position
- Proposals for engagement and consultation
- Staffing implications
- Delivery and next steps

2.0 Background – Sustainable Swansea – fit for the future

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

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

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

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

It is important that we continue to use the narrative in all our communication and that we apply the budget principles across all our thinking. The budget principles are reflected in the proposals set out in this report.

2.3 Since the July 2015 meeting of Cabinet we have:

- Continued to work on the delivery of the Savings Programme – see **Appendix A**
- Commenced and delivered the first two phases of Service commissioning Reviews
- Identified our next phase of cross cutting reviews

2.4 These actions are covered in more detail in sections 5 and 7 below.

3.0 Our Service Priorities for 2019/20 and Beyond

3.1 Although the Council is currently focused on its plan, as set out in the existing MTFP, to save around £69m over the next three years (since revised – see below), it is vital that we continue to retain Member and management focus on the significant proportion of our budget that will remain. Our gross budget is approximately just over £700m (excluding Housing Services (HRA)) and we spend around £1.6m a day on services

to residents (this excludes benefits in kind such as housing benefit and the council tax reduction scheme).

- 3.2 The Council has clear and strong long-term ambitions for Swansea and the proposals for savings must be seen in the context of the following:
- The Council's top 6 priorities and future plans for services (a refreshed Corporate Plan was agreed on 25th October 2018) to help deliver the well-being of future generations
 - The core objectives of *Sustainable Swansea* – which embrace all that we do
 - The application of the budget principles – which guide our decision making
 - The ongoing and sustained real terms reduction in external funding and the need to meet known budget pressures.
- 3.3 The Council's overall aim is to protect frontline delivery of services as far as possible. However, whilst many things are important, not everything can be a priority. It is important, therefore (particularly in the current climate of significantly reduced resources) that we set out clearly our expectations on all services and relative priorities for funding in the context of the budget reductions that we face.
- 3.4 This requirement is illustrated sharply by the “gearing” effect of savings on services. In other words, if our current savings requirement of £69m (since revised – see below) over three years were applied, for example, just to Corporate Services (excluding Council Tax Reduction Scheme) and Place Services, the budgets for these areas would have to be almost cut in their entirety. Consequently, other areas such as Education and Social Care also need to face some relative real terms level of reduction over the next three years, given the relative size of their budgets.
- 3.5 A statement of budget priorities and policy statements that flow from this is set out in **Appendix B**. This statement follows an assessment of services in relation to the following criteria:
- **Invest**: those Services where the Council will increase current levels of investment
 - **Maintain**: those services where the Council will broadly maintain current level of spend in the medium term
 - **Remodel**: those services where the Council will reduce the current level of spend over the medium term

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

- 3.6 Based on the statement of priorities and having regard to the “gearing effect” when considering savings, and now moving to an indicative four year saving/investment targets for each major block of services (to match the MTFP cycle), the suggested percentage reduction is set out in Table 1 below (and Appendix B):

Table 1 – Indicative Targets

Service	Percentage Reduction/Increase over 4 Years at constant prices*	Previous Planning Assumption	Actual change 18/19 1 year ^
Schools	-15%	0%	+2.4%
Education (excluding Schools)	-15%	-15%	+1.4%
Social Care – Child & Families	-15%	-15%	+2.5%
Social Care- Adults	-10%	-20%	+2.5%
Poverty & Prevention	-15%	+5%	+1.5%
Place	-30%	-50%	+2.7%
Resources	-15%	-50%	-4.2%

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

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

3.7 This statement will form the basis of our future medium term financial plan, as well as individual service plans. Notwithstanding this broad target savings range, where it is appropriate to do so, and as set out specifically in this report, **additional targeted investment in to priority areas will also occur**. This particularly focuses on prevention, early intervention and investment for the future in line with the well-being of future generations' principles and objectives.

4.0 Financial Update

4.1 The financial update that follows needs to be seen in the context of the Medium Term Financial Plan (MTFP) approved by Council on 6th March 2018, and the Mid-term Budget Statement presentation to Council on 25th October 2018.

4.2 The indicative savings requirement for the 2019/20 budget and the existing MTFP for the two years, 2020/21 to 2021/22, has been updated and set out in **Table 2** below. This table also includes the forecast for one further year, 2022/23, as the MTFP now rolls forward one year:

Table 2 – Indicative Savings Requirement for 2019/20 to 2022/23

	Note	Budget	Medium Term Financial Plan		
		2019/20	2020/21	2021/22	2022/23
		£'000	£'000	£'000	£'000
Future cost of pay awards	1				
- Non Teachers		3,600	7,200	10,800	14,400
- Teachers		3,700	6,100	8,500	10,900
National Living Wage – own pay bill	2	1,800	2,700	3,200	3,200
National Living Wage – contracts		1,000	2,000	3,000	4,000
Increase in Pension Costs	3	1,700	3,400	5,100	6,800
Increased Teachers Pension costs	4	3,000	5,100	5,100	5,100
Cumulative contract inflation	5	1,000	2,000	3,000	4,000
Capital charges – existing	6	1,750	3,500	3,500	3,500
Capital charges - new scheme aspirations	7	1,000	3,000	5,000	6,250
Capital charges – expected savings as a result of increased grants and thus reduced borrowing – general capital and Band B schools	7	-450	-800	-1,100	-1,300
MRP review linked to capital programme	8	-3,064	-2,683	-2,317	-1,967
Reinstate emergency Use of General Reserves re MEAG	9	1,000	1,000	1,000	1,000
Increase contingency fund		342	342	342	342
Reinstate Temporary Use of Insurance Reserve (loss of use of reserve)	10	0	700	700	700
Demographic and Service pressures	11	3,000	6,000	9,000	12,000
Mid and West Wales Fire authority Levy (independently decided by the Fire Authority)	12	400	800	1,200	1,600
Council Tax Support Scheme	13	1,400	2,800	4,400	6,000
Passported through AEF to services	14	883	883	883	883
Service pressures accepted	15	791	688	3,598	5,760
Resources pre-existing baseline pressures from 2018-19 – sickness	16	1,000	1,000	1,000	1,000
Social Services pre-existing baseline pressures from 2018-19	17	6,000	6,000	6,000	6,000
One off special social services grant – estimated 7.75% fair share of £30m adult and £2.3m child care grant	18	-2,500	0	0	0
Extra teachers' pay grant one off	18	-550	0	0	0
Total known pressures		26,802	51,730	71,906	90,168
Aggregate External Finance increase	19	-18	-18	-18	-18
Aggregate External Finance increase	19	-1,500	-1,500	-1,500	-1,500
Aggregate External Finance reduction	20	0	0	0	0

Rebase of External Finance	21	-883		-883	-883	-883
Total Savings Requirement	22	24,401		49,329	69,505	87,767

Notes:

