

## **Panel Perfformiad Craffu - Gwella Gwasanaethau a Chyllid**

**Lleoliad:** Ystafell Bwyllgor 5 - Neuadd y Ddinas, Abertawe

**Dyddiad:** Dydd Llun, 13 Mai 2019

**Amser:** 9.30 am

**Cynullydd:** Y Cynghorydd Chris Holley OBE

**Aelodaeth:**

Cynghorwyr: P Downing, P R Hood-Williams, L James, M H Jones, P K Jones, J W Jones, C E Lloyd, I E Mann, B J Rowlands a/ac D W W Thomas

Mynychwyr eraill: C E Lloyd

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### **Agenda**

### **Rhif y Dudalen.**

- 1 Ymddiheuriadau am absenoldeb.**
- 2 Datgeliadau o fuddiannau personol a rhagfarnol.**  
<https://www.abertawe.gov.uk/DatgeluCysylltiadau>.
- 3 Cofnodion.** **1 - 39**
  - Cymeradwyo a llofnodi, fel cofnod cywir, gofnodion y cyfarfod blaenorol.
- 4 Cwestiynau gan y Cyhoedd**
  - Rhaid i gwestiynau ymwneud â materion yn rhan agored agenda'r cyfarfod ac ymdrinnir â hwy o fewn cyfnod o 10 munud.
- 5 Adolygiadau Comisiynu - Y Diweddaraf am Gynnydd** **40 - 45**
  - Clive Lloyd - Aelod y Cabinet - Trawsnewid Busnes a Pherfformiad (y Dirprwy Arweinydd)
  - Sarah Caulkin - Prif Swyddog Trawsnewid
- 6 Adroddiad Monitro Perfformiad Chwarter 4ydd 2017/18** **46 - 90**
  - Clive Lloyd - Aelod y Cabinet - Trawsnewid Busnes a Pherfformiad (y Dirprwy Arweinydd)
  - Richard Rowlands – Rheolwr Perfformiad Corfforaethol

*Huw Evans*

**Huw Evans**  
**Pennaeth Gwasanaethau Democrataidd**  
**Dydd Mawrth, 7 Mai 2019**

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**Cyswllt: Craffu 637732**

# Agenda Item 3



**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

31<sup>st</sup> January 2019

**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 15<sup>th</sup> January 2019. This letter relates to the Quarter 2 Performance Monitoring Report 2018/19 and the Sustainable Swansea - Fit For The Future: Budget Proposals 2019/20 – 2022/23.

Dear Councillor Stewart,

On the 15<sup>th</sup> January 2019 the Panel met to discuss the Quarter 2 Performance Monitoring Report 2018/19 and the Sustainable Swansea - Fit For The Future: Budget Proposals 2019/20 – 2022/23.

The Panel are grateful to all officers who attended to provide information and answer questions.

The Panel do have some thoughts and observations to share with you.

## **Quarter 2 Performance Monitoring Report 2018/19**

It is encouraging reading the summary charts that 64% of the indicators were met in the second quarter, with 53% showing improvement compared to quarter 2 last year.

### **Safeguarding**

We heard how there has been an increase in the number of looked after children (CFS18). This is a 14% growth when compared to the same time last year. This is the highest percentage since records 2016/17. We would like to know why this figure has increased so much and what plans are in place to deal with this.

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## Education

We heard how the majority of indicators improved their target. However the quarter 2 primary school attendance figures are the lowest quarter 2 figures since records started in 2014/15 (EDU016a).

## Tackling Poverty

We heard how the processing of new Housing and Council Tax benefit claims has improved but due to some increases in work generated by the DWP, time to process changes in circumstances is still high against historical data (HBCT101B).

## Transformation and Future Council

The percentage of identified forecast General Fund Revenue savings and income for the year compared to the originally approved budget (FINA6) is still flagged as a red risk. We heard how performance is weaker than the figures suggest. The Panel will continue to monitor this throughout their work.

It was explained that staff sickness is still an ongoing issue with the highest quarter 2 results since records started in 2015/16. (CHR002).

## **Sustainable Swansea - Fit For the Future: Budget Proposals 2019/20 – 2022/23**

We will look at the specific budget proposals in the formal budget scrutiny meeting in February, however the Panel wanted to review the draft proposals to have a more thorough input.

We heard how there is an extra £1.5m revenue and some extra benefits on capital but the Teachers' Pay Award and Teachers Pension Funding are substantial pressures.

We were told that the overspend still remains 'sticky' with the long term costs of capital financing continuing to grow. With the General Reserves at the minimum considered safe the overspending risks are material.

We feel that with the continuation of austerity on local authorities, we will need to look at how we maintain core services with a sustainable budget. It is important to recognise the impact of the cuts on the current function of the Council and how this may look in the near future.

We plan on looking at the individual savings proposals at the budget meeting on 12<sup>th</sup> February 2019 and will feedback on these after the meeting.

Could you please respond to the following questions;

1. We heard how there has been an increase in the number of looked after children (CFS18). This is a 14% growth when compared to the same time last year. This is the highest percentage since records 2016/17. We would like to know why this figure has increased so much and what plans are in place to deal with this.
2. Could you please provide some clarity on how we achieve a sustainable budget going forward?

This letter seeks a response by 21<sup>st</sup> February 2019.

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](mailto: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](mailto:cllr.rob.stewart@swansea.gov.uk)  
*Our Ref:* RS/CM  
*Your Ref:*  
*Date:* 16<sup>th</sup> April 2019

Dear Councillor Holley

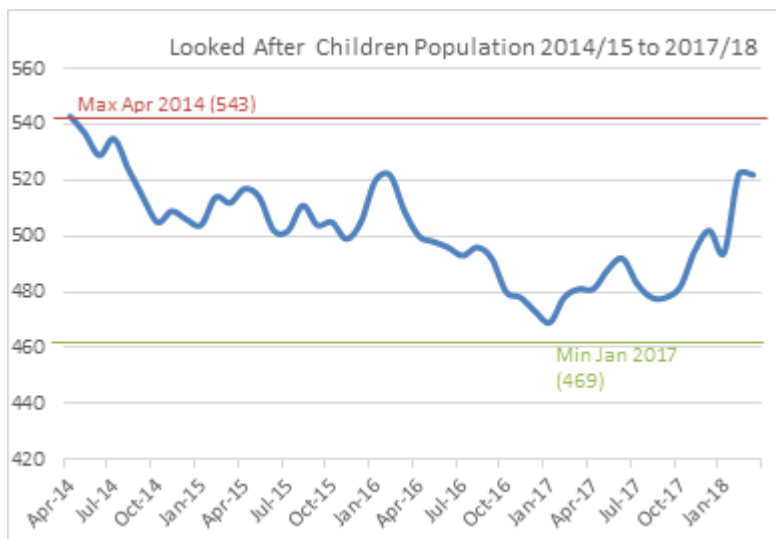
Thank you for your letter dated 31<sup>st</sup> January 2019 please accept my apologies for the delay in replying.

### **Response to Question 1**

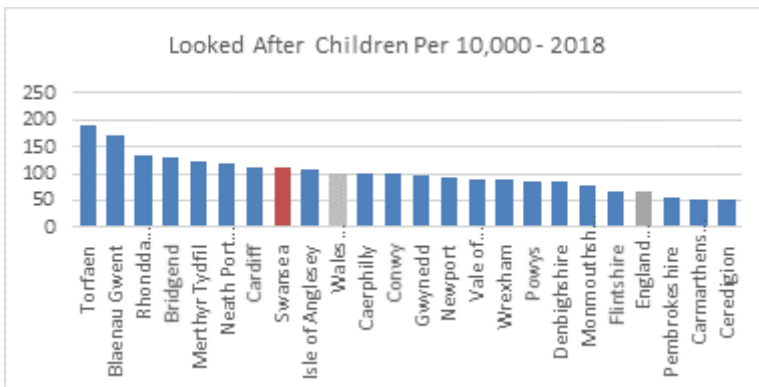
The information below details Swansea's position regionally and nationally and demonstrates that in line with CFS Safe LAC Reduction Strategy children are cared for within family settings and close to Swansea which promotes the best possible outcomes.

### **Children looked after in Swansea 2017 to 2018**

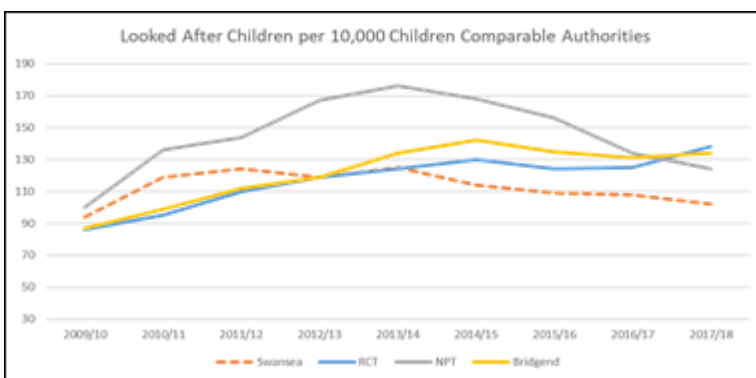
At the end of March 2018 there were 522 children and young people looked after by Swansea. This is an increase of 41 children from the beginning of April 2017, when the population reached 481. This follows the national trend of an increasing looked after children population in Wales and the UK.



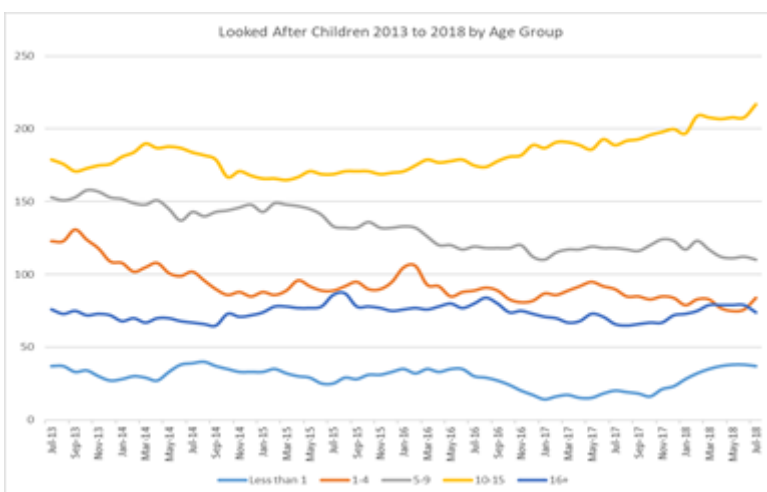
This increase will impact on the rate per 10,000 of the population. Swansea is just over the Welsh average which is positive given that Swansea is a large urban area in Wales, with many areas ranked high in terms of deprivation.



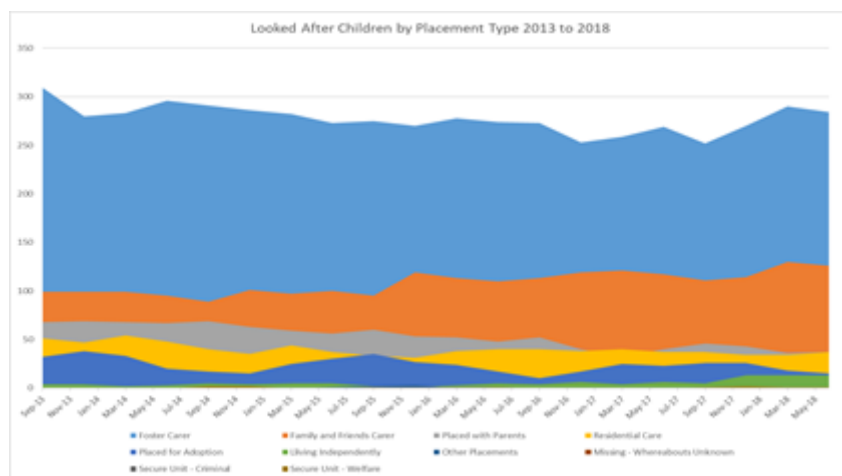
Despite the recent increase, Swansea is still performing well across the region, and with other comparable local authorities.



Significantly, we are seeing increasing numbers of looked after children within the 10-15 year age group. Fifty per cent of these children are new entrants to the care system and 50per cent moving out of the 5-9 year age group.



Looked after children in Swansea are primarily cared for within family settings. There has been an increase in children placed in friends and family arrangements over the last 5 years. This is consistent with CFS vision. Despite the increase in numbers the same percentage of children are placed with Foster Swansea (FS) carers. Typically, the FS/IFA split is 65%/35%. The numbers of children in residential homes is slowly reducing



The reasons for the rise nationally, and locally, in the numbers of looked after children are complex, and levels of deprivation and increasing social problems, such as parental substance use, domestic violence, mental health issues, county lines and CSE are significant factors. Currently county lines and adolescent mental health have resulted in increasing numbers of 10 to 15 year old children becoming accommodated. In 2018 there has been an increase in the number of young people requiring a secure placement which demonstrates the complex and high risk nature of the cases being managed. A further factor is the role of the Courts and Judiciary whose scope has increased in terms of monitoring the activity around the Public Law Outline Process and Care proceedings. This again is a National concern and there is dialogue with the Judiciary at both a local and national level to address these concerns.

Swansea was one of the first Local Authority's to develop a **Safe** LAC Reduction Strategy, which has been in place now for nearly a decade. This strategy has been reviewed regularly and refreshed according to the presenting issues. The CIW Inspection in June 2018 was a positive inspection, highlighting the safeguarding work, commitment to achieving good outcomes for children, and the innovative approach to SW practice delivered by the service. There are robust measures in place, via weekly panels chaired by senior managers monitoring all requests for a child to become accommodated, and preventing children drifting in the system. A monthly strategic meeting monitors all activity for the previous month and the impact of the work around edge of care and support services.

The Head of Service for CFS would be pleased to provide a presentation to the Scrutiny Panel on CFS Improvement Programme, the Safe LAC Reduction Strategy and the Corporate Parenting Strategy. This latter strategy is crucial, both to enabling more children to remain safely at home and ensuring those children who do become accommodated achieving good outcomes. This strategy details the actions required by partner agencies, education, health and early help services, as reducing the looked after children population requires a whole system approach. This work is being driven through the Corporate Parenting Board.



## **Response to Question 2**

I agree with the panel that continued austerity and a lack of funding for often nationally agreed matters such as pay and pensions leaves this authority, in line with all in Wales, in an utterly invidious position. We have taken steps as a Cabinet to ensure the budget is technically balanced for 18-19 despite the enormous service and spending pressures, especially in adult social care. We have recently made our final recommendations to Council on next years budget and this will be considered at Full council on 28<sup>th</sup> February.

We have set out in our 19-20 budget proposals and our medium plan thereafter as to how we intend to continue our plans to shape Sustainable Swansea striking an appropriate balance between short term targeted use of earmarked reserves, taking advantage of the Council's recent changes to MRP policy to reduce our medium term costs of capital, taking full advantage of the extra Welsh Government capital support to reduce our longer term capital borrowing envelope, proposing a mix of service specific income increases, modest service reprioritisation to maintain front line service provision and a clear strategy for council tax, including openly recognising where we are asking Swansea residents to pay more than would otherwise have been the case to support our teachers and schools and social care for the most vulnerable.

We have also set out plans for the next phase of service savings and our zero based budgeting exercise. Future plans and savings will be no less easy to achieve than those that have come before, as austerity continues to bite hard. Recognising those real risks to delivery we have prudently doubled the level of contingency in next year's budget to provide greater financial cover and flexibility in our delivery plans.

Yours sincerely

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



City and County of Swansea

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

Council Chamber - Guildhall, Swansea

Tuesday, 12 February 2019 at 9.30 am

**Present:** Councillor C A Holley (Chair) Presided

**Councillor(s)**

P M Black  
M H Jones  
I E Mann  
D W W Thomas

**Councillor(s)**

P R Hood-Williams  
P K Jones  
B J Rowlands

**Councillor(s)**

L James  
J W Jones  
R C Stewart

**Other Attendees**

Rob Stewart

Cabinet Member - Economy & Strategy (Leader)

**Officer(s)**

Bethan Hopkins  
Ben Smith

Scrutiny Officer  
Chief Finance Officer / Section 151 Officer

**Apologies for Absence**

Councillor(s): P Downing

Co-opted Member(s):

Other Attendees:

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**1 Disclosure of Personal and Prejudicial Interests.**

- None

**2 Public Questions**

- None

**3 Scrutiny of the Annual Budget**

- £8m overspend predicted with some improvement expected in Q4
- Ongoing pressures in social care
- Local Government is not funded well enough – austerity is not over
- Looked after children is still a pressure area in financial terms
- Ongoing discussions over care costs between local health board and Swansea Council

- As Central Government funding reduces the burden goes onto the local tax payer
- Uncertainty around funding for the next few years
- Would like to see grants moved into the Revenue Support Grant
- Other authorities are in the same position
- Biggest risk is the ability at pace and scale to achieve the savings
- Teachers Pay Award, Pensions, General Inflation and Living Wage are all unfunded centrally
- Some of the 161 posts at risk are already vacant
- Reserves are at lowest advisable level
- Some additional capital monies from Welsh Government
- Having flexibility in revenue grants has been very helpful
- Reduction in capital financing charge costs this year due to MRP review
- Costs remain the same over lifetime - but timing affected – lower repayments to start with, then increasing, then stopping earlier
- No allowance has been made for income yet on city regeneration schemes – as a result the maximum public sector subsidy has been assumed
- Limiting debt to 40 years rather than letting it run on indefinitely
- There is a process for filling critical frontline services
- Looking at changes for sickness and how it is managed
- The Housing Revenue Account -revenue and capital investment is supported by rent levels
- There needs to be a reasonable level of rent increase to maintain housing stock
- There is a school building and transformation agenda for the City, the amount needs adjusting to account for the £20m extra grant from Welsh Government
- There will be a consultation period for the increase of Council Tax on empty and holiday/second homes
- Discussed non domestic rates re: HMOs

#### **4 Summarising Views and Making Recommendations**

- The Panel discussed the content of the letter based on the discussion from the previous item
- Points from each Panel as follows;

##### Development and Regeneration Budget

1. There is a risk associated with the governance review – if the governance review is unfavourable this may impact the money which is due to come to Swansea Council to offset what has already been spent.
2. There is a risk in relation to the Business Case still not having been signed off. Until this has been done, no money can flow to Swansea Council – again this means that the money which has already been spent is at risk. This would be a significant problem.
3. There needs to be enough business support to deliver regeneration projects – clarification on how 'top slicing' works (taking a percentage from externally funded projects to fund business support roles) would be helpful.

### Adult Services Budget

1. 80% of proposed savings have been achieved in this financial year. The savings target for next financial year therefore seems to be ambitious especially as much of the expenditure is demand-led.
2. With us overspending by £1 million this year due to 'resistance from the LHB to discuss equitable and appropriate contributions towards identified packages of care' there was concern in the panel that this will be an ongoing issue in the next financial year. The panel felt that this needs to be resolved as soon as possible if we are to keep to budget for 2019-20
3. It is not fully clear when savings kick in from each of the service commissioning reviews or which savings relate to which review. This process appears to be fairly opaque as far as the panel is concerned and we would welcome a more detailed breakdown.
4. We will be revisiting the budget again in October so we can more closely monitor the outcomes of the planned efficiency savings.

### Education - Budget

1. The Panel were pleased to see that education has 'relative prioritisation' in the budget again this year.
2. The Panel were concerned about the impact of the cost of the increase in teachers pensions not being covered (at present) by the UK Government. The panel want to ensure that Cabinet are doing everything possible to ensure that schools are not disadvantaged by this substantial amount.
3. The Panel were pleased to hear that the school music service will receive extra funding this year from Welsh Government and were keen to emphasise the importance of pupils being able to access and be engaged in music.
4. The Panel were pleased to hear about the planned improved clarity and transparency of grant funding that is distributed via ERW but they are keen for these improvements to be monitored moving forward.

### Child and Family - Budget

1. No real concerns as far as budget is concerned. All questions were answered at the meeting.
2. Although pleased to see budget for CFS is increasing next year, we understand that it is not increasing in real terms as the increase is to cover increases in salary and accommodation costs.
3. The Panel acknowledges that it is difficult to forecast what is going to transpire during the year as it is a demand driven service.
4. The CFS Panel will continue to scrutinise the Service going forward and make suggestions and recommendations for improvement.

The meeting ended at 10.25 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

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scrutiny@swansea.gov.uk

12<sup>th</sup> February 2019

**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 12<sup>th</sup> February 2019. This letter relates to the Annual Budget 2019/20.

Dear Councillor Stewart,

On the 12<sup>th</sup> February 2019 the Panel met to discuss the Annual Budget 2019/20.

The Panel are grateful to Cabinet Members and officers who attended all Panels to provide information and answer questions.

Each Panel had the opportunity to scrutinise the Budget in relation to their performance panels. Each Panel was then asked to produce the points they wish the raise.

Please find below the comments from each Performance Panel;

#### Development and Regeneration

- There is a risk associated with the governance review – if the governance review is unfavourable this may impact the money which is due to come to Swansea Council to offset what has already been spent.
- There is a risk in relation to the Business Case still not having been signed off. Until this has been done, no money can flow to Swansea Council – again this means that the money which has already been spent is at risk. This would be a significant problem. There is no indication of timescales of when the business case will be signed off, or if this will impact project timescales. Can you advise?
- There needs to be enough business support to deliver regeneration projects – clarification on how ‘top slicing’ works (taking a percentage from externally funded projects to fund business support roles) would be helpful.

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

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## Adult Services

- 80% of proposed savings have been achieved in this financial year. The savings target for next financial year therefore seems to be ambitious especially as much of the expenditure is demand-led.
- With us overspending by £1 million this year due to 'resistance from the LHB to discuss equitable and appropriate contributions towards identified packages of care' there was concern in the panel that this will be an ongoing issue in the next financial year. The panel felt that this needs to be resolved as soon as possible if we are to keep to budget for 2019-20
- It is not fully clear when savings kick in from each of the service commissioning reviews or which savings relate to which review. This process appears to be fairly opaque as far as the panel is concerned and we would welcome a more detailed breakdown.
- We will be revisiting the budget again in October so we can more closely monitor the outcomes of the planned efficiency savings.

## Education

- The Panel were pleased to see that education has 'relative prioritisation' in the budget again this year.
- The Panel were concerned about the impact of the cost of the increase in teachers pensions not being covered (at present) by the UK Government. The panel want to ensure that Cabinet are doing everything possible to ensure that schools are not disadvantaged by this substantial amount.
- The Panel were pleased to hear that the school music service will receive extra funding this year from Welsh Government and were keen to emphasise the importance of pupils being able to access and be engaged in music.
- The Panel were pleased to hear about the planned improved clarity and transparency of grant funding that is distributed via ERW but they are keen for these improvements to be monitored moving forward.

## Child and Family Services

- No real concerns as far as budget is concerned. All issues were addressed at the meeting.
- Pleased to see budget for CFS is increasing next year, we understand that it is not increasing in real terms as the increase is to cover increases in salary and accommodation costs.
- The Panel acknowledges that it is difficult to forecast what is going to transpire during the year as it is a demand driven service.
- The CFS Panel will continue to scrutinise the Service going forward and make suggestions and recommendations for improvement.

## Service Improvement and Finance

- We are concerned about the potential £8m overspend projected for 2018/2019 and would like to know how this will be addressed. What is the contingency plan for not meeting targets?
- Regarding the Medium Term Financial Plan, we do not have indications of core government grant income over the next 3 years. This makes it very difficult to create meaningful strategies.
- The increase of funding of the NHS is detrimental to Local Authorities who have not had such an increase, there needs to be effective collaboration over cost sharing.
- 161 job posts being deleted is a concern. This links in with the issue around increased sickness. Job losses and sickness go hand in hand and the pressure on remaining staff in this difficult time leads to further sickness compounding the issue. What is the contingency plan for not meeting sickness targets?
- There should be a new profile of the Capital Borrowing envelope to reflect the £20m received from Welsh Government, making the sum £180m.
- We are concerned about the impact of this unsupported borrowing on the Council in general, despite reassurances.
- Finally, we cannot continue to accept continuing austerity when there is a risk that even protected services could now fail.

I will present these points at the meeting on 14<sup>th</sup> February 2019.

We would welcome comments on any aspect of this letter but would like answers on the following queries;

### Development and Regeneration

1. There is a risk in relation to the Business Case still not having been signed off. Until this has been done, no money can flow to Swansea Council – again this means that the money which has already been spent is at risk. This would be a significant problem. There is no indication of timescales of when the business case will be signed off, or if this will impact project timescales. Can you advise?
2. There needs to be enough business support to deliver regeneration projects – clarification on how ‘top slicing’ works (taking a percentage from externally funded projects to fund business support roles) would be helpful.

### Adult Services

3. With us overspending by £1 million this year due to ‘resistance from the LHB to discuss equitable and appropriate contributions towards identified packages of care’ there was concern in the panel that this will be an ongoing issue in the next financial year. The panel felt that this needs to be resolved as soon as possible if we are to keep to budget for 2019-20.



4. It is not fully clear when savings kick in from each of the service commissioning reviews or which savings relate to which review. This process appears to be fairly opaque as far as the panel is concerned and we would welcome a more detailed breakdown.

Service Improvement and Finance

5. We are concerned about the potential £8m overspend projected for 2018/2019 and would like to know how this will be addressed. What is the contingency plan for not meeting targets?
6. 161 job posts being deleted is a concern. This links in with the issue around increased sickness. Job losses and sickness go hand in hand and the pressure on remaining staff in this difficult time leads to further sickness compounding the issue. What is the contingency plan for not meeting sickness targets?
7. There should be a new profile of the Capital Borrowing envelope to reflect the £20m received from Welsh Government, making the sum £180m.

I would be grateful if you could respond to this letter by Tuesday 5<sup>th</sup> March 2019.

Yours sincerely,



**Councillor Chris Holley**  
**Convener, Service Improvement and Finance Scrutiny Performance Panel**  
✉ [cllr.chris.holley@swansea.gov.uk](mailto:cllr.chris.holley@swansea.gov.uk)



Councillor Chris Holley  
Convener  
Service Improvement & Finance Scrutiny  
Performance Panel

*Please ask for:* Councillor Rob Stewart  
*Direct Line:* 01792 63 6141  
*E-Mail:* [cllr.rob.stewart@swansea.gov.uk](mailto:cllr.rob.stewart@swansea.gov.uk)  
*Our Ref:* RS/CM  
*Your Ref:*  
*Date:* 21st March 2019

**BY EMAIL**

Dear Councillor Holley

Thank you for your letter dated 12th February 2019 and I would respond as follows.

**DEVELOPMENT AND REGENERATION**

**There is a risk in relation to the Business Case still not having been signed off. Until this has been done, no money can flow to Swansea Council – again this means that the money which has already been spent is at risk. This would be a significant problem. There is no indication of timescales of when the business case will be signed off, or if this will impact project timescales. Can you advise?**

Successful regeneration is a complex process that relies on a great deal of vision, planning, commitment and investment. Risks of funding shortfalls, programme delays and cost increases are all inherent in the process of regeneration. It is our job to manage these risks to ensure that we deliver the regeneration that is so badly needed to revitalise our city and to stimulate further investment by the private sector. The City Deal Governance Review is an independent process that is currently underway, and whilst I would not wish to pre-judge the outcome of this review, I am confident that this will not unduly delay, nor increase the cost of delivering Swansea Central Phase 1. I can confirm that following the conclusion of the independent review our business case is recommended for immediate sign off by Government.

**There needs to be enough business support to deliver regeneration projects – clarification on how ‘top slicing’ works (taking a percentage from externally funded projects to fund business support roles) would be helpful.**

The 5 case business model is a very detailed and multifaceted assessment of the merits of the City Deal projects. Whilst at this stage we have not had final sign-off of our business case, we have mitigated the risk by responding to all queries with fully developed answers, addressing all points with empirical evidence and justifications based on the thorough research and market analysis that underpins the design of our project and business case. I am confident that we will shortly receive sign off of our business case, removing the risk you have correctly identified.



The top slicing of grants is a process that our Economic Development & External Funding Team has maximised in recent times to deliver and administer grant funded projects. The team are currently delivering and administering circa £54m worth of grant funded projects for Swansea and the region. The majority of these projects involve top slicing of grant to provide the human capital needed for delivery and to ensure full compliance with grant conditions and outcomes. This process involves strict agreement with the funding body and is based on a percentage of the total grant available, which varies from funder to funder. The ability to top slice grant is therefore specific to the funders' requirements and grant conditions. We will continue to explore all opportunities to attract new funding to Swansea and the region, and wherever possible and eligible, maximise the top slicing potential to minimise any costs to the Council's revenue budget.

## **ADULT SERVICES**

**With us overspending by £1 million this year due to 'resistance from the LHB to discuss equitable and appropriate contributions towards identified packages of care' there was concern in the panel that this will be an ongoing issue in the next financial year. The panel felt that this needs to be resolved as soon as possible if we are to keep to budget for 2019-20.**

This remains a risk but late in this financial year, we have made some progress with negotiations with the health board particularly in relation to funding of care packages for individuals with a learning disability. We will be recommending that a strategic objective for the region should be the establishment of pooled funding arrangements for this particular cohort of the population.

**It is not fully clear when savings kick in from each of the service commissioning reviews or which savings relate to which review. This process appears to be fairly opaque as far as the panel is concerned and we would welcome a more detailed breakdown.**

This is a reasonable challenge which mirrors that of the Cabinet Member to officers. A more transparent timetable for different aspects of the review has now been developed and will be shared with scrutiny.

## **SERVICE IMPROVEMENT AND FINANCE**

**We are concerned about the potential £8m overspend projected for 2018/2019 and would like to know how this will be addressed. What is the contingency plan for not meeting targets?**

The over spend remains an estimate and action has been agreed by Cabinet and the Corporate Management Team to reduce the overspending. I accept it as not likely that service spending will be contained. The S151 officer has already set out clearly what action is intended to be taken re the use of earmarked reserves and unallocated contingency and inflation sums to ensure 18-19 is technically balanced. The budget has now been set for 19-20 and work is in hand via our agreed Zero Based budgeting strategy to develop the next wave of savings options over the medium term.

**161 job posts being deleted is a concern. This links in with the issue around increased sickness. Job losses and sickness go hand in hand and the pressure on remaining staff in this difficult time leads to further sickness compounding the issue. What is the contingency plan for not meeting sickness targets?**

The total is a planning assumption based on the maximum number of roles identified at risk by the budget proposals including the removal of existing vacant posts. The intention remains to minimise the risk of compulsory redundancies but that cannot be ruled out as a result of the continued austerity at national level which very much continues to affect all Councils. Sickness levels remain a concern and senior officers continue to work with staff and the Trade Unions to ensure sickness policies are followed but I agree that continued austerity places an enormous burden on our workforce which continues to deliver quality services to residents despite that imposed austerity.

**There should be a new profile of the Capital Borrowing envelope to reflect the £20m received from Welsh Government, making the sum £180m.**

I agree with this statement and indeed the budget report to Cabinet and Council already fully and clearly set out that as a result of the extra funds provided by Welsh Government the “affordable” capital envelope and the associated capital financing costs in the medium term financial plan have been reduced to £180m

Yours sincerely

A handwritten signature in black ink, appearing to read 'Rob Stewart', written in a cursive style.