1. *The pay award figures represent a forecast increase of 2% for the period of the MTFP for non-teachers. Teachers are as per the national agreement (maximum 3.5%) for 2019/20, 2% for future years.*
2. *Assumed increases due to implementation of National Living Wage - will affect contract prices and lower end of own pay scale - national spinal point currently being reviewed*
3. *The costs arising from the triennial revaluation of the local government pension scheme effective from 1st April 2017. The provisional assumption is an effective stepped 1% increase each year to overall costs.*
4. *The Teachers' Pension Scheme (TPS) increases in 2019/20 due to a reduction in the discount rate per HMT - TPS rises from 16.48% to an estimated 23%. This Council awaits confirmation that THERE WILL be a consequential arising from the reserve set aside to alleviate this pressure in England. The benefit of releasing the reserve with a consequential for Swansea is estimated in the order of £3m for 2019-20.*
5. *Reflects the assumed minimum cumulative effect of contract inflation.*
6. *The additional estimated borrowing costs because of the current Capital programme together with potential increases arising from externalisation of borrowing due to cashflow requirements.*
7. *The initial additional estimated borrowing costs for the delivery of the major aspirational capital programme.*
8. *The assumption that when the MRP policy is reviewed there will be an initial saving associated with the re-profiling which should last for the term of the MTFP, having due regard to the scale of new borrowing. Longer term costs will INCREASE not REDUCE.
The net effect of both 7 and 8 is, that taken in conjunction with sums in the Capital Equalisation Reserve, that there will be no net revenue cost pressure over the lifetime of this Council (i.e. before 2022).*
9. *There was an emergency proposed use of the General Fund Reserve built into the 2018/19 budget in respect of MEAG, this now needs to be re-instated given MEAG has been re-instated.*
10. *The 2017/18 budget report agreed an annual take from the insurance reserve on a temporary basis, after which the use of the reserve will need to be re-instated. This is now proposed extended until 2022/23 which the Section 151 Officer considers reasonably prudent having due regard to the latest insurance valuation advice received.*
11. *Assumed Demographic and Service pressures mainly around Schools and Adult and Children's Services.*
12. *Estimated Fire Authority Levy increase – the final figure won't be known until January/February when the independent Fire Authority determines its levy requirement. Cabinet may wish to note the Standard Spending Assessment funding for Fire services in this authority is £10.4m, the actual levy is currently £12.6m.*
13. *Reflects the assumed cost of Council Tax Support Scheme costs based on Council Tax increases as a planning assumption only at this stage.*
14. *Reflects specific funding in the settlement for transfers, this year for the teachers' pay award and free school meals grants.*

15. *Individual service pressures accepted.*
 16. *Existing 2018/19 budget overspend cross-cutting pressures held in Resources (in respect of sickness targets).*
 17. *Existing 2018/19 budget overspend pressures in Social Services, which are expected to continue, and which need to be addressed as part of base budget.*
 18. *Anticipated fair share of additional Welsh Government Social Care grant of £30m. Further boosted by share of £2.3m child services grant. Share of £7.5m teachers' pay additional grant.*
 19. *Reflects results of the provisional local government finance settlement for 2019/20 (0.0%). Assumption that final settlement will increase by £1.5m*
 20. *Provisional guideline reduction for 2020/21 and future years (0.0%).*
 21. *The starting position has been uplifted for the £0.883m transferring from specific grants to block grant in relation to free school meals and part of the teachers' pay award funding.*
 22. *The exemplified savings target of £90m shown in Table 2 is indicative of the scale of savings required and will be revised as the 3 year MTFP progresses.*
- 4.3 Over recent years the Council has consistently prioritised the **delegated schools budget**, previously meeting its guaranteed funding requirement over a five year period. There is now no ongoing ministerial protection or funding guarantee so any decision over schools funding is a local one to be made by Cabinet and ultimately by Council, having due regard to any budget consultation responses received. Education will continue to be biggest area of funding within the council's revenue budget and will continue to be a key priority for the Council.
- 4.4 With respect to the Current and Future **Capital Programme**, it is clear at the present time that future support from the Welsh Government in respect of general capital grant and supported borrowing on an annual basis is likely to remain severely curtailed.
- 4.5 The indicative allocation for 2019/20 in respect of both the above elements, at just over £10m, is insufficient to meet the current budgets allocations to cover core commitments as in **Table 3** below:

Table 3 – Capital Allocations for 2019/20 assuming spend maintained

	£m
Welsh Government funding	10.3
Allocation - property and highways maintenance	-7.4
Disabled Facilities Grants & Improvement Grants	-5.2
Annual Contingency budget	0
Shortfall	-2.3

- 4.6 The remaining capital programme (including improvements to schools) is heavily dependent on future capital receipts and to that extent any shortfall in receipts is likely to require an increase in unsupported borrowing to balance the funding for the agreed programme.

- 4.7 Any rise in borrowing has a potentially detrimental effect on future revenue funding, and thus on future generations, and has to be viewed in the light of the current projected reductions in external grant.
- 4.8 As such, it is inevitable that the future capital programme will have to be subject to regular review and will be dependent on receipt of specific grant and/or the availability of excess capital receipts.
- 4.9 The currently approved four year capital programme assumes additional unsupported borrowing of some £59m. Reduction of the core items above (4.5) to levels of Welsh Government funding could reduce the level of unsupported borrowing to approximately £49m. Consideration will have to be given to further remodelling of the existing planned capital programme if this level is to be reduced further. The position has, however, been greatly improved as a result of announcements by Welsh Government to change the intervention rates for the Band B schools programme and this undoubtedly reduces future capital funding and capital financing pressures.
- 4.10 In particular, and in direct contrast, further detailed consideration will also have to be given in respect of likely future commitments to, and funding options for, the second phase of the proposed Schools improvement programme, investment in the City Centre and funding requirements which will flow from the Swansea Bay City Region proposals. All of which will benefit not only current, but future generations. The initial impacts of new additional unsupported borrowing are reflected in Table 2 above, but are ultimately expected to peak at nearer an additional £14m per annum over the longer term (by around 2025-26). These longer term costs beyond the life of the MTFP will have to be found by further revenue savings or further income and tax increases.
- 4.11 Given the limited revenue resources and the scale of the new investment ask over the extended medium term for new capital and the benefits to be felt by future generations the Section 151 officer considers it appropriate to review all options around changing the Council's Minimum Revenue Provision policy both for past and future investment. This has the potential to reduce the revenue costs in the medium term and increase them longer term, but crucially better match the future costs to the future benefits of that investment. This is entirely in line with the principles of the Well-being of Future Generations Act. Nevertheless for the avoidance of doubt, shorter dated medium term costs will be reduced, but overall will provide a broadly zero sum game, as a result of this proposed strategy.
- 4.12 This is especially pertinent given much of the investment is on a City Region basis and the three other Council's in the region have already changed their MRP policies. The majority of all Welsh Councils have already reviewed their respective MRP policies in similar vein. A full report separately to Council, reviewing the MRP policy, will be brought on 20th

December setting out the Section 151 officer advice for Council to make an appropriate determination.

- 4.13 A report on the options for reprioritising the capital programme and/or increasing capital receipts, including the sale of strategic assets, will be brought to Cabinet in February 2019 as part of the budget process.
- 4.14 It should also be noted that whilst there is an assumption that any additional borrowing costs in relation to the Schools' capital programme could be funded via the delegated budget in the absence of Capital Receipts this is not reflected in current budget proposals (i.e. they are currently predicated to be funded by the Council as a whole).