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



City and County of Swansea

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

Committee Room 5 - Guildhall, Swansea

Wednesday, 6 March 2019 at 9.30 am

**Present:** Councillor C A Holley (Chair) Presided

**Councillor(s)**

D W W Thomas  
P K Jones  
I E Mann

**Councillor(s)**

P Downing  
J W Jones  
B J Rowlands

**Councillor(s)**

P R Hood-Williams

**Other Attendees**

June Burtonshaw  
Clive Lloyd

Cabinet Member - Better Communities

Cabinet Member - Business Transformation & Performance (Deputy Leader)

**Officer(s)**

Bethan Hopkins  
Tracey McNulty  
Julie Nicholas-Humphreys  
Sue Reed

Scrutiny Officer  
Head of Cultural Services  
Customer Service and Complaints Manager  
Community Buildings Development Officer

**Apologies for Absence**

Councillor(s): M H Jones

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**1 Disclosure of Personal and Prejudicial Interests.**

- Cllr Paxton Hood-Williams – Community Councillor, Three Cross and Upper Killay CC and Crwys District Sports Association
- Cllr Brigitte Rowlands – Community Councillor, Friends of CCP and Friends of Felindre and Garnswllt Hall
- Cllr Jeff Jones – Friends of Dunvant Park
- Cllr Peter Jones – Friends of Botanical Garden

**2 Minutes.**

- Approved

### **3 Public Questions**

- None

### **4 Review of Community Groups - Friends of Parks/Community Centres**

- Cllr Burtonshaw extended sincere thanks to all volunteers involved in Community activities – “communities would fall apart without them”
- Community groups are important to Communities, team works with them to see what they want and need
- Centres and spaces run by volunteers can access grants which the Council cannot
- Penderry have a volunteer reward scheme
- Ensuring long term sustainability of resources is part of the corporate strategy
- Governance has changed since 2016 to a community development model
- The involvement of the Senior Citizens Pavillions has been a huge success
- Swansea has 38 thriving community centres
- The Hall in Glais is an excellent example of successful partnership working
- The amount of staff in the team supporting community development has reduced dramatically with Council cuts
- There are savings which have been made as a result of the new model
- Buildings remain a Council asset, the Council is the landlord, relationship not withdrawn
- Team has a folder of standard documents relation to policies and procedures, how to constitute groups etc
- The costs to the Council of these buildings/areas relate to maintenance only and health and safety issues
- Ongoing relationship with Beyond Bricks and Mortar
- There has been a large amount of investment – a mix of grants and group funding
- There has been £300k of investment in parks externally
- There is support for volunteers to apply for funding externally and the team support with this
- Swansea is recognised as an example of good practice in relation to community development
- Praise given for support given in Pontardullais - ‘second to none’
- Community buildings are invaluable but committees need new people to get involved to carry on duties
- Volunteer recruitment and volunteer burn out are ongoing issues but younger people are getting involved
- Volunteers are not recognised enough
- The report should outline links with Community Councils and SCVS
- Discussed ideas for recognising the work of volunteers
- There should be clarity in the licence over the difference between community asset transfers and the current arrangement
- Some discussion over whether community functions should sit under one service

## **5 Corporate Complaints Annual Report 2017/18**

- The trend is similar to previous years – complaints have increased
- Some of this is down to the improved accessibility of the complaints procedure
- Praise is equally important and should be recognised
- The team look at the root cause of complaints and work with relevant teams on process improvement
- There are no major concerns or trends which the report identifies
- Less than 50% of the stage 1 complaints were upheld
- 100 moved to stage 2 and only 24 of these were upheld
- The change in fleet vehicles in waste should combat some of the issues which were present around waste complaints e.g. broken down vehicles
- 62 people approached the Ombudsman with 1 of those complaints upheld, however, some of the complaints were premature and referred back to the Council
- Service requests come before a stage 1 complaint
- RIPA could be scaled down to one paragraph considering its use is low as the Police generally use this with Council support
- FOI's are suggested as a separate report to come scrutiny rather than included within the complaints report.

## **6 Work Plan 2018-19**

- Highlighted new audit items on the work plan
- Highlighted additional May meeting
- Local Government Performance Bulletin – agreed to send link to webpage rather than have as a meeting item

The meeting ended at 10.50 am

**Chair**



**To/  
Councillor June Burtonshaw  
Cabinet Member for Better  
Communities (Place)**

**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

22<sup>nd</sup> March 2019

**Summary:** This is a letter from the Service Improvement and Finance Performance Panel to the Cabinet Member for Better Communities (Place). The Panel met on the 6<sup>th</sup> March 2019 to discuss the Community Centres and Friends Group Update.

Dear Councillor Burtonshaw,

On the 6<sup>th</sup> March 2019 the Panel met to discuss the Community Centres and Friends Group Update.

The Panel are grateful to all officers who attended to provide information and answer questions.

The Panel do have some thoughts and observations to share with you.

### **Community Centres and Friends Group Update**

We note that this item started with you, Councillor Burtonshaw extending your sincere thanks to all volunteers who give their time to support community activity. Each Panel Member agreed that this work is invaluable to the Council and also extended their thanks. They agreed that, as Councillor Burtonshaw stated, "Communities would fall apart without them".

We heard about community activity in relation to both buildings and green spaces. It was explained how the current community development model which has been in place since a governance review in 2016. This means that the Council now acts as the building/green space landlord with the buildings and green spaces remaining in the ownership of Swansea Council but managed by the groups which run them. The relationship with the groups who run these venues has been maintained and encouraged by the Council with a team in place to provide advice and guidance.

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

**SWANSEA COUNCIL / CYNGOR ABERTAWE**

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

[www.swansea.gov.uk](http://www.swansea.gov.uk) / [www.abertawe.gov.uk](http://www.abertawe.gov.uk)

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



We heard how there is support for volunteers to apply for funding externally and there is help from the team to do this. Buildings and spaces run by volunteers can access grants which the Council cannot. As a result, a large amount of external funding (a mix of grants and group funding) has been achieved to support these venues with £300k of external investment in parks to date. This is a tribute to the hard work of the team and the volunteers involved.

We heard how maintaining long term sustainability of resources is part of the Corporate Strategy and that the community development model which is currently being used demonstrates best practice and savings made as a result. It is apparent that community groups are still enthused about participating in community activities despite the change in relationship. This is apparent in the involvement of the Senior Citizens Pavillions Group which has been a huge success including the hall in Glais which is an excellent example of successful partnership working.

We heard that as a result of austerity the amount of staff working on community development has reduced dramatically despite the substantial amount of work which has to be undertaken to keep community centres and community spaces as an essential part of community life. It was explained that the team have a folder of standard documents in relation to policies and procedures and advice on things like how to constitute groups. This is extremely useful so new groups can easily get established and continue to contribute to community development.

A copy of the standard building/space licence was provided for our perusal and we were told that the costs to the Council in relation to the buildings and spaces are specific to maintenance and health and safety issues only. There is an ongoing relationship with Beyond Bricks and Mortar, an organisation representing a holistic approach to regeneration, particularly bringing economically inactive people back into the labour market.

We understand that community buildings and spaces are invaluable but committees need new people to become involved to carry on the duties. Volunteer recruitment and volunteer burn out are very real issues but it is encouraging to hear that younger people are starting to become more involved. It is important to prioritise volunteer support, as without it we may lose essential community hubs in the form of community groups. It is important to note that Swansea is recognised as an example of good practice and with 38 thriving community centres there is much for the team to be proud of.

There was some discussion at the meeting about how volunteers are recognised for their work. This ranges from local reward schemes such as the event which takes place in Penderry to informal thanks in other wards. We would like to recognise the substantial work of all volunteers involved in this work, however, we do realise that this may be achieved more practically at a local level within the wards themselves. The Panel is in agreement that volunteers should be recognised more and we extend our thanks for all of their hard work.

Regarding the report itself we do have some observations;

1. The report should outline the links with Community Councils and Swansea Council for Voluntary Services.
2. The license should be clear about the difference between the current arrangement and Community Asset Transfers.
3. The Panel feel that all community functions (including community asset transfers) should sit under one service.

We welcome your thoughts on any aspect of this letter but would specifically like your response to the three observations above.

This letter seeks a response by 12<sup>th</sup> April 2019.

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](mailto:cllr.chris.holley@swansea.gov.uk)

**Cllr Chris Holley**  
**Convener, Service Improvement &**  
**Finance Scrutiny Performance Panel**

*Please ask for* Councillor June Burtonshaw  
*Direct Line:* 01792 63 7428  
*E-Mail:* [cllr.june.burtonshaw@swansea.gov.uk](mailto:cllr.june.burtonshaw@swansea.gov.uk)  
*Our Ref:* JEB/HS  
*Your Ref:* ref  
*Date:* 10 April 2019

**BY EMAIL**

Dear Cllr Holley

### **Service Improvement & Finance Performance Panel – 6 March 2019**

I refer to your letter dated 22 March 2019 regarding Community Centres and Friend Groups.

I am happy to provide the following response to the issues raised.

#### **1. The report should outline the links with Community Councils and Swansea Council for Voluntary Services.**

There is in place a Compact and a Third Sector Strategy between Swansea Council, Swansea Council for Voluntary Services and the wider Third Sector to provide a robust and workable framework for ongoing dialogue. The section work with SCVS in relation to training, both for volunteers and the section's community development officers and volunteer work opportunities across our sites, both for recruitment and advertising. Many of our Committees and Friends of Parks are members of SCVS. We have held sessions whereby the SCVS funding and volunteer bank officers have attended and presented information, advice and guidance to the groups. Links with community councils where there are buildings i.e. Gorseinon and Gowerton have been in place for a number of years. We are currently working with Clydach community council and colleagues in Corporate Property in relation to a CAT for Coedgwilym. We have also provided advice to Community Council's and they are also able to access the section's Interest Free Loan Scheme. Future reports will clarify these links.

#### **2. The license should be clear about the difference between the current arrangement and Community Asset Transfers.**

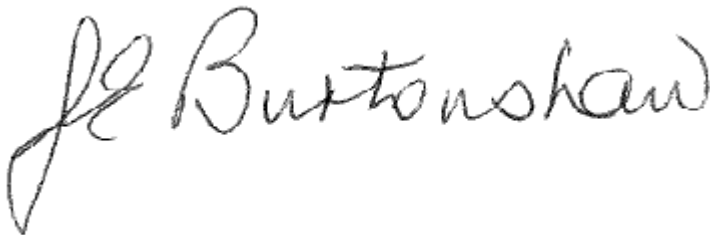
The current license is for the purposes of outlining the responsibilities of the voluntary management committee and the Council in relation to the community building, the licence itself provides both parties with an easy opt in and out option. It clearly states that the Council owns the freehold interest in the Premises and wishes the Management Committee to run them as a Community Building for the benefit of local residents in accordance with their Constitution.

Community Asset Transfer is an established mechanism used to enable the community ownership and management of publicly owned land and buildings, for a CAT to take place a sound Business Plan would be required to be in place which demonstrates the viability and sustainability of the alternative use – both in terms of the availability of capital funding for any conversion/refurbishment costs, and also for the ongoing revenue funding of the project. The Council will only transfer on a leasehold basis and as such is a very different proposition to that of the current license. The section work closely with Corporate Property in relation to any community requests for CAT. The status is explained explicitly to the committees and we continue to monitor the work of the committee or Friends group in fulfilling its terms.

**3. The Panel feel that all community functions (including community asset transfers) should sit under one service.**

There are many different parts of the Council working in the community for a variety of purposes including Adult and Social Care and the Local Area Coordination which is within the People Directorate due to the need to plug complex and sensitive situations directly in with specialist, qualified officers. The services in the community regarding engagement and development, eg. sports, recreation, libraries, community development, arts and cultural development, all sit under the same service and others such as housing and parks are within the same Directorate. There is a distinctive difference between community development and the function of asset and property management, which is where Community Asset Transfers are best managed due to the strategic assessment needs of property management for the Authority overall. These functions do sit in the same Directorate, under the Directorship of Martin Nicholls. Officers work directly and closely with relevant colleagues and are a first point of consultation in any assessment for CAT, as above.

Yours faithfully



**COUNCILLOR JUNE BURTONSHAW  
CABINET MEMBER FOR BETTER COMMUNITIES - PLACE**



**To/  
Councillor Clive Lloyd  
Cabinet Member for Business  
Transformation and Performance**

**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

22<sup>nd</sup> March 2019

**Summary:** This is a letter from the Service Improvement and Finance Performance Panel to the Cabinet Member for Business Transformation and Performance. The Panel met on the 6<sup>th</sup> March 2019 to discuss the Complaints Annual Report 2017/18.

Dear Councillor Lloyd,

On the 6<sup>th</sup> March 2019 the Panel met to discuss the Complaints Annual Report 2017/18.

The Panel are grateful to all officers who attended to provide information and answer questions.

The Panel do have some thoughts and observations to share with you.

### **Complaints Annual Report 2017/18**

We heard how the trend was similar to previous years with the amount of complaints increasing. However some of this is down to the increased accessibility in relation to the complaints procedure.

We heard how the team look at the root cause of complaints and work with the relevant teams to look at process improvement to try and tackle any problems which appear to reoccur.

It is encouraging that there are no major concerns or trends which are identified in the report. This implies that there are no fundamental concerns which are reoccurring with residents.

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

It was explained that less than 50% of the Stage 1 complaints were upheld, with 100 of these moving on to Stage 2 and 24 of these being upheld. The Ombudsman upheld 1 complaint which was received but some of these complaints were premature and referred back to the Council for processing.

We heard how the upgrade of the waste department vehicle fleet has led to a reduction in complaints because there are no longer issues around breakdowns. This is encouraging and will benefit the residents of Swansea.

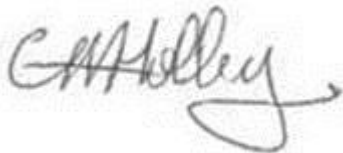
We feel that The Regulation of Investigatory Powers Act (RIPA) Report needs to only be contained to a few paragraphs. We heard how we work with the Police in relation to the Act and support them to take action rather than initiate proceedings our self. As a result, the development of a specific report seems redundant.

In contrast to this, we feel the Freedom of Information Act (FOI) report should come to scrutiny as a separate agenda item and not be included in the Complaints Annual Report item. More in depth scrutiny can be conducted in this way and the increasing activity under FOI requests can be considered properly.

Overall we feel the report is too lengthy and could be reduced. But we compliment the hard work of the team dealing with some difficult issues. We hear there are plans to change the report format slightly and look forward to seeing future reports at scrutiny.

This letter does not seek a response but we welcome any thoughts and observations you may have.

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](mailto:cllr.chris.holley@swansea.gov.uk)



City and County of Swansea

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

Committee Room 5 - Guildhall, Swansea

Wednesday, 20 March 2019 at 9.30 am

**Present:** Councillor C A Holley (Chair) Presided

**Councillor(s)**

J E Burtonshaw  
L James  
A S Lewis  
D W W Thomas

**Councillor(s)**

P Downing  
P K Jones  
I E Mann

**Councillor(s)**

P R Hood-Williams  
J W Jones  
B J Rowlands

**Other Attendees**

June Burtonshaw  
Andrea Lewis

Cabinet Member - Better Communities  
Cabinet Member - Homes & Energy

**Officer(s)**

Karen Gibbins  
Bethan Hopkins  
Tracey McNulty  
Mark Wade

Principal Librarian Information And Learning  
Scrutiny Officer  
Head of Cultural Services  
Head of Housing & Public Health

**Apologies for Absence**

Councillor(s): M H Jones

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**1 Disclosure of Personal and Prejudicial Interests.**

- None

**2 Notes**

- Approved

**3 Public Questions**

- None

**4 Wales Audit Office Report - Housing Quality Standards**

- £500m capital investment in Council housing between 2002 -2020

- The Wales Audit Office (WAO) has noted the Councils 'sound approach' to the work
- More work is being done 'in house'
- Raising the standards for Council tenants
- WAO validated the programme of work
- Welsh Housing Quality Standards (WHQS) are an integral part of the overall strategy
- Robust plans in place to meet standards
- Deadline of 31<sup>st</sup> Dec 2020 to meet the standards
- WHQS are the legal benchmark for all social housing
- 2012-2018 £230m spent so far
- Legal and regulatory obligations
- 6 technical measures of components of WHQS
- The standards fit into Council corporate priorities and wider agendas on health, well-being, poverty and public services
- Work closely with other services such as corporate building services
- Every 5 years the Council undertake independent validation of properties and produce reports on condition and what work should be planned
- Council surveyors then go and prioritise the work
- Other teams such as corporate building services feedback to the team if they see other work which needs addressing
- Use standard component life cycle timelines to plan work (e.g. new roofs)
- 'Acceptable Fails' in the report represent properties which are still delivering programmes or where tenants have refused the work
- Some tenants are too unwell or not able to cope with the major disruption so can refuse to have the upgrades
- Upgrades will then be done when the property becomes vacant
- Biggest challenge is redoing gardens
- Work includes installing handrails to steps, protecting changes in levels to retaining walls and mitigating risks and hazards in gardens generally
- £118m to deliver the WHQs by December 2020
- Annual update to scrutiny will be undertaken
- External Surveyor engaged to carry independent house condition surveys for the Council to inform future repair programmes and validate WHQS works carried out to date
- Environmental and green issues are important in communal areas
- Housing Preparation Unit deal with void properties
- Congratulate team on work done in West Cross
- Housing Officers in the District Housing Offices work with tenants to encourage them to maintain their gardens. This done informally in most cases but tenancy conditions can be invoked where appropriate.
- Councils approach to the WHQs is generally well integrated
- Most people felt the improvement of their homes was beneficial – Council's internal survey questionnaire more detailed than WAO telephone survey and satisfaction levels generally measured higher
- Action plan has been developed to deal with any recommendations within the Wales Audit Office Report
- Piloting retrofitting 'Homes as Power Stations'



- Council goes above the WHQS but do have budget restrictions
- Some disruption payments to tenants recognising the huge inconvenience and intrusive nature of work and lack of cooking and washing facilities during that time
- Been lobbying for more funding around solar energy
- Good comprehensive report and presentation
- Biggest improvement in public health is down to safe and secure housing
- Panel really appreciate the work which has been done and congratulate the team

## **5 Welsh Public Library Standards Annual Report 2017/18**

- Still continue to perform well in library services
- Public libraries have 12 core entitlements with 16 quality indicators
- Met 11 of the 12 core entitlements
- QI 9 – missed up to date reading materials
- QI 10 – missed Welsh Language Resources
- QI 3 – missed staffing levels and qualifications
- Qualified managers have left the service which reduced the qualification average
- Discussed 4 case studies relating to individual development
  1. Crochet group St Thomas
  2. Reading Stars in Brynhyfryd
  3. Shopping Online – Central
  4. Mental Health support – Clydach
- Looking at improving monitoring to improve outcomes
- 5<sup>th</sup> in Wales for library attendance for events
- 5<sup>th</sup> in Wales for library visits
- 5<sup>th</sup> Wales for revenue expenditure
- 8<sup>th</sup> in Wales for online access
- Good customer satisfaction rates
- Met targets of sufficient service points due to the wide spread of libraries
- Will continue to address any failure points
- No mobile libraries left but do have community service deliveries
- Agency staff are used to cover sickness and deal with delays in recruitment
- There will be no more changes in library service times for the foreseeable future
- Borrow Box – free downloads including audio books, shared across Wales with partial Welsh Government Funding
- It is important to maintain library services
- Pleased to see libraries thriving

## **6 Work Plan 2018/19**

- Discussed

The meeting ended at 11.25 am

**Chair**



**To/  
Councillor June Burtonshaw  
Cabinet Member for Better  
Communities (Place)**

**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

4<sup>th</sup> April 2019

**Summary:** This is a letter from the Service Improvement and Finance Performance Panel to the Cabinet Member for Better Communities (Place). The letter relates to the Welsh Public Library Standards Annual Report 2017/18

Dear Councillor Burtonshaw,

On the 20th March 2019 the Panel met to discuss the Welsh Public Library Standards Annual Report 2017/18.

The Panel are grateful to all officers who attended to provide information and answer questions.

The Panel do have some thoughts and observations to share with you.

We heard how Swansea still continues to perform well in relation to library services.

It was explained that The Welsh Public Library Standards consist of 12 core entitlements and 16 quality indicators, 10 of which have targets. Swansea Council Libraries met 11 out of 12 core entitlements in full and out of the 10 quality indicators with targets, met 7 in full, 1 in part and failed to achieve 2.

We heard how the 2 quality indicators which failed relate to the budget spent on up to date reading materials and Welsh language reading materials. The 1 quality indicator that was met in part relates to staffing levels and qualifications – part of this has been impacted by some qualified managers having left the service over the last couple of years, therefore reducing the qualification average, however, the service met the target for training.

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

**SWANSEA COUNCIL / CYNGOR ABERTAWE**

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

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

We were told that we have good customer satisfaction rates and that we have met targets relating to 'sufficient' service points in communities, which is due to the spread of libraries across Swansea. This is very positive and means that people in all areas of Swansea have a library nearby.

We also heard that you are reviewing your monitoring procedures to ensure there are improved outcomes and you will continue to address any failure points in the service.

It was interesting to hear about the 4 case studies which demonstrate individual development;

1. The Crochet group at St Thomas Library
2. The Reading Stars initiative in Brynhyfryd Library
3. Learning about Shopping Online – Central Library
4. Mental Health Support Collaborative Project – Clydach Library

The Panel were encouraged by the range of activities available in libraries that encourage integration and support in a range of ways.

We heard that despite difficult financial times our libraries are performing well in relation to attendance and access. This demonstrates that people enjoy attending libraries and they are a valued part of community life. We were told that we are;

- 5<sup>th</sup> in Wales for library attendance for events
- 5<sup>th</sup> in Wales for library visits
- 5<sup>th</sup> Wales for revenue expenditure
- 8<sup>th</sup> in Wales for online access

The Panel enquired about mobile libraries and we were told that these are no longer in use but the community service delivers to people who would find accessing a library difficult.

We heard that agency staff have been used to cover sickness and deal with delays in recruitment. We were also told that some of the staff who work in libraries have contracts with a small amount of hours, and trying to juggle these hours and shift patterns across libraries can be difficult.

We were concerned that the new changes in library times would be detrimental and the beginning of chipping away at library services, however, we were assured by you that there will be no more changes to library services in the foreseeable future. We are very happy to hear this as we feel that maintaining library services is essential. We are pleased to see that the work the library services is currently undertaking is popular across a range of ages and geographical areas and that they are thriving.

This letter does not seek a response but we welcome any thoughts and observations you may have.

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](mailto:cllr.chris.holley@swansea.gov.uk)

**To/  
Councillor Andrea Lewis  
Cabinet Member for Homes and  
Energy**

**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

29<sup>th</sup> March 2019

**Summary:** This is a letter from the Service Improvement and Finance Performance Panel to the Cabinet Member for Homes and Energy. This letter relates to the Welsh Housing Quality Standards and the accompanying Wales Office Audit Report.

Dear Councillor Lewis,

On the 20<sup>th</sup> March 2019 the Panel met to discuss the Welsh Housing Quality Standards and the accompanying Wales Office Audit Report.

The Panel are grateful to all officers who attended to provide information and answer questions.

The Panel do have some thoughts and observations to share with you.

We heard how the Welsh Housing Quality Standard (WHQS) requires all social landlords to improve their housing stock to an acceptable level by December 2020. The Wales Audit Office (WAO) undertook a review to determine whether Swansea Council has effective arrangements in place to meet the Welsh Housing Quality Standard by 31<sup>st</sup> December 2020.

It was explained that the WHQS have legal and regulatory obligations with 6 technical measures of components.

The WAO validated the Swansea Programme of work and said that the Council has a 'sound approach' to its strategy. It also stated that the Councils approach to the work is generally well integrated. We also heard that the team anticipated some of the recommendations which were made and have already got robust plans in place to address these and meet the standards by the deadline.

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We heard that overall £500m of capital investment has been made in council housing between 2002-2020 to raise standards for Council tenants with much of this work being done 'in house' by Council staff. With the WHQS being the legal benchmark for all social housing we heard how £230m has been spent between 2012 and 2018 alone. We heard how the WHQS fit into the Councils corporate priorities and wider agendas relating to health, well-being, poverty and public services.

It was explained that every 5 years the Council undertake independent validation of Council houses and produce reports on condition and what work should be planned going forward. Complimentary teams such as Corporate Building Services also feedback to the Housing Team if they see work which needs addressing. In-house surveyors then assess and prioritise the work which needs to be undertaken. In addition to this, we heard how the Council uses standard component life cycle timelines to plan work, for example, when new roofs will need replacing on properties. It is encouraging to hear that this sort of tracking exists in the department so quality can be maintained ongoing and upcoming work can be planned for appropriately. On top of this we heard how an external surveyor has been engaged to carry out independent house condition surveys for the Council to inform future repair programmes and validate WHQS works carried out to date.

We heard how Council houses were assessed (as at the end of January 2019) and that although many of the Council houses in Swansea have had upgrades and meet the standards there are some 'Acceptable Fails'. It was explained that these 'fails' could be properties which are still on the schedule of works still to do or may be houses where tenants have refused the work. We heard how tenants have the right to refuse the work being undertaken. The Panel are aware that many tenants are elderly or may have disabilities and do not want the disruption. We as a Panel understand this, as the disruption caused when refitting kitchens and bathrooms can be substantial and too much for some tenants to cope with. However, it was explained that in order to meet the standards, these houses will have work undertaken on them when they become vacant. We are glad to see that tenant's voices are being heard and their wishes being taken into account. We are also pleased that disruption payments are made to tenants who have work done as due to the inability to access their kitchens to cook and do laundry there will no doubt be an increase in their costs. It would be unfair for them to absorb these inevitable extra outgoings.

Green infrastructure and environmental issues rightly play a large part in housing and the Panel were keen to hear how gardens and green spaces are being addressed in the projects. It was explained that redoing gardens is one of the biggest challenges for the team. There is a commitment to install handrails to those gardens which have steps and manage issues around retaining walls along with mitigating risks and hazards in gardens generally. The Panel did raise some concerns that some tenants either cannot or will not maintain their gardens which can lead to a reduction in kerb appeal and generally reduce the overall quality of an area. We heard how Housing Officers in the District Housing Offices work with tenants to encourage them to maintain their gardens. This is done informally in most cases but tenancy conditions can be invoked where appropriate. We hope that this work

continues as many tenants maintain their properties beautifully. We heard that to encourage green spaces and contribute to the environment there are projects such as tree planting in Penderry to contribute to biodiversity and to enhance the area.

The issue of void properties was a concern for some Panel members but it was explained that the Housing Preparation Unit deals with voids as quickly as possible. The team did agree to look at how the wait times to redevelop voids can be decreased and you said that you were keen to make properties available as quickly as possible for those people waiting for a home.

We heard how the vast majority of tenants when asked said the improvement of their homes was beneficial – the Council's internal survey questionnaire was more detailed than WAO telephone survey and satisfaction levels generally measured higher. We heard how the outcome of satisfaction was in the mid-90<sup>th</sup> percentile. This is not a surprise as the Panel feel that the biggest improvement in public health has been down to the development of safe and secure housing so we are happy to hear that residents are pleased. We also heard how people with respiratory and heart conditions have a substantially lower chance of needing medical care if their housing is fit for purpose. Again this feeds into aims and objectives around health and well-being.

On top of the work which has been done, it was explained that there is a £118m budget left to deliver the remainder of the work under the WHQS by December 2020. We were told how the WHQS are the minimum standard the Council work to and where possible we go over and above these standards fitting sprinklers and other items where budgets allow.

The Panel were interested in renewable energy and asked about solar power projects for properties. You explained how historically money was available to do this kind of work but funding like this has since gone. However, you are very keen to continue to lobby on the issue of solar power along with exploring retrofitting properties under the 'Homes as Power Stations' work, in order to make cost neutral houses in relation to energy costs. The Panel feel this is a very worthwhile area of work and should continue to be explored.

The Panel feels that an annual update to Scrutiny would be useful and sending your quarterly update report to the Panel for information would also be beneficial from a monitoring perspective.

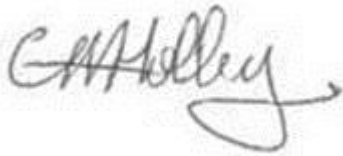
Overall, the Panel felt that the report and presentation were informative and comprehensive. We were very impressed by the work which has been done by the team and specific thanks and recognition was made regarding the work done in West Cross. We would like to congratulate the team and you the Cabinet Member on the work you have achieved so far and look forward to the continued efforts to renew and maintain this Councils Housing stock.

Well done.



This letter does not seek a response but we welcome any thoughts and observations you may have.

Yours sincerely,

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

**Councillor Chris Holley**  
**Convener, Service Improvement and Finance Scrutiny Performance Panel**  
✉ [cllr.chris.holley@swansea.gov.uk](mailto:cllr.chris.holley@swansea.gov.uk)

# Agenda Item 5



## Report of the Cabinet Member for Business Transformation & Performance

To the Service Improvement and Finance Scrutiny Performance Panel  
13<sup>th</sup> May 2019

### Commissioning Review Further Information

<b>Purpose:</b>	To provide the Service Improvement and Finance Scrutiny Performance Panel with further information on the Commissioning Review outcomes.
<b>Content:</b>	This report and Appendix aims to provide further information in response to the clarification questions raised by the panel at the last meeting.
<b>Councillors are being asked to:</b>	Consider the information provided and to forward views to the Cabinet Member via a letter from the Panel Convener
<b>Lead Councillor:</b>	Councillor Clive Lloyd, Deputy Leader and Cabinet Member for Business Transformation & Performance.
<b>Lead Officer &amp; Report Author:</b>	Sarah Caulkin, Chief Transformation Officer Tel: 01792 637334 E-mail: sarah.caulkin@swansea.gov.uk

#### 1. Background

- 1.1 At its December meeting, the Scrutiny Performance Panel received an annual update on Commissioning Review progress. Following that meeting, questions and further clarifications were sought by the Panel.

#### 2. Briefing/Main body of report

- 2.1 Appendix A details the questions raised by the Panel and further clarification / update.

#### 3. Conclusions/Key Points Summary

- 3.1 The Scrutiny Performance Panel is asked to note the good progress being made in the further update at Appendix A and any mitigations where there are delays.

**4. Legal implications**

None.

**5. Finance**

Note the mitigating actions at Appendix A where MTFP savings are taking longer than originally planned.

**Background papers:** None

**Appendices:** Appendix A – Clarification answers and further information.

## Appendix A: Clarification answers and further information

Commissioning Review	Request from Panel	Clarification
Waste Management	Route Planning Update	Hardware and software purchased and installed. Base data inputting is progressing well and likely to go live in vehicles in the Summer.
Corporate Building and Corporate Property	General Update on progress and; <ul style="list-style-type: none"> <li>• Costs of in-house contracts</li> <li>• £400k of savings – will these be achieved this year?</li> </ul>	<p>All suggestions and savings relating to the commissioning review have now been implemented, the proposed savings targets of £600K 2016/17, £400K 17/18 and £400K 2018/19 have all been achieved.</p> <p>As part of the commissioning review the Council made a commitment to increase the amount of work completed by its own workforce. The work areas identified were Enveloping and Kitchen and Bathroom installation. This has resulted in Corporate Building &amp; Property Services providing employment opportunities for 37 trade operatives and three additional apprentices.</p> <p>This year Corporate Building &amp; Property Services will complete additional enveloping schemes to a total value of £3m. Each year the Council issues a contract for tender where the service competes with the private sector. This ensures the best value. On all contracts that have been tendered the Service price has been less than those returned by private contractors.</p> <p>For Kitchen and Bathrooms in 2019-20, the service will complete contracts to a value of £2m. When Corporate Building &amp; Property Services compares its average cost with those of private contractors, then service costs come out lower.</p>
Business Support Programme	What are the performance impacts of the savings listed below? <ul style="list-style-type: none"> <li>• £1.3m in Place</li> </ul>	In line with the principles and objectives of the review the following performance impacts have been experienced: <ol style="list-style-type: none"> <li>1. Some processes have shifted (or are in the process of moving) to digital channels, which has realised savings or enabled business support staff</li> </ol>