5.0 Sustainable Swansea – Budget Proposals

5.1 Budget proposals to meet the current savings requirement for 2019/20 consist of the following elements:

- Continuation and development of service delivery savings
- Commissioning review identified savings
- Other elements of the *Sustainable Swansea* Delivery Programme approved by Cabinet particularly around cross cutting themes
- A limited cash increase in Schools Delegated Budgets to meet some of the cost pressures faced
- Targeted investment into Social Services
- Ongoing, limited, Invest to Save proposals

Each of these categories are addressed below.

Funding changes in the settlement passport through to services

5.2 The following specific sums have been provided for in the settlement and are intended by Cabinet to be passported fully through to service budgets.

Table 4 – funding passported in the settlement 2019/20

		£'000
2019/20	Teachers Pay Grant	606
2019/20	Free School Meals Grant	277
2019/20	Total transfers in	883

Further Service pressures

- 5.3 Further service specific pressures have been identified in respect of:
- Additional funding for digital inclusion and organisational development (Oracle Field Services Licences)
 - Funding for posts including for Deprivation of Liberty Safeguards, Data Protection, Cabinet Office, Commercial Team and Public Service Board Support

- Increased costs where determined by external bodies for example Coroners costs and Councillors costs.
- Demographic provision for schools (increased future pupil numbers)
- Demographic provision for Social Services
- Future costs of local elections and the cessation of Individual Electoral Registration (IER) funding.

Service investment

5.4 Material service investment requirements have been identified in respect of:

- Social Services pre-existing baseline pressures from 2018/19. These have been reported as in-year pressures during 2018/19.

Service Savings

5.5 Service investment requirements have been identified in respect of planned savings for 2019/20 resulting in a summarised position as set out in **Table 5**. The detailed list of savings is set out in Appendix C:

Table 5 – Review of Planned Savings 2019/20

	Proposed savings 2019/20 £'000
Previous consulted on savings	3,196
Cross Cutting Items	406
Place	3,596
Social Services	1,376
Poverty & Prevention	2,175
Education (excluding schools)*	1,415
Resources	615
Sub-total (per appendix C)	12,779
Schools*	4,279
Total	17,058

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

5.6 **Sustainable Swansea**

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

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

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

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

5.7 The *Sustainable Swansea – Fit for the Future* programme is reviewed annually in parallel with budget setting in order to:

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

As 2018-19 marks the fourth year of implementation of the programme, this year's review takes stock of the original strategy principles and framework. The review is analysing outcomes and impact; reflecting on previous annual review reports; WAO reviews; and feedback from stakeholders including project leads. This is more fully set out in appendices A and B.

5.8 These proposals are fully delivered within the context of Sustainable Swansea and can be alternatively summarised in **Table 6** as follows:

**Table 6 – Sustainable Swansea Delivery Programme
Proposals 2019/20**

	Savings	Savings 2019/20 £m
<i>Savings type</i>	Workforce	2,642
	Other spending	2,963
	Income	2,432
	Mixed (workforce, income, other)	4,742
	Savings Total as per Appendix C	12,779

5.9 For delivery purposes, all proposals that are approved, after considering the outcome of consultation and Equality Impact Assessments, will be combined into a single matrix showing the Strand Savings alongside the Head of Service accountable for delivery.

Schools’ Delegated Budgets

5.10 The indicative savings assessments set out in Table 1 at 3.6 above and Appendix B, show that it is inevitable, given the scale of reductions required within the one education budget, that ongoing consideration will have to be given to the current level of schools’ delegated budgets.

5.11 Budget movements can be viewed in two ways:

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

5.12 For current consultation purposes it is intended that there will be a proposed 2.6% (£3.8m) cash increase in schools core funding (excluding Pupil Deprivation Grant and Post 16 funding changes which comes separately from Welsh Government) which is a much better position than the 0.0% (£18,000) like for like cash change in this Council’s provisional funding from Welsh Government.

This is predominantly to fund as large an element of teachers’ pay and other costs in schools that Council can reasonably afford, in the absence of any meaningful like for like cash increase of its own funding, from Welsh Government.

If the estimated £3m share of funding for additional pensions costs in Swansea schools is subsequently released by the UK Government then this will materially reduce remaining unfunded pressures on schools.

- 5.13 However, it is clear that a number of budget pressures detailed in Table 2 in Section 4.2 of this report include pressures that will fall directly to the delegated budget. These are estimated as:-

Table 7 – Main pressures on Schools delegated budgets

Identified budget pressure in schools	2019/20
	£'000
Schools pay award	3,700
Share of increased LGPS costs	300
Increased teachers' pension costs – not currently funded by UK government	3,000
Demographics (increased pupil numbers) and other cost pressures (e.g. non domestic rates)	1,000
Total	8,000

Change from Council budget as proposed	2019/20
	£'000
Pressures	8,000
RSG funding for 18/19 pay award	606
Teachers pay specific grant (already included in pressures)	-550
Net savings required from schools	-4,279
Total net budget increase proposed - schools	3,777

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

Cabinet will have to consider what actual overall funding is proposed in respect of the Schools delegated budget following consultation with all head-teachers at a meeting on 13th December 2018. This will be presented back to Cabinet as part of the overall consultation report

There is no ministerial funding guarantee for schools implicit in the 2019/20 provisional revenue settlement. The initial proposal to passport over £606k in respect of the Teachers Pay Grant only is a matter for member local choice and has to be taken in the context of certainty of reductions in other Council budgets to pay for any increase, given the overall cash flat settlement.

There is an estimated potential further cash increase due to this Council in the final local government settlement, following the UK government budget announcements, of between £1-3 million (not guaranteed until Welsh Government completes its deliberations on budget priorities).

Recognising previous policy commitments, it is also intended that any specific cash increase for schools in the final settlement, once confirmed, will be passported through as targeted additional investment in schools delegated budgets. The same will apply if and when the pensions funding in England is fully passported to Wales as a funding consequential.

It is recognised that even with that potential level of investment that schools face significant pressures in the medium to longer term. To assist schools further Cabinet intends that they will continue to have equal and full access to the Council's Restructure Reserve and the Contingency Fund. In 2018-19 this funding mechanism was needed primarily to fund staffing departures.

Total Proposals

- 5.14 The total net savings across the areas outlined above are shown in **Table 8** below:

Table 8 – Proposals for 2019/20

Savings	Net Savings £m
Service Savings (as per Appendix C)	12,779
Schools savings (element currently not funded predominantly due to lack of pension funding by UK government)	4,279
Council tax income	7,343
Council pressures	-24,401
Meeting the Total Savings Requirement	0

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

Other Savings and Funding Options

- 5.16 The current total of all savings proposals for 2019/20 is £17.058m, against the current total requirement of £24.401m (including Schools pressures). The remaining figure of £7.343m is currently planned to be met by council tax increases in line with the planning assumption made by Welsh Government in their provisional settlement and modest growth in the tax base. Work will continue over the next two months up to Cabinet in February 2019 to assess a range of other options. This is necessary because:

- Some proposals may not be approved following the outcome of consultation and Equality Impact Assessments
- Welsh Government may change its funding offer and Council Tax increase assumptions
- Additional savings are required as a contingency against non-delivery of some savings in year
- Additional savings are required for future years

5.17 This assessment will include a review of other service savings and our policy on Council Tax. It should be noted that the Welsh Government has made an assumption of Council Tax increases of 6.3% in its standard spending assessment.