Commissioning Review	Request from Panel	Clarification
	<p>Directorate</p> <ul style="list-style-type: none"> <li>• £864k across Education</li> <li>• £1.1m across Social Services</li> <li>• £350k across Poverty &amp; Prevention</li> </ul>	<p>to move onto value added work, particularly in the Place Directorate</p> <ol style="list-style-type: none"> <li>2. Integrating teams so that business support is joined-up and not operating in silos, e.g. In the Resources Directorate the merger of the accounts payable and accounts receivable teams improved efficiency of invoice processing and handling of creditors. Creation of the new Service Centre has significantly improved processing time and provided clear separation of duties between transactional and professional HR services. In addition, the two new Directorate Business Support Hubs (Place, Social Services &amp; Education) are bringing together common processes and resources to improve efficiency and effectiveness and make best use of overall resources</li> <li>3. Re-designing and re-modelling services so that technical professional staff are focussing on value adding work and not business support tasks</li> <li>4. Reviewing and changes roles where business support posts have been deleted following ER/VR</li> <li>5. Overall less business support resources therefore less cover for sickness absence or annual leave. During busy periods or sickness / annual leave, it may take longer for some processes to be completed compared with the past. Where some processes have been automated efficiency and speed has increased, e.g. Performance data reports.</li> </ol>
Parks and Cleansing	<ol style="list-style-type: none"> <li>1. Has the 7 day working issue progressed? Has there been progress on the Terms and Conditions relating to this?</li> <li>2. Has income increased as a result of the Commissioning Review?</li> </ol>	<ol style="list-style-type: none"> <li>1. 7 day working not progressed, awaiting Authority wide consideration around Terms &amp; Conditions work programme. Agreed with Cabinet Member to achieve saving by reducing overtime ahead of change to 7 day working.</li> <li>2. Knotweed Service income has increased.</li> </ol>
Regeneration and Planning	Update on the £125k gross £85k net savings which were	The breakdown of the net £85k additional savings/income are as follows:

Commissioning Review	Request from Panel	Clarification
	imminent (Including Land Charges, CCM, restructure, Mobility Hire)	<ol style="list-style-type: none"> <li>1. <b>£35k Land Charges income. ACHIEVED.</b> This has now been fully implemented as of 1<sup>st</sup> March 2019. In year shortfall covered by overachieved fee income. Full year savings to be made in 2019/20.</li> <li>2. <b>£20k Mobility Hire Review. PARTLY ACHIEVED.</b> This review is incomplete, owing to staff sickness within the section, and will be concluded in 2019/20. An interim saving has been made until the full saving can be realised. Measures are currently being developed to restructure the hours of the staff to maintain a minimum staffing threshold of no more than 2 staff working at any one time. This proposal would provide a further small saving of approximately £3k per annum from 2019/20.</li> <li>3. <b>£30k Increased Sponsorship within City Centre Management and restructure of CCM Management Structure £20k saving. BOTH NOT ACHIEVED.</b> Again, owing to staff sickness within the section, this has not been completed. However, this is offset by the (£40k) allocated for a new post as part of the commissioning review. Resulting in a <b>net £10k unachieved.</b></li> <li>4. <b>£20k Review of Service delivery Options in Planning Service. ACHIEVED.</b></li> </ol>
Public Protection	Update on income generation. How much has been generated from each identified opportunity?	<p>Public Protection Update on Commercial Opportunities and Income Achieved to end of January 2019:</p> <ul style="list-style-type: none"> <li>▪ Provide trading pitches at identified locations which can be rented and for which a street trading authorisation is required (Trading Standards – achieved additional income 60K)</li> <li>▪ Passport checking services (Registrars – achieved additional income 3K)</li> <li>▪ Provide boxes for cremated remains (Burials and Cremations – achieved additional income – 3k)</li> <li>▪ Introduce 5 year leases on monumental Kerbs and planters (Burials and</li> </ul>

Commissioning Review	Request from Panel	Clarification
		<p>Cremations – potential additional income 14K per planter, achieved additional income - 2.4K)</p> <ul style="list-style-type: none"> <li>▪ Provide in-house pest control service across Council services (Pollution Control – achieved additional income - 41K)</li> <li>▪ Charges for conveyance information (Building Control – achieved additional income - 41K)</li> <li>▪ Provision of added value services i.e., energy efficiency calculations, fire risk assessments (Building Control – achieved additional income target – 3K)</li> </ul>
Catering	Update on success – is this ongoing or has the trend gone down?	The trend is continuing however, the year-end position for 2018-19 shows an overspend due to the project / changes not coming into effect until part way through the year. Without the project, the overspend would have been significantly worse. Forecasts for the coming year are more favourable towards a break-even end of year result with the aim of profits in future years. Pricing and ways of working will be continuously reviewed during this full year of operating in the new model.

# Agenda Item 6



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

To the Service Improvement and Finance Scrutiny Performance Panel – 13<sup>th</sup> May 2019

### Quarter 3 2018/19 Performance Monitoring Report

<b>Purpose:</b>	To brief/update the Service Improvement and Finance Scrutiny Performance Panel on Quarter 3 2018/19 Performance Monitoring Report
<b>Content:</b>	A briefing/update on Quarter 3 2018/19 Performance Monitoring Report
<b>Councillors are being asked to:</b>	Consider the information provided and to forward views to the Cabinet Member via a letter from the Panel Convener
<b>Lead Councillor:</b>	Councillor Chris Holley – Convener of Panel
<b>Lead Officer &amp; Report Author:</b>	Bethan Hopkins Tel: 01792 636292 E-mail: bethan.hopkins@swansea.gov.uk

#### 1. Background

- 1.1 The Quarter 3 2018/19 Performance Monitoring Report was presented to Cabinet on 21<sup>st</sup> March 2019.
- 1.2 Each quarterly report comes to the Service Improvement and Finance Panel for review and feedback.

#### 2. Briefing/Main body of report

- 2.1 The report outlines the performance against set indicators for the Q3 period of 2018/19.
- 2.2 The report also has feedback from the relevant Head of Service on various performance indicators



**3. Conclusions**

- 3.1 The Panel are asked to consider the report and forward any findings to the relevant Cabinet Member (Councillor Clive Lloyd) in the form of a Conveners letter.

**4. Legal implications**

None

**5. Finance (if required)**

None

**Appendices:**

Q3 Performance Monitoring Report 2018/19.



## Report of the Cabinet Member for Business Transformation & Performance

Cabinet – 21 March 2019

### Quarter 3 2018/19 Performance Monitoring Report

<b>Purpose:</b>	To report corporate performance Quarter 3 2018/19.
<b>Policy Framework:</b>	<i>Delivering a Successful &amp; Sustainable Swansea Corporate Plan 2018/22</i> <i>Sustainable Swansea – Fit for the Future</i>
<b>Consultation:</b>	Access to Services, Finance, Legal.
<b>Recommendation(s):</b>	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.
<b>Report Author:</b>	Richard Rowlands
<b>Finance Officer:</b>	Paul Roach
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1.0 Introduction

- 1.1 This report presents the performance results for Quarter 3 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 3 2018/19 shows that **24 out of 42 (57%)** Corporate Plan performance indicators (that had targets and where there was data) met their targets. **13 out of 38 (34%)** comparable Corporate Plan performance indicators also showed improvement compared to Quarter 3 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 3 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 3 2018/19.

- 4.1 *Safeguarding people from harm*
- 4.1.1 Whilst the increase in the number of children becoming looked after is consistent with national trends, it does indicate the importance of the Council redoubling its efforts to ensure that preventative support to children and families is properly integrated, targeted and purposeful. The 2019/20 transformation proposals for children services and poverty and prevention are all built around this strategic priority.
- 4.1.2 Likewise in adult services, increased numbers of delayed transfers of care from hospital into the community are a reflection of insufficient capacity within the care sector. The Council cannot address these systemic challenges except through improved integration of health and care and close working with the third and independent sector. This will likely culminate in the creation of a hospital to home recovery service in 2019/20.
- 4.1.3 The reported deterioration in meeting performance against DOLs timescales masks a massive improvement in reducing the overall backlog. Reducing the backlog was the key strategic objective for this year.
- 4.1.4 Performance in relation to timescales for adult safeguarding shows an unexpected deterioration. This requires further investigation as it is unclear whether changes to process have led to an actual deterioration in performance or erroneous reporting.
- 4.1.5 Despite the challenging context of high levels of demand overall and obvious pressures in the system as highlighted above, the Council's safeguarding arrangements remain robust.
- 4.2 *Improving education & skills*
- 4.2.1 A draft white paper on curriculum reform in Wales will be available for consultation in April 2019 where well-being, Welsh, employability skills, digital competence skills, science and technology feature strongly. Schools are preparing themselves by focussing on teaching methods and engaging with the 12 curriculum pioneer schools in Swansea.
- 4.2.2 Verified external examination performance demonstrates that Swansea continues to do well in comparison to other local authorities since the introduction of new qualifications in Wales. New science GCSEs examined for the first time in 2018 mean that improvements are required next year. Vulnerable groups of learners do not perform as well since the introduction of ambitious examination specifications. Re-integration rates of EOTAS pupils appear positive. Literacy and numeracy test results are no longer used as performance measures by Estyn and Welsh Government. They are seen as diagnostic tools for schools.
- 4.2.3 A digital strategy is developing well between schools and the local authority to focus on infrastructure and pupils' skills development. Better

links have been forged within the Swansea Skills Partnership and in Quarter 4 an action plan will be created to focus on joint objectives.

- 4.2.4 Attendance has been affected by illness during the autumn term. However, the challenge on improving attendance continues. Exclusion rates have increased during the Q3 reporting period.
- 4.2.5 Schools have been evaluated to identify their capacity to self-improve with a focus on leadership and teaching. For the first time in five years, the majority of primary schools are evaluated as highly effective and for secondary schools, capacity to self-improve is at its highest in five years. Peer reviews between schools are increasing. New professional standards are starting to embed within schools. Swansea is well-placed to continue with strong inter-school partnerships to improve outcomes.
- 4.2.6 Support to develop looked after children in education is likely to be devolved to schools in the medium term.
- 4.2.7 Partnership working between schools is supported well through a conference to highlight best practice from within Swansea and an English local authority.
- 4.2.8 A new junior apprenticeships pilot was agreed to allow 14-16 year olds the opportunity of high status learning with provision from the local further education college.

### 4.3 *Transforming our economy and infrastructure*

- 4.3.1 Beyond Bricks & Mortar in their contracts is also above target, ensuring that local labour market and organisations benefit from the investment taking place. As reported previously, there is a transition underway between the regeneration programmes - "Vibrant & Viable Places" to "Targeted Regeneration Investment" and a number of schemes have now been identified to deliver commercial floor space and residential units in the business plan going forward. In addition, several schemes under the "Building for the Future" programme are also progressing through business plan stages. These are privately-owned buildings and ensuring sufficient progress in the coming weeks is essential to securing any future grant award.
- 4.3.2 Turning to the major regeneration priorities, the procurement of the primary contractor for Digital Square & Arena is now complete and works are well underway to complete RIBA stage 4. Procurement of discreet works packages for sub-contractors and a start on site is envisaged in the coming weeks subject to confirmation of City Deal funding. In addition, "Meet the Buyer" events are being organised to ensure the local supply chain is sighted on this major business opportunity. The Kingsway infrastructure project continues to make progress on site and the multi-disciplinary consultants appointed for the Employment Hub building have carried out an initial review of design proposals. A digital services consultant has also been appointed to advise on the digital technology aspects of the project. The Council has also led the submission of a

regional bid to the Department for Digital, Culture, Media and Sport for digital infrastructure under the Local Full Fibre Network Project. A decision will be made within weeks.

- 4.3.3 The Council has now received the Planning Inspector's final report regarding the Local Development Plan. The changes to the plan are now being incorporated and the LDP will now be recommended for adoption at Council in February. Work also continues to progress other key objectives to transform our Economy & Infrastructure, such as Hafod Copperworks Powerhouse Redevelopment Project, and the tender process to appoint the development manager for the Castle Square project is also nearing completion. The Wind Street feasibility study is now complete and options will be reported to Cabinet in Quarter 4.
- 4.3.4 Work is continuing on this year's Capital Programme to improve Council properties up to the Welsh Housing Quality Standard. The WHQS programme has delivered a range of improvements including new roofs, kitchens, bathrooms, heating and electrical systems as well as sprinkler systems in high-rise blocks and sheltered complexes. 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 Two. 34 new 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. 2 family homes are also being developed in West Cross as part of a refurbishment of a former social services building.
- 4.3.5 The beginning of the Quarter included a number of well-attended events and collaborations, including the annual Fireworks display and Swansea being one of several locations nationally to host Danny Boyle's Pages of the Sea installation, for Armistice Day/ Remembrance Sunday, as part of the 14-18 centenary. A number of high profile exhibitions attracted visitors from outside the area, including an exclusive exhibition by Sir Peter Blake and the Swansea Open at the Glynn Vivian Art Gallery. From its first opening performance mid-December, this year's Pantomime at the Grand Theatre attracted over 40,000 to the city centre. The installation of the new Spectrix box office marketing system at the theatre is now operational and will help us capture our visitor data, which we can use to target market seasonal offers, including for the museum and the Glynn Vivian Art Gallery.

#### 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. The exceptions are performance around employment and training, due to the Christmas period when we saw a reduction in recruitment in many sectors. We anticipate we will show measurable improvement in these areas 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.
- 4.4.2 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.
- 4.4.3 Our approved Homelessness Strategy 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. In support of this, the Council is continuing to build new Council homes in order to provide affordable housing and meet housing need. Our research with Policy in Practice is enabling joint working across departments to minimise the impact of Welfare Reform, enabling more proactive working around reducing debt, supporting personal progression and hopefully in time reducing instances of homelessness.
- 4.4.4 We are 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; we continue to build new energy efficient Council homes to help tackle fuel poverty and improve well-being
- 4.4.5 Concluded our exploration of 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.
- 4.4.6 We have successfully rolled out our offering of 30 hours of free childcare in conjunction with the Welsh Government across the whole of Swansea.

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 During Quarter 3 the Council began consultation on the new budget for 2019-20 and completed the strategic review of the Sustainable Swansea - Fit for the Future programme. Although the programme is closely aligned to the budget and Medium Term Financial Plan (MTFP), it has a much wider strategic scope encompassing areas such as organisational change and digital transformation.

4.5.2 In line with Transformation & Future Council well-being objectives in the Corporate Plan, work on key Council strategies continues, aiming to complete by the end of March ready for implementation in the new financial year. These include:

- Digital Strategy - Updated and revised from the 2015 strategy and including both the Council and Digital City aspirations
- Digital Inclusion Strategy - Linking with the Welsh Government's Digital Inclusion Framework so that more people can access support online
- Co-Production Strategy - Defining the Council's approach to designing services alongside communities.

4.5.3 The Transformation & Future Council Policy Development Committee (PDC) has developed a new approach to contract procedure rules in ways which will enable more local businesses to bid for Council contracts.

4.5.4 The Council has been strengthening its approach to equalities during Quarter 3. The new Equalities Champions across the Council received their first training session with more to follow in the coming months. The Scrutiny Inquiry into Equalities is also well underway and scheduled to report findings in Quarter 4.

4.5.5 A review of Welsh Translation services is underway, reviewing ways of working. This is a shared service with Neath & Port Talbot Council.

4.5.6 The final phase of the Business Support implementation is being delivered through Directorate hubs. This phase of work will improve efficiency and consistency of support roles and functions across the Council.

4.5.7 As shown in the indicators above, performance is improving around the digital channels with online forms and payments increasing. This is encouraging given all the work towards 'digital first' objectives. New technology is being trialled in the Council Chamber to enable e-voting and webcasting with the aim of this being available in Quarter 4.



- 4.5.8 The delivery of savings shown in the FINA6 indicator is declining. Performance is monitored by both the Corporate Management Team and Cabinet and remedial actions have been put in place to address both the in-year position and 2019-20. Whilst savings will be delivered, the challenge has been timing given the complexity of some service changes.
- 4.5.9 Sickness days per employee is increasing as shown in the CHR002 indicator. More training, support and data analysis is being provided to managers alongside piloting new ways of working for employees in order to address performance in this area.

## **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.

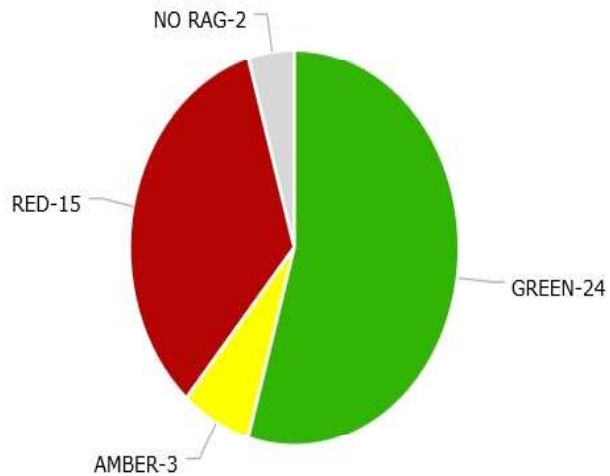
**Appendices:** Appendix A – Corporate Performance Management Report Q3 2018/2019

## Corporate Performance Management Report Q3 2018/2019

JS chart by amCharts

### Performance against Target - Overall Council Summary

2018/2019 Quarter 3



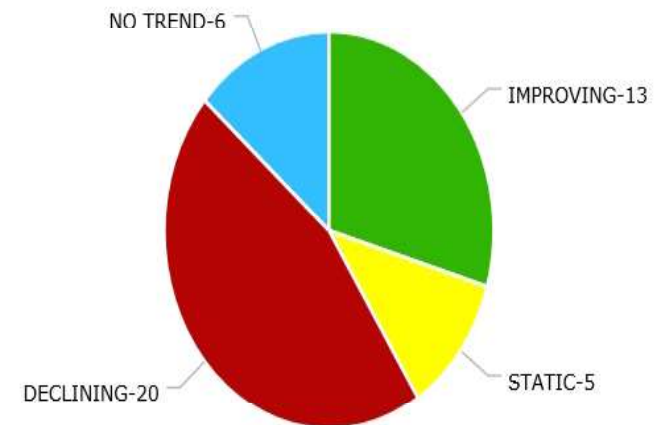
#### Performance against the target:

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

JS chart by amCharts

### Performance compared to same Period of previous year

2018/2019 Quarter 3



#### Performance compared to the same period of the previous year:

<b>IMPROVING</b>	Better performance
<b>STATIC</b>	Same performance
<b>DECLINING</b>	Worse performance
<b>NO TREND</b>	New indicator - No historical comparison

Whilst the increase in the number of children becoming looked after is consistent with national trends, it does indicate the importance of the Council redoubling its efforts to ensure that preventative support to children and families is properly integrated, targeted and purposeful. The 2019/20 transformation proposals for children services and poverty and prevention are all built around this strategic priority.

Likewise in adult services, increased numbers of delayed transfers of care from hospital into the community are a reflection of insufficient capacity within the care sector. The Council cannot address these systemic challenges except through improved integration of health and care and close working with the third and independent sector. This will likely culminate in the creation of a hospital to home recovery service in 2019/20.

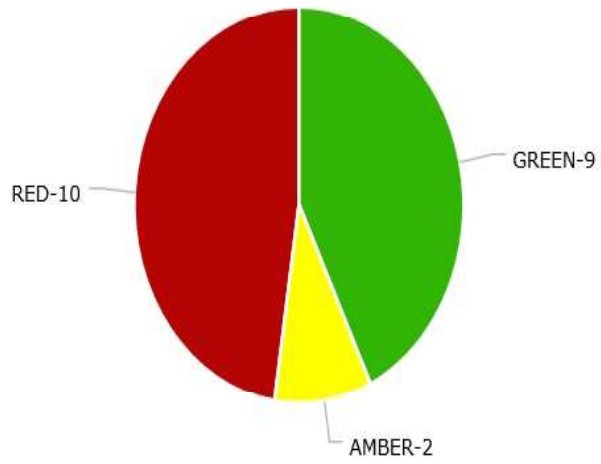
The reported deterioration in meeting performance against DOLs timescales masks a massive improvement in reducing the overall backlog. Reducing the backlog was the key strategic objective for this year.

Performance in relation to timescales for adult safeguarding shows an unexpected deterioration. This requires further investigation as it is unclear whether changes to process have led to an actual deterioration in performance or erroneous reporting.

Despite the challenging context of high levels of demand overall and obvious pressures in the system as highlighted above, the Council's safeguarding arrangements remain robust.

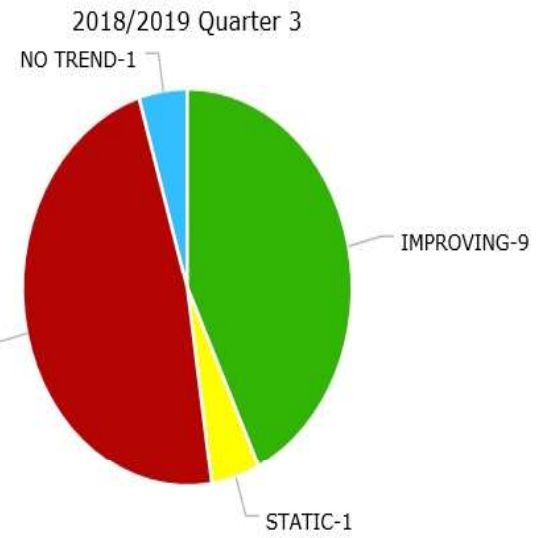
JS chart by amCharts

**Performance against Target**  
2018/2019 Quarter 3



JS chart by amCharts

**Performance compared to same Period of previous year**



# Safeguarding 17-22

Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019
<b>AS10</b> <span style="color: red;">↑</span> Percentage of annual reviews of care and support plans completed in adult services	RAG		GREEN	GREEN	
	Result		70.10%	70.17%	
	Target		65.00%	70.00%	
	Trend	No Data	IMPROVING	IMPROVING	
	Num	3997.00	4198.00	4115.00	-1.98%
	Den	6248.00	5989.00	5864.00	-2.09%
<b>AS11</b> <span style="color: red;">↓</span> Rate of adults aged 65+ receiving care and support to meet their well-being needs per 1,000 population	RAG		GREEN	GREEN	
	Result		95.62	82.06	
	Target		101.00	100.00	
	Trend	No Data	IMPROVING	IMPROVING	
	Num	4569.00	4515.00	3902.00	-13.58%
	Den	47220.00	47220.00	47549.00	

page 60

# Safeguarding 17-22

Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019	
<p>AS12 <span style="color:red">↘</span></p> <p>Rate of adults aged 18-64 receiving care and support to meet their well-being needs per 1,000 population</p> <p><b>AS12</b> <span style="float:right">LOW is Good</span></p>	RAG		RED	GREEN		
	Result		12.15	9.74		
	Target		9.00	13.00		
	Trend	No Data	IMPROVING	IMPROVING		
	Num	1955.00	1822.00	1467.00	-19.48%	
	Den	149958.00	149958.00	150659.00		
<p>AS13 <span style="color:red">↗</span></p> <p>Number of carers (aged 18+) who received a carer's assessment in their own right during the year</p> <p><b>AS13</b> <span style="float:right">HIGH is Good</span></p>	RAG		GREEN	RED	Whilst performance in Quarter 3 is slightly below target, cumulative performance for 2018/19 continues towards meeting the target of 700 in the year..	
	Result		175.00	164.00		
	Target		150.00	175.00		
	Trend	No Data	IMPROVING	DECLINING		
	Num	0.13	175.00	164.00		-6.29%
	Den	1.00	1.00			

# Safeguarding 17-22

Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019	
<p>AS14 <span style="color: red;">↑</span></p> <p>The percentage of people who have completed reablement who were receiving less care or no care 6 months after the end of reablement.</p>	RAG		GREEN	GREEN		
	Result		80.95%	98.53%		
	Target		75.00%	80.00%		
	Trend	No Data	IMPROVING	IMPROVING		
	Num	113.00	340.00	134.00	-60.59%	
	Den	160.00	420.00	136.00	-67.62%	
<p>AS15 <span style="color: red;">↑</span></p> <p>The percentage of statutory performance indicators where performance is maintained or improving</p>	RAG		RED	RED	Whilst only the 2 statutory measures relating to reablement have improved this quarter, the majority of other statutory indicators have only just missed target.	
	Result		57.00%	28.57%		
	Target		85.00%	70.00%		
	Trend	No Data	IMPROVING	DECLINING		
	Num	2.00	4.00	2.00		-50%
	Den	6.00	7.00	7.00		



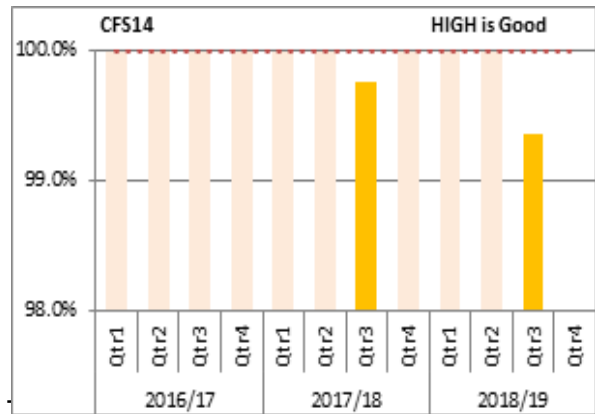
# Safeguarding 17-22

Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019	
<b>AS8</b> Percentage of adult protection referrals to Adult Services where decision is taken within 24 hours (i.e. 1 working day)	RAG	<b>RED</b>	<b>AMBER</b>	<b>RED</b>	This is a concerning deterioration in reported performance which the adult services principal officer lead for safeguarding is investigating. Any recommendations for improvement to processes will be immediately implemented.	
	Result	<b>72.92%</b>	<b>62.93%</b>	<b>43.22%</b>		
	Target	80.00%	65.00%	65.00%		
	Trend	No Data	<b>DECLINING</b>	<b>DECLINING</b>		
	Num	237.00	202.00	118.00		-41.58%
	Den	325.00	321.00	273.00		-14.95%
		AS8 HIGH is Good The chart shows the percentage of adult protection referrals to Adult Services where a decision is taken within 24 hours from Q1 2016 to Q4 2018. The y-axis ranges from 0% to 100%. The x-axis shows quarters from 2016/17 to 2018/19. A target line is set at 80%. Performance starts at approximately 40% in Q1 2016, peaks at 75% in Q3 2016, and then generally declines to 43.22% by Q3 2018.				
<b>AS9</b> The percentage of Deprivation of Liberty Safeguarding (DoLS) Assessments completed in 21 days or less.	RAG		<b>AMBER</b>	<b>RED</b>	Since the creation of the DoLS Team we have reduced the backlog from 331 at the high point to 75 today. We are carrying out further investigations to better understand why this radically improved performance does not improve the performance of timely assessments being carried out.	
	Result		<b>58.40%</b>	<b>49.70%</b>		
	Target		60.00%	70.00%		
	Trend	No Data	<b>DECLINING</b>	<b>DECLINING</b>		
	Num	266.00	270.00	333.00		23.33%
	Den	430.00	462.00	670.00		45.02%
		AS9 HIGH is Good The chart shows the percentage of Deprivation of Liberty Safeguarding (DoLS) Assessments completed in 21 days or less from Q1 2016 to Q4 2018. The y-axis ranges from 0% to 100%. The x-axis shows quarters from 2016/17 to 2018/19. A target line is set at 70%. Performance starts at approximately 60% in Q1 2016, peaks at 65% in Q3 2016, and then declines to 49.70% by Q3 2018.				

Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019
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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.

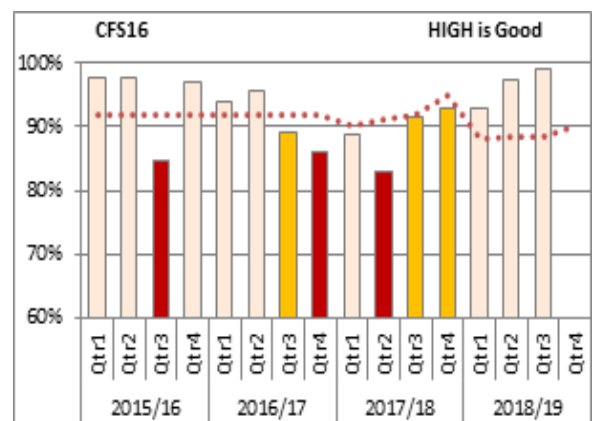


RAG	GREEN	AMBER	AMBER	
Result	100.00%	99.76%	99.35%	
Target	100.00%	100.00%	100.00%	
Trend	STATIC	DECLINING	DECLINING	
Num	408.00	410.00	308.00	-24.88%
Den	408.00	411.00	310.00	-24.57%

Two referrals were flagged as not having a decision made within 24 hrs. Both these referrals were appropriately actioned, but the decision was not recorded on the referral in a timely manner. Referrals are closely monitored at the front door. The cause of this has been identified and steps have been taken to minimise the likelihood of re-occurrence. It is pleasing that performance in this area remains high despite the changes to the front door and the development of an integrated hub.

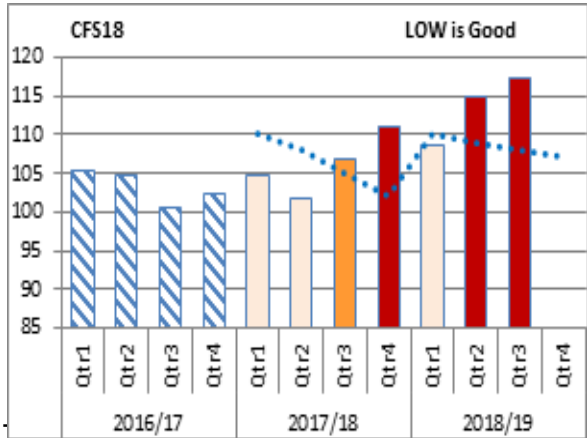
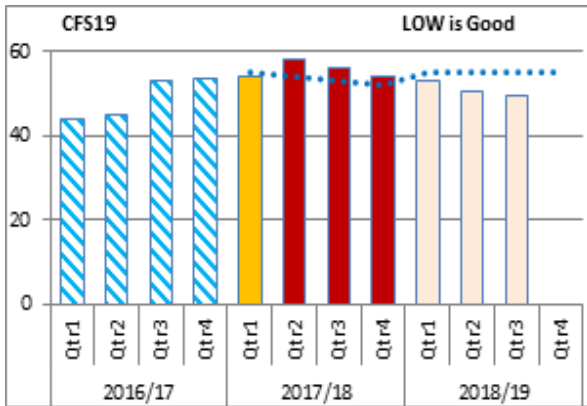
CFS16 [↑](#)

The percentage of initial core group meetings held within 10 working days of the initial child protection conference.