6.0 Assessment of Risks and Uncertainties

6.1 As in previous years, the budget proposals as presented must be viewed in the context of the ongoing risks and uncertainties that the Council faces during 2019/20 and beyond:

6.2 These currently include:

- a) **Equal pay claims:** The risk at the present time is residual.
- b) **Pay and grading appeals:** it is assumed, as in previous years, that costs arising out of pay and grading appeals will be met from within Directorate approved budgets and schools delegated budgets where appropriate.
- c) **Specific grants:** It is likely that, based on experience in 2018/19, the Council will suffer from significant attrition in terms of specific grants received from Welsh Government and other public bodies. It remains the case that where such grant reductions occur they will require specific service cost reductions in addition to any savings targets identified above.
- d) **The savings proposals** for 2019/20 and beyond are predicated on clear and decisive action being taken to deliver wide-scale transformational change. This will require robust implementation, monitoring, review and if necessary enforcement of savings proposals.
- e) **The timing** of Welsh Government announcements on both core and specific grants means that uncertainty will remain until the final period of the budget setting process.
- f) **Ongoing overspending** in 2018/19 which will materially continue into 2019/20 in relation especially to Social Services
- g) **General Reserves** remain at the lowest advisable level as advised by the Council's 151 officer and are not therefore able to meet any large current or future service overspends.

- h) **Costs of staffing reductions** are likely to be significant and should be assumed at around £5-7m per annum for the lifetime of the MTFP in line with previous year's experiences. All future departure costs will fall to individual service revenue accounts, including education, for schools departures.
- i) **Overspending risks in 2019-20** are material because future savings are considered to be equally challenging to both agree and deliver, as austerity continues to require ever more difficult decisions and more wide scale transformational change

7.0 Consultation and Engagement

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

- Specific budget proposals relating to budget reductions impacting on the following year's revenue and capital budget together with potential longer term savings to deliver the medium term financial plan.
- Consultation on shaping the Council's Wellbeing Objectives, as set out in the Corporate Plan 2017-22.

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

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

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

- **Staff roadshows.** Cabinet Members will join Officers in engaging staff at meetings in December
- **Unions.** The Leader, Cabinet Members and Officers are due to meet Union representatives to discuss the proposals.
- **School Budget Forum.** Officers and Members will consult the forum on proposals that affect schools.
- **Young people's views**

In addition the Council will promote and communicate the consultation via website and Social media.

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

8.0 Staffing Implications

8.1 The Council, working in partnership with Trade Unions, succeeded in largely avoiding compulsory redundancies as part of the implementation of the budget savings for 2018/19. This was achieved by a continued flexible policy on redeployment and a proactive approach by all parties. The clear intention is to build on this approach for 2019/20 and to look for other ways of avoiding compulsory redundancies if at all possible.

8.2 However, a significant reduction in posts in 2019/20 will be unavoidable, given that around 40% of the Council's overall costs relate to employees (significantly more in some Service Areas). It is important to note therefore, that if the current austerity policy of UK Government and the current WG funding split continues, then the potential for compulsory redundancies will increase given the increased level of savings and the reduced scope for voluntary redundancies.

8.3 Notwithstanding the scale of the challenge, in line with the Council's current policy, every effort will be made to minimise compulsory redundancies. Management action includes:

- *Tight management of vacancies so that we manage the deletion of posts via natural wastage over time*
- *The use of fixed term appointments where a post needs to be covered*
- *Stopping the use of agency staff unless a clear business case can be made*
- *Redeployment and retraining where ever possible*
- *Further encouragement of staff to consider ER/VR options*
- *Encouraging staff to work flexibly eg: reduce hours or job share*
- *Flexible retirement*

8.4 The groups of staff likely to be most at risk (no options can be ruled out at this stage) are those affected by service savings, those in management/supervisory posts, those employed in business support functions.

Those employed in schools are also considered to be at risk due to the lack of clarity over the U.K. treasury funding of Teachers pension costs. Staffing decisions are a matter for individual school governing bodies to determine. The latest indicative estimate of the impact of the current proposals on total staffing numbers for 2019/20 is set out in Table 9 (shown as Full Time Equivalents (FTEs))

Table 9 – Impact of Savings Proposals on FTEs 2019/20

		FTEs
Service Saving Proposals		
	Resources	2
	Place	28
	Education (excluding Schools)	4
	Social Services	127
	Total	161

		FTEs
Indicative schools figure if pensions funding is not released by UK government *		
	Schools	145
	Total	145

*** Decisions will be taken by individual school bodies – this number could be materially reduced by 75-100 posts if pensions funding is released in full by the UK government.**

- 8.5 The Council will need to consult with Trade Unions about the 2019/20 savings proposals and the likely impact on staff; in particular, the management of change and selection criteria where posts are at risk of redundancy. It is a legal requirement and incumbent upon the Council to commence formal negotiations with the Trade Unions to seek to avoid the need for such redundancies, to consider alternatives and to seek to reach agreement on the selection process for redundancies, should we get to that position. This is in line with the requirements of Section 188 (1) of the Trade Union and Labour Relations (Consolidation) Act 1992 (as amended). This is on the basis that these proposals could affect more than 100 employees and that the period of consultation will be for a minimum of 45 days.
- 8.6 The Council is committed to continue to work closely with Trade Unions to minimise the number of compulsory redundancies.
- 8.7 Reflecting the principle in the MTFP stated earlier in this report, consultation will be undertaken on a rolling basis outside the normal

budget cycle, as the outcomes from commissioning and other reviews are presented to Cabinet. Consequently, in some Service Areas, it is not possible at this time to give details of the precise impact on staff and the figures quoted are, therefore, overall estimates. The regular liaison meetings with Trade Unions will be used to provide more detail when this becomes available as future options are agreed.

9.0 Delivery – “Decide and Do”

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

Deliverability of Savings

9.2 In parallel with the consultation process, we are undertaking a robust appraisal of all options for savings to ensure:

- They are deliverable
- We understand the impact
- We have assessed the risks and how these can be mitigated

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

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

Timeline

9.4 The remaining timeline for the Budget process is set out in **Table 10** below.

This timetable is effectively being driven by the dates set for the Autumn Budget by the Chancellor of the Exchequer which has impacted on the ability of the Welsh Government to determine its final detailed budget proposals for 2019/20.

Table 10 – Budget Timetable

14 th December 2018	Cabinet	Approves budget proposals for consultation
14 th December 2018	Initial consultation with Schools starts	School Budget Forum meets on 20 th December
14 th December 2018	Consultation commences	A variety of means will be used including specific consultation with <ul style="list-style-type: none"> • Staff • Trade Unions • Young People • Taxpayers • The public
1 st February 2019	Consultation closes	Report will be produced on consultation responses
Early February 2019	Scrutiny	Review of Cabinet proposals
14 th February 2019	Special Cabinet	Reviews consultation feedback and recommends Budget
28 th February 2019	Council	Approves Budget and sets Council Tax

10.0 Next Steps - A Sustainable Swansea – fit for the future

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

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

This ambition is set out in *Sustainable Swansea – fit for the future*.

10.2 A probable overall cut in spend of 20-30% (more in some areas) over the next few years cannot take place without a fundamental review of the future purpose and shape of the Council to 2019 and beyond. This is particularly important because:

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

10.3 Consequently, the current debate with residents and partners, as well as inside the Council, about the Core Purpose of the Council, what residents and communities can do for themselves and the Future Shape of the Council is fundamental.

11.0 Equality and Engagement Implications

11.1 The Council is subject to the Public Sector Equality Duty (Wales) and must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Our Equality Impact Assessment process ensures that we have paid due regard to the above.

11.2 In line with legislative requirements, a fundamental part of our approach is to assess the impact of proposals on residents and the community. As in previous years, the corporate Equality Impact Assessment (EIA) process continues to be followed for all new proposals. EIA reports will not be finalised until engagement activities have been completed so that the findings can be taken into account. They will then form part of the decision making process. Proposals that were previously screened (and/or subject to a full EIA report) are being re-visited by managers to ensure that:

- The information is still accurate and relevant and up-to-date

- Proposals comply with the Well-being of Future Generations (Wales) Act
- Proposals comply with the Welsh Language Standards

11.3 Cabinet and Council will receive a full report on the feedback from the consultation and outcomes of the EIA process in February 2019 so that they can be fully taken into account before any decisions are made.

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

12.0 Financial Implications

12.1 This report sets out the Council's projected budget position for 2019/20 and sets out proposed savings to meet the projected shortfall currently estimated at £24.401m.

12.2 It is a legal requirement that Council sets a balanced Revenue Budget for each financial year and it is essential that detailed plans to address projected shortfalls are developed and, more importantly, delivered over the coming years.

12.3 Progress with achieving savings agreed as part of the 2018/19 budget is monitored each month by the Corporate Management Team and the Budget Performance and Review Group, with quarterly reports to Cabinet.

13.0 Legal Implications

13.1 Specific legal duties relating to consultation and the setting of the budget are set out in the main body of the report.

13.2 Any consultation must be meaningful and be taken into consideration when making any decision.

13.3 The council has a public sector equality duty under the Equality Act 2010. In order to comply with that duty it is essential that Equality Impact Assessments are undertaken where appropriate in relation to budget proposals and any impact is considered.

Background Papers: None

Appendices: Appendix A – *Sustainable Swansea – fit for the future:*
Transformation Programme 2019-20

Appendix B – Statement of Medium Term Budget Priorities

Appendix C – Savings Proposals 2019/20

SUSTAINABLE SWANSEA – FIT FOR THE FUTURE

The *Sustainable Swansea – Fit for the Future* programme is reviewed annually in parallel with budget setting in order to:

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

As 2018-19 marks the fourth year of implementation of the programme, this year's review takes stock of the original strategy principles and framework. The review is analysing outcomes and impact; reflecting on previous annual review reports; WAO reviews; and feedback from stakeholders including project leads.

Since the Programme's creation, approximately £70 million has been achieved, through Transformation and other cost reduction projects.

In 2016 some reshaping and rationalisation was carried out, where fifteen projects became nine key deliverables. Some previous strands became the 'core principles' or 'lens' through which each service change should be viewed. Other drivers for the reshaping included a number of successful project completions and project closures. The programme in 2017-18 focused on three priorities:

- **Transformation:** Taking all services through **Commissioning Reviews**, much of which are now complete or in implementation. These were very much service based however, alongside these the Council started four **cross-cutting reviews** where multiple

services came together to improve outcomes for residents and businesses, two examples being integrated transportation, and delivering services in the community.

- **Digital:** Enabling both the **workforce** and citizen **access channels** through new technology. The digital strategy aims to embed a 'digital first' approach, whilst also ensuring access to traditional channels for the most vulnerable. The strategy also delivers a digital skills programme to residents, so people can grow their confidence in using technology and take-up new online services
- **Future Council:** Ensuring the Council has a workforce with the right skills for the future as well as exploring opportunities for partnerships and service collaboration.

Good progress has been made delivering the programme, with the Commissioning Reviews in particular delivering step change and new ways of working across Council services. Table 1 below highlights where Commissioning Reviews are complete or in implementation. Examples of key outcomes and impact includes:

- Achieved a reduction in Business Support functions by removing duplication and streamlining processes across all Directorates
- Delivered commercial opportunities within the Civic buildings by developing a more modern, commercial, sustainable and social space for staff and visitors
- Significant increase in income generation by increasing fees and charges to 5%, both to meet demand bringing the Council in line with other authorities and organisations
- The Waste Service increased recycling rates, which has helped reduce residual waste at the five sites to 2,200 tonnes in 2017/18 down from over 11,000 in 2015/16, which is around an 80% reduction. Waste changes are also supporting achievement of a 62% recycling target in 2018-19 – the Welsh Government target is 58%
- Delivered a new model around Leisure. The Council started a new partnership with Freedom Leisure on the 1st October 2018, which will bring investment and sustainability to these services for the future
- In the process of growing a sustainable workforce model through traineeship and apprenticeship schemes across the Council, e.g. Fifteen in Corporate Building Services in 2018-19 with a view to recruit a further twelve in 2019-20
- Gower Centres have widened their reach of the centres so that more young people and families attend on weekends, therefore offering a sustainable and more inclusive service in key tourism sites of Swansea
- MyClydach launched in October 2018 being the first Services in the Community Hub pilot to be delivered
- Co-production has started to be active in key areas within Adults services to help redesign services around direct payments and parent and carer groups. The corporate Co-Production Strategy is in development to expand this approach across all services and increase resident and business involvement in the design of future services

- Launch of the commercial pilot cleaning services with vulnerable adults in their own homes, building on partnership working with 3rd sector such as the Red Cross and Age Cymru
- Delivery of new digital tools. Rollout of Skype for Business formed part of the agile working programme and enables staff and Councillors to use instant messaging, internet voice calls, video conferencing and virtual meetings. This new technology has enabled the Council to improve efficiency and effectiveness and will reduce travel time and expense claims.

How the Transformation Programme Supports the Budget in 2019-20 and Beyond

The transformation activity that will deliver the savings proposals at Appendix C is spread across **four key priority areas**:

- **Transforming the Council see table 1 below:** Delivering radical change to the way the Council does business through a programme of strategic and operational reviews over the coming four to five years:
 - Completing the final **Commissioning Reviews** for Housing and Alternative Learning Needs (ALN)
 - Continuing to **implement the recommendations of previously completed commissioning reviews**
 - **Revisit the options appraisal of previous commissioning reviews** - particularly where the 'transformed in-house' model was agreed - in order to explore whether additional options could be implemented
 - Delivering on the year two programme of work for the four **Cross-Cutting Reviews** to: achieve an integrated approach to transportation; a new model for delivering services close to communities; capital investment in schools, housing and the City; and improving outcomes for the most vulnerable
 - A new programme of **budget reviews**, particularly across non-statutory services, in order to explore new ways of working and pilot different models of delivery
- **Enabling new ways of working through technology:** Delivering greater digital integration with partners particularly Social Care and Health; supporting and delivering on the digital vision for city centre regeneration; expanding digital channels to residents and business; further expanding use of cloud and digital developments / systems; continuing to embed and develop the 'digital first approach'; and continuing to develop the digital skills of both the workforce and residents
- **Ensuring the Council and its workforce are fit for the future:** Expanding apprentices and traineeships to build succession and skills; increasing training and development at all levels of the Council including leadership; continuing to deliver the organisational development changes including expansion of the innovation community; and focussing on equalities including ways to close the gender pay gap
- **Growing Swansea through capital investment:** Focusing on developing both the City and rural areas of Swansea through the new city centre development, building new sustainable homes and delivering the 21st century schools building programme.