RAG	AMBER	AMBER	GREEN	
Result	89.23%	91.43%	98.97%	
Target	92.00%	92.00%	90.00%	
Trend	IMPROVING	IMPROVING	IMPROVING	
Num	116.00	96.00	96.00	0%
Den	130.00	105.00	97.00	-7.62%

# Safeguarding 17-22

Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019
<p>CFS18 ↓</p> <p>The number of children looked after per 10,000 of the 0-17 Swansea population.</p> 	RAG		AMBER	RED	<p>The rising LAC population is not a factor limited to Swansea. The UK as a whole has seen a dramatic rise in the number of children looked after. The reasons behind the rise are complex, and include substance abuse, severe and prolonged domestic abuse, neglect and parental mental health. There is a direct correlation between poverty and deprivation and children needing removal from the family home. Swansea will always explore all options before resorting to removal of the child.</p>
	Result		106.75	117.41	
	Target		105.00	107.00	
	Trend	No Data	DECLINING	DECLINING	
	Num	473.00	502.00	555.00 10.56%	
	Den	47026.00	47026.00	47272.00	
<p>CFS19 ↓</p> <p>The number of children on the Local Authority's Child Protection Register per 10,000 of the 0-17 Swansea population.</p> 	RAG		RED	GREEN	
	Result		56.35	49.71	
	Target		53.00	55.00	
	Trend	No Data	DECLINING	IMPROVING	
	Num	250.00	265.00	235.00 -11.32%	
	Den	47026.00	47026.00	47272.00	

# Safeguarding 17-22

Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019
<p>CFS20 <span style="color: red;">↘</span></p> <p>The number of children in need of care and support per 10,000 of the 0-17 Swansea population.</p> <p><b>CFS20</b> <span style="float: right;">LOW is Good</span></p>	<p>RAG</p> <p>Result</p> <p>Target</p> <p>Trend</p> <p>Num</p> <p>Den</p>		<p>AMBER</p> <p>211.59</p> <p>210.00</p> <p>IMPROVING</p> <p>995.00</p> <p>47026.00</p>	<p>GREEN</p> <p>170.29</p> <p>205.00</p> <p>IMPROVING</p> <p>805.00 <span style="float: right;">-19.1%</span></p> <p>47272.00</p>	
<p>CFS21 <span style="color: red;">↑</span></p> <p>Percentage of all statutory indicators for Child &amp; Family Services that have maintained or improved performance from the previous year.</p> <p><b>CF521</b> <span style="float: right;">HIGH is Good</span></p>	<p>RAG</p> <p>Result</p> <p>Target</p> <p>Trend</p> <p>Num</p> <p>Den</p>		<p>RED</p> <p>20.00%</p> <p>80.00%</p> <p>No Data</p> <p>1.00</p> <p>5.00</p>	<p>RED</p> <p>20.00%</p> <p>80.00%</p> <p>STATIC</p> <p>1.00 <span style="float: right;">0%</span></p> <p>5.00</p>	<p>Whilst there has been a decrease in performance from the 2017/18 financial year, the decrease is slight. In most cases performance has improved over the current year in comparison to Q1 results and although currently lower than last year's result, there is still some opportunity to improve in Q4.</p>

# Safeguarding 17-22

Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019
Measure 18 <span style="color: red;">↑</span> The percentage of adult protection enquiries completed within 7 days	RAG	AMBER	GREEN	RED	This deterioration in reported performance appears to be linked to resource pressures caused by sickness absence in one particular service area. Team managers are prioritising workload to mitigate the impact. The principal officer lead for safeguarding is monitoring that safe practice is being maintained and any recommendations to improve process will be immediately implemented.
	Result	93.54%	95.64%	84.25%	
Target	95.00%	90.00%	90.00%		
Trend	No Data	IMPROVING	DECLINING		
Num	304.00	307.00	230.00 -25.08%		
Den	325.00	321.00	273.00 -14.95%		
Measure 19 (PAM025) <span style="color: red;">↓</span> The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	RAG	GREEN	RED	RED	
	Result	1.71	4.84	7.38	
Target	6.00	3.00	4.50		
Trend	No Data	DECLINING	DECLINING		
Num	37.00	105.00	162.00 54.29%		
Den	21672.00	21672.00	21956.00		

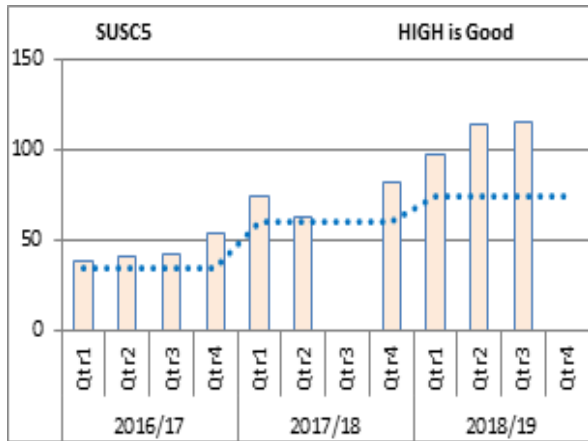
# Safeguarding 17-22

Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019
<p>Measure 24 (PAM028) <span style="color: green;">↑</span></p> <p>The percentage of assessments completed for children within statutory timescales</p>	RAG		RED	RED	<p>We are experiencing some difficulty in recording and accurately capturing performance for assessments. Whilst we expect to see an improvement in Q4 we are unlikely to reach our performance target this year. Further work is required to ensure that managers use the available tools to track progress on assessments underway to try to ensure compliance with timescales.</p>
Result			69.53%	73.00%	
Target			89.00%	90.00%	
Trend	No Data		DECLINING	IMPROVING	
Num	296.00	194.00	173.00	-10.82%	
Den	363.00	279.00	237.00	-15.05%	
<p>Measure 28 <span style="color: red;">↓</span></p> <p>The average length of time for all children who were on the Child Protection Register (CPR) during the year</p>	RAG	GREEN	GREEN	GREEN	<p>Performance improving throughout 2018/19. Within acceptable range of performance.</p>
Result		236.00	210.66	234.00	
Target		280.00	300.00	300.00	
Trend	No Data		IMPROVING	DECLINING	
Num	18408.00	22962.00	21321.00	-7.15%	
Den	78.00	109.00	91.00	-16.51%	

# Safeguarding 17-22

Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019																									
<p><b>SAFE27</b> <span style="color: red;">↑</span></p> <p>Total number of staff who have completed the corporate mandatory safeguarding awareness training (excludes school based staff)</p> <table border="1"> <caption>SAFE27 Data</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>2017/18</td> <td>180</td> <td>220</td> <td>180</td> <td>150</td> </tr> <tr> <td>2018/19</td> <td>200</td> <td>130</td> <td>80</td> <td>0</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2016/17	0	0	0	0	2017/18	180	220	180	150	2018/19	200	130	80	0	<p>RAG</p> <p>Result</p> <p>Target</p> <p>Trend</p> <p>Num</p> <p>Den</p>		<p><b>RED</b></p> <p>183.00</p> <p>250.00</p> <p>No Data</p> <p>183.00</p>	<p><b>RED</b></p> <p>80.00</p> <p>175.00</p> <p><b>DECLINING</b></p> <p>80.00      -56.28%</p>	<p>38 staff completed both adult and child modules: 42 staff completed one module: 0 staff completed face to face training. Results from e-learning and Oracle.</p>					
Year	Q1	Q2	Q3	Q4																										
2016/17	0	0	0	0																										
2017/18	180	220	180	150																										
2018/19	200	130	80	0																										
<p><b>SAFE8b</b> <span style="color: red;">↑</span></p> <p>Percentage of Elected Members who have received training in safeguarding vulnerable people</p> <table border="1"> <caption>SAFE8b Data</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>35%</td> <td>40%</td> <td>45%</td> <td>60%</td> </tr> <tr> <td>2016/17</td> <td>60%</td> <td>65%</td> <td>75%</td> <td>75%</td> </tr> <tr> <td>2017/18</td> <td>45%</td> <td>85%</td> <td>80%</td> <td>85%</td> </tr> <tr> <td>2018/19</td> <td>80%</td> <td>85%</td> <td>90%</td> <td>95%</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2015/16	35%	40%	45%	60%	2016/17	60%	65%	75%	75%	2017/18	45%	85%	80%	85%	2018/19	80%	85%	90%	95%	<p>RAG</p> <p>Result</p> <p>Target</p> <p>Trend</p> <p>Num</p> <p>Den</p>		<p><b>GREEN</b></p> <p>81.94%</p> <p>75.00%</p> <p>No Data</p> <p>59.00</p> <p>72.00</p>	<p><b>AMBER</b></p> <p>94.40%</p> <p>95.00%</p> <p><b>IMPROVING</b></p> <p>68.00      15.25%</p> <p>72.00</p>	<p>These figures have improved and we will continue to work with Democratic Services to support completion of this target.</p>
Year	Q1	Q2	Q3	Q4																										
2015/16	35%	40%	45%	60%																										
2016/17	60%	65%	75%	75%																										
2017/18	45%	85%	80%	85%																										
2018/19	80%	85%	90%	95%																										

Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019
SUSC5 <a href="#">↑</a> Number of new requests for local area co-ordination	RAG	GREEN		GREEN	
	Result	42.00		116.00	
	Target	35.00		75.00	
	Trend	IMPROVING	No Data	No Data	
	Num	42.00		116.00	
	Den				





A draft white paper on curriculum reform in Wales will be available for consultation in April 2019 where well-being, Welsh, employability skills, digital competence skills, science and technology feature strongly. Schools are preparing themselves by focussing on teaching methods and engaging with the 12 curriculum pioneer schools in Swansea.

Verified external examination performance demonstrates that Swansea continues to do well in comparison to other local authorities since the introduction of new qualifications in Wales. New science GCSEs examined for the first time in 2018 mean that improvements are required next year. Vulnerable groups of learners do not perform as well since the introduction of ambitious examination specifications. Re-integration rates of EOTAS pupils appear positive. Literacy and numeracy test results are no longer used as performance measures by Estyn and Welsh Government. They are seen as diagnostic tools for schools.

A digital strategy is developing well between schools and the local authority to focus on infrastructure and pupils' skills development. Better links have been forged within the Swansea Skills Partnership and in Q4 an action plan will be created to focus on joint objectives.

Attendance has been affected by illness during the autumn term. However, the challenge on improving attendance continues. Exclusion rates have increased during the Q3 reporting period.

Schools have been evaluated to identify their capacity to self-improve with a focus on leadership and teaching. For the first time in five years, the majority of primary schools are evaluated as highly effective and for secondary schools, capacity to self-improve is at its highest in five years. Peer reviews between schools are increasing. New professional standards are starting to embed within schools. Swansea is well-placed to continue with strong inter-school partnerships to improve outcomes.

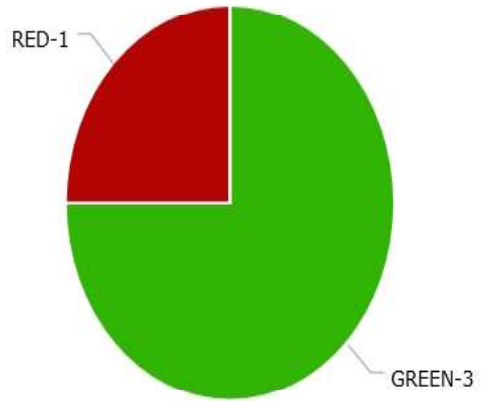
Support to develop looked after children in education is likely to be devolved to schools in the medium term.

Partnership working between schools is supported well through a conference to highlight best practice from within Swansea and an English local authority.

A new junior apprenticeships pilot was agreed to allow 14-16 year olds the opportunity of high status learning with provision from the local further education college.

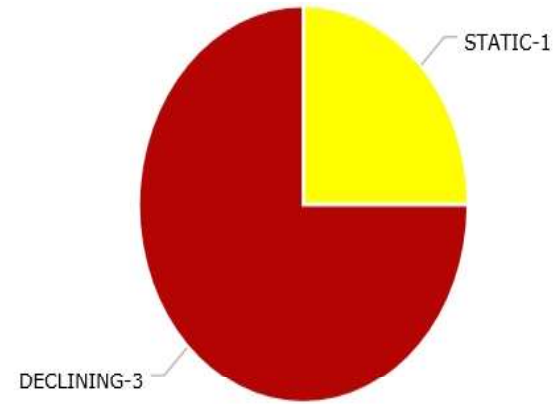
JS chart by amCharts

**Performance against Target**  
2018/2019 Quarter 3



JS chart by amCharts

**Performance compared to same Period of previous year**  
2018/2019 Quarter 3



Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019
BBMA4 <a href="#">↑</a> The number of apprenticeships or trainee starts in the Council	RAG		GREEN	RED	Targets are ambitious and budgetary constraints mean that departments are not taking on staff or trainees in the volumes anticipated.
	Result		21.00	21.00	
	Target		15.00	40.00	
	Trend	No Data	No Data	STATIC	
	Num		21.00	21.00 0%	
	Den				
EDU016a (PAM007) <a href="#">↑</a> Percentage of pupil attendance in primary schools	RAG	GREEN	GREEN	GREEN	Attendance fell in the second half of the term due mainly to illness.
	Result	95.30%	95.14%	94.93%	
	Target	94.00%	94.00%	94.00%	
	Trend	DECLINING	DECLINING	DECLINING	
	Num	2140935.00	2274524.00	2248184.00 -1.16%	
	Den	2246473.00	2390691.00	2368188.00 -0.94%	

Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019
EDU016b (PAM008) <span style="color: red;">↑</span> Percentage of pupil attendance in secondary schools	RAG	GREEN	GREEN	GREEN	Attendance fell in the second half of the term due mainly to illness.
<p><b>EDU016b</b> HIGH is Good</p>	Result	94.03%	93.97%	93.80%	
	Target	93.00%	93.00%	93.00%	
	Trend	DECLINING	DECLINING	DECLINING	
	Num	1566509.00	1652108.00	1701538.00	2.99%
	Den	1665933.00	1758075.00	1814083.00	3.19%
POV07 <span style="color: red;">↑</span> The number of training and employment person weeks created by BBM for unemployed and economically inactive.	RAG		GREEN	GREEN	Many of the new contracts this year have been small and have not generated as many person weeks as last year.
<p><b>POV07</b> HIGH is Good</p>	Result		1755.00	1699.00	
	Target		1000.00	1200.00	
	Trend	No Data	No Data	DECLINING	
	Num		1755.00	1699.00	-3.19%
	Den				

Beyond Bricks & Mortar in their contracts is also above target, ensuring that local labour market and organisations benefit from the investment taking place. As reported previously, there is a transition underway between the regeneration programmes - "Vibrant & Viable Places" to "Targeted Regeneration Investment" and a number of schemes have now been identified to deliver commercial floor space and residential units in the business plan going forward. In addition, several schemes under the 'Building for the Future' programme are also progressing through business plan stages. These are privately-owned buildings and ensuring sufficient progress in the coming weeks is essential to securing any future grant award.

Turning to the major regeneration priorities, the procurement of the primary contractor for Digital Square & Arena is now complete and works are well underway to complete RIBA stage 4. Procurement of discreet works packages for sub-contractors and a start on site is envisaged in the coming weeks subject to confirmation of City Deal funding. In addition, 'Meet the Buyer' events are being organised to ensure the local supply chain is sighted on this major business opportunity. The Kingsway infrastructure project continues to make progress on site and the multi-disciplinary consultants appointed for the Employment Hub building have carried out an initial review of design proposals. A digital services consultant has also been appointed to advise on the digital technology aspects of the project. The Council has also led the submission of a regional bid to the Department for Digital, Culture, Media and Sport for digital infrastructure under the Local Full Fibre Network Project. A decision will be made within weeks.

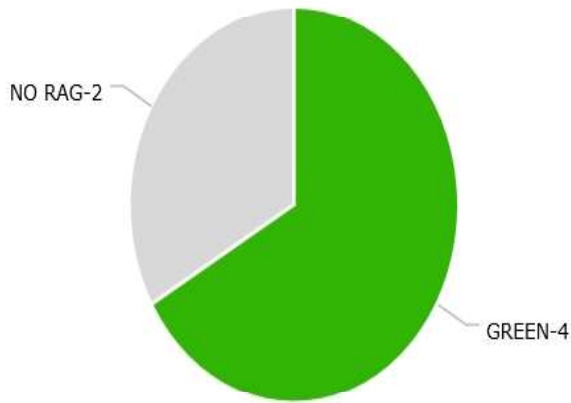
The Council has now received the Planning Inspector's final report regarding the Local Development Plan. The changes to the plan are now being incorporated and the LDP will now be recommended for adoption at Council in February. Work also continues to progress other key objectives to transform our Economy & Infrastructure, such as Hafod Copperworks Powerhouse Redevelopment Project, and the tender process to appoint the development manager for the Castle Square project is also nearing completion. The Wind Street feasibility study is now complete and options will be reported to Cabinet in Quarter 4.

Work is continuing on this year's Capital Programme to improve Council properties up to the Welsh Housing Quality Standard. The WHQS programme has delivered a range of improvements including new roofs, kitchens, bathrooms, heating and electrical systems as well as sprinkler systems in high-rise blocks and sheltered complexes. 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 Two. 34 new 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. 2 family homes are also being developed in West Cross as part of a refurbishment of a former social services building.

The beginning of the Quarter included a number of well-attended events and collaborations, including the annual Fireworks display and Swansea being one of several locations nationally to host Danny Boyle's Pages of the Sea installation, for Armistice Day/ Remembrance Sunday, as part of the 14-18 centenary. A number of high profile exhibitions attracted visitors from outside the area, including an exclusive exhibition by Sir Peter Blake and the Swansea Open at the Glynn Vivian Art Gallery. From its first opening performance mid-December, this year's Pantomime at the Grand Theatre attracted over 40,000 to the city centre. The installation of the new Spectrix box office marketing system at the theatre is now operational and will help us capture our visitor data, which we can use to target market seasonal offers, including for the museum and the Glynn Vivian Art Gallery.