Fig 1: The Sustainable Swansea – Fit for the Future – Four Key Delivery Priorities

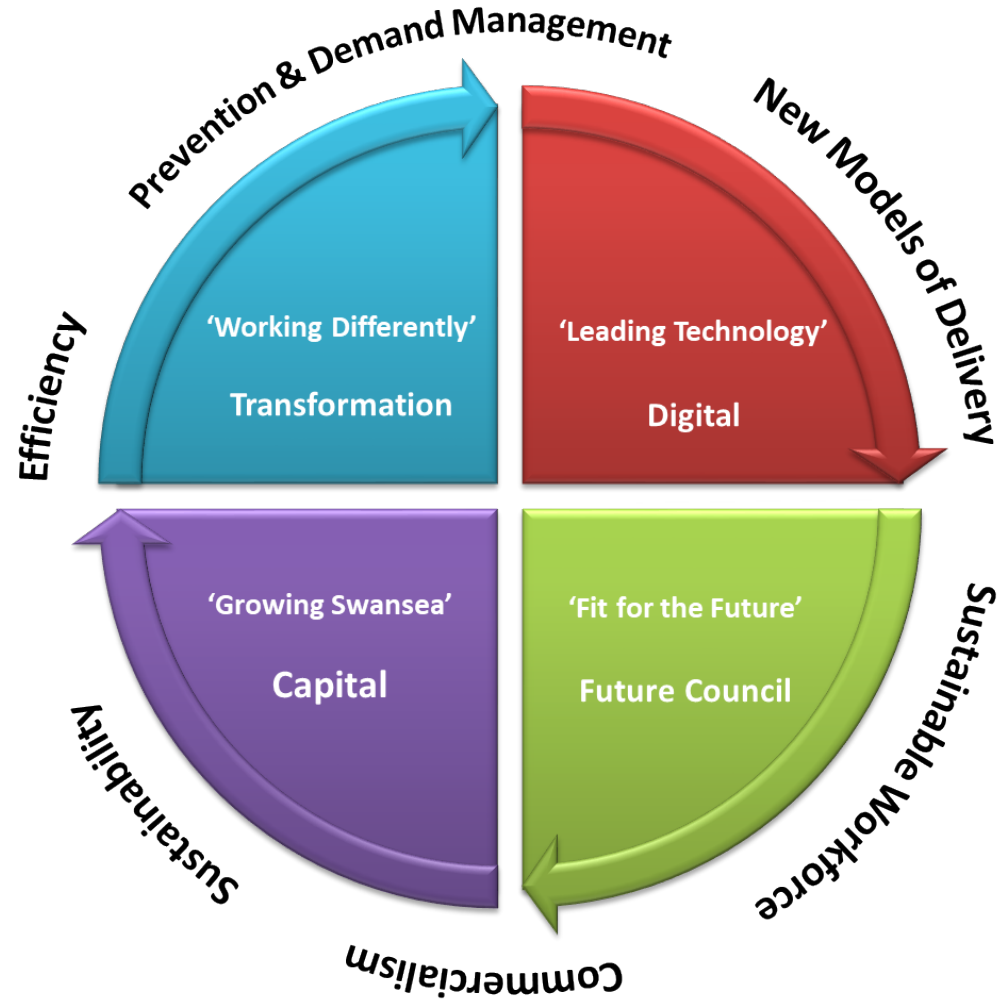


Table 1: Sustainable Swansea Four Year Transformation Programme aligned to the MTFP 2019-23

Area of Transformation	Commissioning Review (CR)	CR in implementation	Zero-based budget reviews	Cross-Cutting Reviews
Social Services				
Adult Services - Day Services		✓		
Adults Services - Residential Care		✓		
Adults Services - Mental Health, Physical Disabilities and Learning Disabilities		✓		
Family Support Continuum	Complete			
Gower Centres		✓		
Budget review of Family support including the integration between Youth Offending Service, Social Services and Poverty & Prevention			✓	
Budget Review of Employability including the integration between Poverty & Prevention, Social Services and parts of the Place Directorate			✓	
Budget review of commissioning, particularly the integration between Poverty & Prevention, Social Services, Education and Homelessness commissioning			✓	
Budget review of Flying Start / Play particularly the childcare element			✓	
Budget review of Partnerships particularly following feedback from the Scrutiny Inquiry with a focus on Poverty & Prevention and relevant corporate partnership working			✓	
Education				
Catering		✓		
Alternative Learning Needs (ALN)		✓		

Area of Transformation	Commissioning Review (CR)	CR in implementation	Zero-based budget reviews	Cross-Cutting Reviews
Budget review linking to the Business Support project with a focus on Schools ICT support, Capital planning and delivery, School Funding and Information Governors Unit			✓	
Place				
Corporate Building & Corporate Property <ul style="list-style-type: none"> ▪ Mobile Working part of Digital Programme ▪ Asset Optimisation part of Capital Programme 	Complete	✓		
Waste Management	Complete			
Review of the Waste Strategy	New in 2019			
Parks and Cleansing		✓		
Budget review of grounds maintenance and parks			✓	
Leisure & Culture	Complete			
Regeneration and Planning		✓		
Public Protection		✓		
Housing	New in 2018			
Car parking income review as part of City Centre strategy	New in 2019			
Budget review of street lighting			✓	
Budget review of coast and countryside maintenance			✓	
Budget review of culture, arts and museums			✓	
Budget review of environmental conservation			✓	
Budget review of tourism and events			✓	
Review public conveniences in light of the new Toilet Strategy	New in 2019			
Budget review of Pest Control			✓	
Budget review of Community and Economic Development			✓	

Area of Transformation	Commissioning Review (CR)	CR in implementation	Zero-based budget reviews	Cross-Cutting Reviews
Resources				
Business Support including in the next phase: <ul style="list-style-type: none"> ▪ Business Support Hub implementation ▪ PA/Management support review ▪ Review of Freedom of Information and Subject Access Request resources and processes 		✓		
Budget review of Communications & Marketing including integration across the Council, particularly marketing			✓	
Budget review of H&S and Wellbeing including integration across the Council particularly H&S training			✓	
Review of the Commercial and Procurement operating model to deliver integration with frontline services, finance and legal			✓	
Review of Digital & Transformation including: <ul style="list-style-type: none"> ▪ Enterprise Resource Planning (ERP) ▪ Second phase of integration and rationalisation of ICT spend across the Council ▪ Revised Digital Strategy ▪ Transformation operating model 			✓	
Review of organisational development (OD) and learning including: <ul style="list-style-type: none"> ▪ Integration of training across the Council ▪ Review of the OD Strategy ▪ Innovation operating model 			✓	
Budget review of design/print including a review of the operating model			✓	
Budget review of Revenues and Benefits			✓	
Budget review of Democratic Services			✓	

Area of Transformation	Commissioning Review (CR)	CR in implementation	Zero-based budget reviews	Cross-Cutting Reviews
Cross-Cutting Projects involving multiple Services across the Council				
Services in the Community (including Libraries) – Lead sponsor Director of Place				✓
Integrated Transport Unit – Lead sponsor Director of Place				✓
Capital Programme – Lead sponsor Deputy Chief Executive <ul style="list-style-type: none"> ▪ Housing Development ▪ City Deal and City Centre Development ▪ 21st Century Schools 				✓
Outcomes for Citizens – Lead sponsor Director of Social Services <ul style="list-style-type: none"> ▪ Leading learners ▪ Adult improvement programme ▪ Information, Advice & Assistance Framework (IAA) ▪ Child and Family – Reclaiming Social Work Transformation 				✓

SUSTAINABLE SWANSEA – FIT FOR THE FUTURE

STATEMENT OF MEDIUM-TERM BUDGET PRIORITIES

PURPOSE

This paper sets out the Council's views on relative service and budget priorities in the context of the delivery of *Sustainable Swansea – fit for the future* and the Medium Term Financial Plan.

The statement has three objectives:

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

STRATEGIC CONTEXT

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

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

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

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

FINANCIAL CONTEXT

We currently estimate that the Council will need to save around £90m over the next 4 years. This requires not only a strategy for transformation, which is set out in *Sustainable Swansea – fit for the future*, but also a clear statement of the expected impact of the reductions across the Council's major services.

SETTING INDICATIVE MEDIUM TERM FINANCIAL ALLOCATIONS

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

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

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

In setting financial allocations we have also had regard to the “gearing” effect of savings on services. In other words, if our current savings requirement of £90m over four years was applied, for example, just to Corporate Services (excluding Council Tax Reduction Scheme) and Place Services, the budgets for these areas would be cut in their entirety. Consequently, other areas such as Education and Social Care also need to face some level of reduction over the next 4 years given the relative size of their budgets.

Based on the statement of priorities and having regard to the “gearing effect” when considering savings, the indicative 4 year saving/investment targets for each major block of services is set out in the table below:

INDICATIVE MEDIUM TERM FINANCIAL ALLOCATIONS

Service	Budget 18/19 £m	Percentage Reduction/Increase over 4 Years	Amount Realised £m
Schools	147.0	-15%	-22.1
Education (excluding Schools)	20.8	-15%	-3.1
Social Care – Child & Families	36.1	-15%	-5.4
Social Care- Adults	75.0	-10%	-7.5
Poverty & Prevention	6.4*	-15%	-1.0
Place	56.6	-30%	-17.0
Resources	20.8	-15%	-3.1
Total	362.7		-59.2

** Note that whilst this is the controllable budget for Poverty & Prevention, the Council spends **significantly more** on this area through the contribution of a wide range of other services*

This statement will form the basis of our future medium term financial plan, as well as individual service plans.

GENERAL PRINCIPLES FOR ALL SERVICES

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

Budget Principles

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

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

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

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

Service Transformation and Efficiency

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

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

APPENDIX C

Director	HoS Budget	Savings Proposals	Savings 19/20 £'000
Cross Cutting	Cross Cutting	Previously consulted upon savings	3,196
Cross Cutting	Cross Cutting	Extended Christmas office closure and invite staff to take as paid or voluntary unpaid leave	50
Cross Cutting	Cross Cutting	Review of additional payments to staff	356
		Cross Cutting Total	3,602
Education	Non Delegated	Increase income to support Music Service	97
Education	Non Delegated	Cease contribution to WJEC (working through WLGA)	36
Education	Non Delegated	Devolve funding to schools for changes to regional improvement service, particularly curriculum support	64
Education	Non Delegated	Implement new service model for ethnic minority achievement service in line with grant level received	23
Education	Non Delegated	Efficiency savings and joint-working for SIMS / MIS Joint Working and broadband / licence costs	20
Education	Non Delegated	Bring forward relocation of EOTAS (out of school provision) to new centre	150
Education	Non Delegated	Schools to fund demographic and other cost pressures	1,025
		Education Total	1,415
Place	Corporate Building Services	Staff efficiency savings via rollout of Mobile Working	100
Place	Corporate Building Services	Climate Change Levy costs	180
Place	Corporate Building Services	Increase in fee income for Construction Design and Management services	25
Place	Corporate Property	New income from rental of office space in Civic Centre	275
Place	Corporate Property	New ways of delivering services through community hubs following the commissioning review of services in the community	100
Place	Culture and Tourism	Efficiencies as a result of new leisure centre partnership	200
Place	Culture and Tourism	More efficient use of internal marketing services.	135
Place	Culture and Tourism	Review existing management arrangements of Dylan Thomas Centre	108
Place	Culture and Tourism	Remodel library services to ensure a more equal provision of service across Swansea	152
Place	Culture and Tourism	Efficiency savings and increased income at museums, galleries and theatre.	55
Place	Directorate	Back office savings	300
Place	Highways and Transportation	Integrated Transport Unit Savings	250
Place	Highways and Transportation	New income through additional tourist camp sites.	15
Place	Highways and Transportation	Modernise fleet management.	10
Place	Highways and Transportation	Reduced vehicle repair costs as a result of fleet investments	20
Place	Highways and Transportation	Expand Camera Car Operation via use of other council vehicles.	20
Place	Highways and Transportation	No longer fund lighting on non-highways owned land.	46

Director	HoS Budget	Savings Proposals	Savings 19/20 £'000
Place	Highways and Transportation	Further rollout out of automated school crossing controls	25
Place	Highways and Transportation	Charge for free car parks	23
Place	Housing & Public Protection	Above inflation (5%) increase to fees and charges and increased income generation activity across Bereavement Services, Registration Services, Building Control, Trading Standards and Food & Safety. Main risk in Burials and Registrations is terms of remaining competitive with direct LA neighbours	162
Place	Housing & Public Protection	Better use of resources through the implement new homelessness strategy	200
Place	Planning & City Regeneration	Renegotiate partnership contribution to City Centre Ranger Service	30
Place	Planning & City Regeneration	Increase planning applications fee target	50
Place	Planning & City Regeneration	Restructure Strategic Planning & Natural Environment Team	130
Place	Planning & City Regeneration	Delete vacant posts	60
Place	Planning & City Regeneration	Review payment model for Development/Regeneration Team	50
Place	Planning & City Regeneration	Budget efficiencies within directorate	50
Place	Various	Income earning services to self-fund pay increase costs	750
Place	Waste Management and Parks	Explore partnership arrangements for Botanical Gardens	75
		Place Total	3,596
Resources	Resources	Trade Union facility time reductions	40
Resources	Resources	Review of costs of Welsh Translation Service	10
Resources	Resources	Review of management structures across Resources directorate	126
Resources	Resources	Implement final phase of Service Centre changes	50
Resources	Resources	Reduce corporate subscriptions	25
Resources	Resources	Cost savings for digital services.	64
Resources	Resources	Further reduction in Council Tax Reduction Scheme	300
		Resources Total	615
Social Services	Adult Services	Merge and reconfigure commissioning and procurement resources within poverty & prevention and social services	500
Social Services	Adult Services	Review contribution to regional working on health and safeguarding.	85
Social Services	Adult Services	New business support hub for education and social services	205
Social Services	Adult Services	Further roll out of local area co-ordination and increase in 'trusted assessor' roles linked to hospital discharge and the review of long term care packages.	400
Social Services	Adult Services	Transfer Client Income and Finance from Social Services to central team	67
Social Services	Adult Services	More efficient funding of Care and Repair	59
Social Services	Child & Family	Management savings across shared regional children's services	20
Social Services	Child & Family	Fund advocacy in line with need	40

Director	HoS Budget	Savings Proposals	Savings 19/20 £'000
Social Services	P&P	Better integration of services in poverty & prevention, social services, education and aspects of Place to make management savings.	200
Social Services	P&P	Create a single family support function following review outcome	1,150
Social Services	P&P	Alignment of Early Intervention and Family Learning provision	20
Social Services	P&P	Increase income from training delivered at Gower Activity Centres and the Life Long Learning Service	10
Social Services	P&P	Realignment of employability service to maximise efficiency of grant and management.	200
Social Services	P&P	Increase income and full cost recovery for adult and community learning	119
Social Services	P&P	Efficiencies in joint commissioning arrangements in Disability Services	32
Social Services	P&P	Increase income and maximise grants for Adult Prosperity & Wellbeing -	30
Social Services	P&P	Direct licensing model with Duke of Edinburgh Wales in line with other authorities.	20
Social Services	P&P	Relocation of Early Intervention Service to release grant funding from Flying Start and Families First to offset core spend	40
Social Services	P&P	Recommission the statutory school based counselling contract to achieve best value	39
Social Services	P&P	Review contribution to VAWDASV (domestic abuse/violence) achieve efficiencies via regional working and align with other funding streams	20
Social Services	P&P	Remodelling of Community Safety partnership funding arrangements	15
Social Services	P&P	Review Life Stages Team and alignment with other commissioning roles in Social Services	30
Social Services	P&P	Reform third sector Change Fund to focus on direct SLA funding	250
		Social Services Total	3,551
	Grand Total		12,779

Agenda Item 7

Service Improvement and Finance Scrutiny Performance Panel

Work Plan 2018/2019

All Meetings will take place in Committee Room 5
10am – 12pm (Unless stated otherwise)

Meeting 1 Tuesday June 5th	1. Election of Convener 2. Role of Panel and Terms of Reference <ul style="list-style-type: none">• Cllr Chris Holley 3. Work Plan 2018-2019 <ul style="list-style-type: none">• Cllr Chris Holley
Meeting 2 Commissioning Review Tuesday June 19th 11am – 1pm	Cultural Programme – Final Bidder Options <ul style="list-style-type: none">• Martin Nicholls – Director Place• Tracey McNulty – Head of Cultural Services• Robert Francis-Davies – Cabinet Member Culture, Tourism and Major Projects
Meeting 3 Tuesday July 10th Committee Room 3 Civic Centre	1. Welsh Language Standards Annual Report 2017/18 <ul style="list-style-type: none">• Julie Nicholas Humphreys - Customer Services Manager• Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance 2. Charges Item <ul style="list-style-type: none">• Chris Williams – Head of Commercial Services• Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance
Meeting 4 Tuesday August 14th	1. End of Year 2017/18 Performance Monitoring Report <ul style="list-style-type: none">• Richard Rowlands – Corporate Performance Manager
Meeting 5 Tuesday September 11th	1. Recycling and Landfill - Annual Performance Monitoring <ul style="list-style-type: none">• Chris Howell – Head of Waste Management and Parks• Cllr Mark Thomas – Cabinet Member for Environment and Infrastructure Management

Meeting 6 Thursday September 27th Committee Room 2 Civic Centre	1. Equality Review Report 2017/18 <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Mary Sherwood – Cabinet Member for Better Communities 2. Q1 2018/19 Performance Monitoring Report <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager
Meeting 7 Monday October 29th	1. Q1 Revenue and Capital Budget Monitoring 2018/19 <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre 2. Revenue Outturn and Savings Tracker 2017/18 <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre 3. Revenue Outturn 2017/18 (HRA) <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre 4. Capital Outturn and Financing 2017/18 <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre
Meeting 8 Tuesday November 13th	1. Annual Review of Performance 2017/18 <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance 2. Reserve Update <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre 3. Mid-Year Budget Statement 2018/19 <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre
Meeting 9 Tuesday December 11th	1. Budget Update <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre 2. Q2 Budget Monitoring <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and

	<p style="text-align: center;">Service Centre</p> <p>2. Annual Review of Well-being Objectives and Corporate Plan 2018/22</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Rob Stewart – Cabinet Member for Economy and Strategy <p>3. Planning Annual Performance Report</p> <ul style="list-style-type: none"> • Ryan Thomas - Development Conservation and Design Manager • Cllr David Hopkins – Cabinet Member for Delivery
<p>Meeting 10 Tuesday January 15th</p>	<p>1. Q2 Performance Monitoring Report</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager <p>3. Budget Proposals</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre
<p>Meeting 11 Tuesday February 12th Council Chamber Guildhall BUDGET MEETING</p>	<p>1. Q3 Budget Monitoring</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>2. Annual Budget</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre • Cllr Rob Stewart – Cabinet Member for Economy and Strategy
<p>Meeting 12 Wednesday March 6th</p>	<p>1. Review of Community Groups – Friends of Parks/Community Centres</p> <ul style="list-style-type: none"> • Tracey McNulty – Head of Cultural Services • Cllr June Burtonshaw – Cabinet Member for Better Communities – Place <p>2. Corporate Complaints Annual Report 2017/18</p> <ul style="list-style-type: none"> • Julie Nicholas Humphreys - Customer Services Manager • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance <p>2. Commissioning Review Item</p>
<p>Meeting 13 Wednesday 20th March</p>	<p>1. Wales Audit Office Report – Housing Quality Standards</p>

	<ul style="list-style-type: none"> • Councillor Andrea Lewis • Mark Wade – Head of Housing and Public Protection • Lynda Grove – Service Improvement Manager <p>2. Welsh Public Library Standards Annual Report 2017/18</p> <ul style="list-style-type: none"> • Karen Gibbins - Principal Librarian for Information & Learning • Cllr June Burtonshaw – Cabinet Member for Better Communities – Place
<p>Meeting 14 Tuesday April 9th</p>	<p>1. Q3 Performance Monitoring Report</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager

To be scheduled;

- Commissioning Reviews 2016/17 Evaluation Item
- Additional Commissioning Reviews (TBA)
- Local Government Performance Bulletin 2017/18
- Audit Items