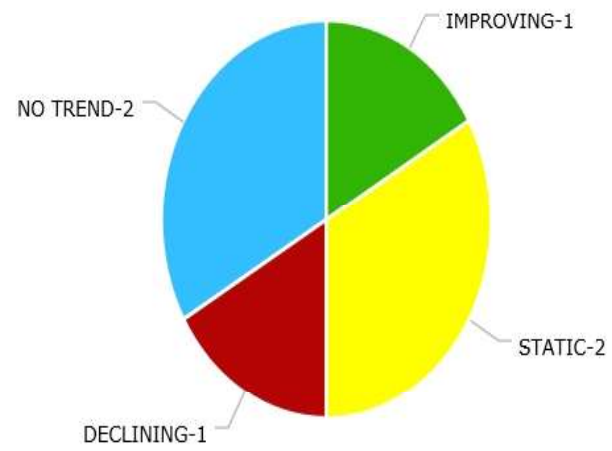
JS chart by amCharts


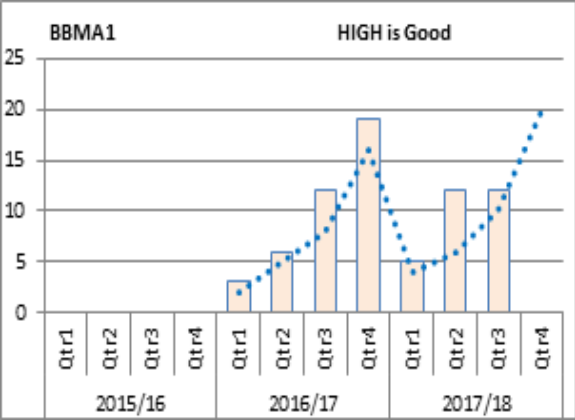

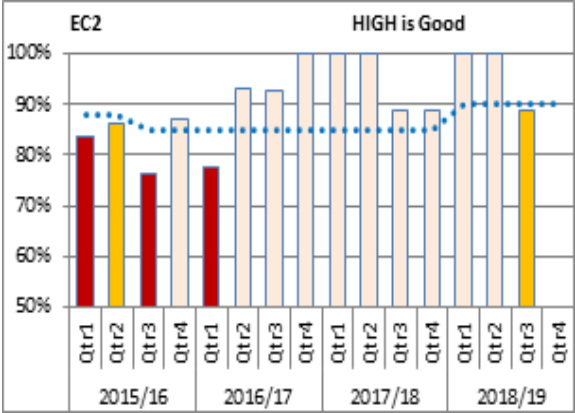
**Performance against Target**  
2018/2019 Quarter 3





JS chart by amCharts

**Performance compared to same Period of previous year**  
2018/2019 Quarter 3



Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019
<b>BBMA1</b>  The number of projects with social benefit clauses and Beyond Bricks & Mortar in their contracts	RAG		GREEN	GREEN	
	Result		12.00	12.00	
	Target		8.00	10.00	
	Trend	No Data	No Data	STATIC	
	Num		12.00	12.00 0%	
	Den				
<b>EC2</b>  The Percentage of all major applications with an economic imperative that are approved	RAG	GREEN	GREEN	GREEN	One application was refused on policy grounds.
	Result	93.00%	89.00%	89.00%	
	Target	85.00%	85.00%	85.00%	
	Trend	IMPROVING	DECLINING	STATIC	
	Num	13.00	8.00	8.00 0%	
	Den	14.00	9.00	9.00 0%	

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Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019
EC5  Amount of commercial floorspace (m <sup>2</sup> ) created within the City Centre to accommodate job creation	RAG				Several schemes are now underway but due to revised funding timescales they are not expected to be completed until June 2019. Two schemes are currently on site, they are not expected to complete until after March 2019 but will ultimately deliver 446 m <sup>2</sup> between them.
	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				Several schemes are now underway but due to revised funding timescales they are not expected to be completed until June 2019. Five schemes are currently on site, they are not expected to complete until after March 2019 but will ultimately deliver 18 units between them.
	Result			0.00	
	Target				
	Trend			No Data	
	Num			0.00	
	Den				



Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019																				
<p>EP28 <span style="color: red;">↑</span></p> <p>The percentage of all planning applications determined within 8 weeks.</p> <p><b>EP28 HIGH is Good</b></p> <table border="1"> <caption>EP28 Performance Data</caption> <thead> <tr> <th>Year</th> <th>Qtr1</th> <th>Qtr2</th> <th>Qtr3</th> <th>Qtr4</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>90%</td> <td>90%</td> <td>78%</td> <td>85%</td> </tr> <tr> <td>2017/18</td> <td>88%</td> <td>85%</td> <td>82%</td> <td>88%</td> </tr> <tr> <td>2018/19</td> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </tbody> </table>	Year	Qtr1	Qtr2	Qtr3	Qtr4	2016/17	90%	90%	78%	85%	2017/18	88%	85%	82%	88%	2018/19	90%	90%	90%	90%	<p>RAG</p> <p>Result</p> <p>Target</p> <p>Trend</p> <p>Num</p> <p>Den</p>	<p>AMBER</p> <p>77.73%</p> <p>80.00%</p> <p>DECLINING</p> <p>356.00</p> <p>458.00</p>	<p>GREEN</p> <p>81.35%</p> <p>80.00%</p> <p>IMPROVING</p> <p>362.00</p> <p>445.00</p>	<p>GREEN</p> <p>90.16%</p> <p>80.00%</p> <p>IMPROVING</p> <p>403.00</p> <p>447.00</p> <p>11.33%</p> <p>0.45%</p>	
Year	Qtr1	Qtr2	Qtr3	Qtr4																					
2016/17	90%	90%	78%	85%																					
2017/18	88%	85%	82%	88%																					
2018/19	90%	90%	90%	90%																					
<p>WMT009b (PAM030) <span style="color: red;">↑</span></p> <p>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</p> <p><b>WMT009b HIGH is Good</b></p> <table border="1"> <caption>WMT009b Performance Data</caption> <thead> <tr> <th>Year</th> <th>Qtr1</th> <th>Qtr2</th> <th>Qtr3</th> <th>Qtr4</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>59%</td> <td>65%</td> <td>63%</td> <td>62%</td> </tr> <tr> <td>2017/18</td> <td>63%</td> <td>64%</td> <td>64%</td> <td>63%</td> </tr> <tr> <td>2018/19</td> <td>60%</td> <td>65%</td> <td>63%</td> <td>62%</td> </tr> </tbody> </table>	Year	Qtr1	Qtr2	Qtr3	Qtr4	2016/17	59%	65%	63%	62%	2017/18	63%	64%	64%	63%	2018/19	60%	65%	63%	62%	<p>RAG</p> <p>Result</p> <p>Target</p> <p>Trend</p> <p>Num</p> <p>Den</p>	<p>GREEN</p> <p>63.75%</p> <p>58.00%</p> <p>IMPROVING</p> <p>20241.40</p> <p>31751.70</p>	<p>GREEN</p> <p>64.89%</p> <p>60.00%</p> <p>IMPROVING</p> <p>18805.08</p> <p>28980.76</p>	<p>GREEN</p> <p>62.88%</p> <p>62.00%</p> <p>DECLINING</p> <p>17873.00</p> <p>28423.00</p> <p>-4.96%</p> <p>-1.92%</p>	<p>Due to the time delay for WG verification, these figures relate to Qtr 2. The reduction in recycling performance year on year is due to the very dry summer reducing garden waste tonnages, and the change in the way wood recycling is assessed. The WG target for 18/19 is only 58%, however the WG target increases to 64% next year. The new initiative "Keeping Recyclables Out" which will seek a behavioural change in recycling in the home, starts on 25 Feb to exceed 64% for next year.</p>
Year	Qtr1	Qtr2	Qtr3	Qtr4																					
2016/17	59%	65%	63%	62%																					
2017/18	63%	64%	64%	63%																					
2018/19	60%	65%	63%	62%																					

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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. The exceptions are performance around employment and training, due to the Christmas period when we saw a reduction in recruitment in many sectors. We anticipate we will show measurable improvement in these areas 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 approved Homelessness Strategy 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. In support of this, the Council is continuing to build new Council homes in order to provide affordable housing and meet housing need. Our research with Policy in Practice is enabling joint working across departments to minimise the impact of Welfare Reform, enabling more proactive working around reducing debt, supporting personal progression and hopefully in time reducing instances of homelessness.

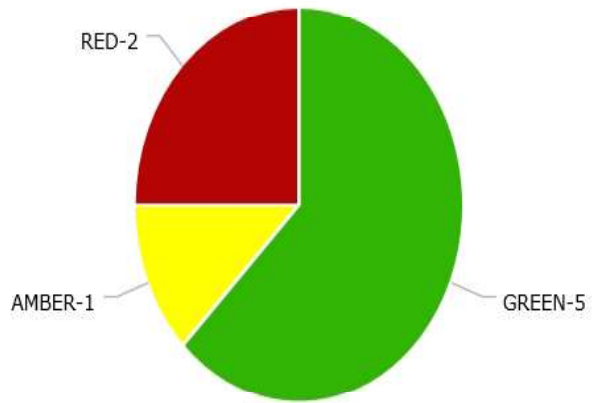
We are exploring creating our own energy venture, which if successful will provide low-cost energy to homes helping to tackle high domestic fuel bills and fuel poverty. In addition, we continue to support tackling climate change and help eradicate fuel poverty and boost economic development through the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

Concluded our exploration of 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 rolled out our offering of 30 hours of free childcare in conjunction with the Welsh Government across the whole of Swansea. We are currently investigating how this can be used as an incentive to help families in Swansea find work.

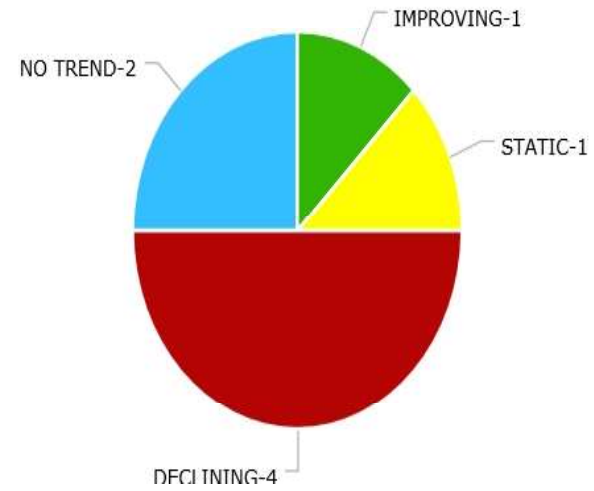
JS chart by amCharts

**Performance against Target**  
2018/2019 Quarter 3



JS chart by amCharts

**Performance compared to same Period of previous year**  
2018/2019 Quarter 3



# Tackling Poverty 17-22

Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019	
HBCT01a ↴ Housing Benefit Speed of Processing: Average time for processing new claims.	RAG	GREEN	GREEN	GREEN		
	Result	15.10	16.14	12.21		
	Target	19.00	18.00	18.00		
	Trend	IMPROVING	DECLINING	IMPROVING		
	Num	20969.00	22713.00	7337.00	-67.70%	
	Den	1389.00	1407.00	601.00	-57.29%	
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 complications in CTR/HB administrations caused by the rollout of Universal Credit and reductions in staff resources.	
	Result	4.45	4.32	5.57		
	Target	7.00	6.00	6.00		
	Trend	IMPROVING	IMPROVING	DECLINING		
	Num	47051.00	38202.00	36839.00		-3.57%
	Den	10566.00	8839.00	6614.00		-25.17%


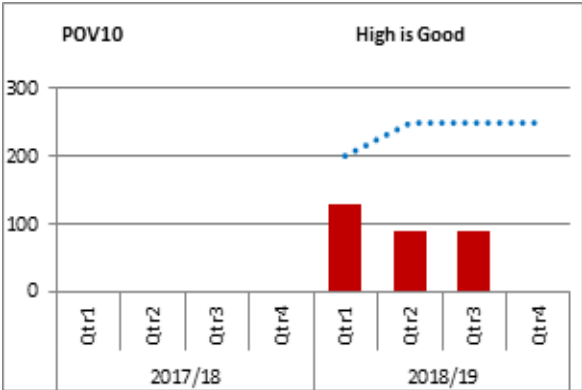

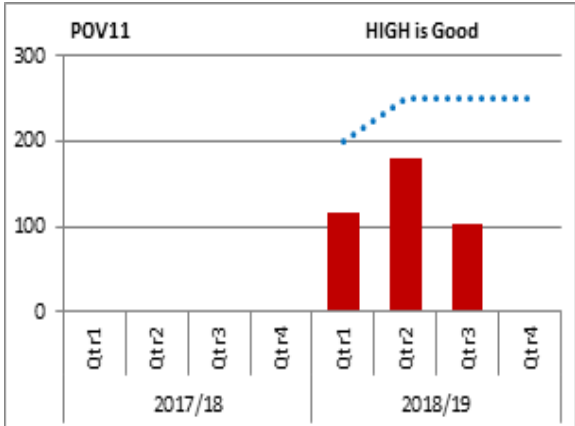
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Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019
HBCT02a ↴ Council Tax Reduction Speed of Processing: Average time for processing new claims.	RAG	GREEN	GREEN	AMBER	PI is slightly above target but remains reasonable performance allowing for reduced resources and the implementation of Universal Credit in the Swansea area.
	Result	14.50	17.80	18.20	
	Target	19.00	18.00	18.00	
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	20463.00	23642.00	22703.00 -3.97%	
	Den	1411.00	1325.00	1244.00 -6.11%	
HBCT02b ↴ Council Tax Reduction Speed of Processing: Average time for processing notifications of change in circumstances.	RAG	GREEN	GREEN	GREEN	Although performance has dipped since last year PI remains under target which is reasonable allowing for reduced resources.
	Result	3.10	3.10	4.80	
	Target	7.00	6.00	6.00	
	Trend	IMPROVING	STATIC	DECLINING	
	Num	48196.00	48175.00	76427.00 58.64%	
	Den	15347.00	15431.00	15899.00 3.03%	

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# Tackling Poverty 17-22

Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019																				
<p>POV05 <span style="color: red;">↑</span></p> <p>The amount of welfare benefits raised through securing rights and entitlements by the Welfare Rights Team</p> <p><b>POV05 HIGH is Good</b></p> <table border="1"> <caption>POV05 Data (Estimated from Chart)</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>240,000</td> <td>220,000</td> <td>210,000</td> <td>400,000</td> </tr> <tr> <td>2017/18</td> <td>180,000</td> <td>290,000</td> <td>340,000</td> <td>350,000</td> </tr> <tr> <td>2018/19</td> <td>120,000</td> <td>280,000</td> <td>290,000</td> <td>-</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2016/17	240,000	220,000	210,000	400,000	2017/18	180,000	290,000	340,000	350,000	2018/19	120,000	280,000	290,000	-	RAG	GREEN	GREEN	GREEN	<p>Figures outstanding for one particular case due to complexity of the case - figures are not finalised. There have also been a large number of postponements in this quarter.</p>
Year	Q1	Q2	Q3	Q4																					
2016/17	240,000	220,000	210,000	400,000																					
2017/18	180,000	290,000	340,000	350,000																					
2018/19	120,000	280,000	290,000	-																					
Result	204794.00	337231.00	300497.00																						
Target	200000.00	200000.00	200000.00																						
Trend	IMPROVING	IMPROVING	DECLINING																						
Num	204794.00	337231.00	300497.45	-10.89%																					
Den																									
<p>POV06 <span style="color: red;">↓</span></p> <p>The average number of days all homeless families with children spent in Bed and Breakfast accommodation</p> <p><b>POV06 LOW is Good</b></p> <table border="1"> <caption>POV06 Data (Estimated from Chart)</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>2.8</td> <td>5.0</td> <td>3.2</td> <td>4.0</td> </tr> <tr> <td>2016/17</td> <td>1.5</td> <td>6.0</td> <td>6.0</td> <td>6.0</td> </tr> <tr> <td>2017/18</td> <td>1.5</td> <td>1.5</td> <td>1.5</td> <td>1.5</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2015/16	2.8	5.0	3.2	4.0	2016/17	1.5	6.0	6.0	6.0	2017/18	1.5	1.5	1.5	1.5	RAG	GREEN	GREEN	GREEN	
Year	Q1	Q2	Q3	Q4																					
2015/16	2.8	5.0	3.2	4.0																					
2016/17	1.5	6.0	6.0	6.0																					
2017/18	1.5	1.5	1.5	1.5																					
Result	3.00	0.00	0.00																						
Target	7.00	6.00	6.00																						
Trend	IMPROVING	IMPROVING	STATIC																						
Num	3.00	0.00	0.00	0%																					
Den	1.00	0.00	0.00																						

Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019
POV10  Number of people gaining employment through Employability Support	RAG			RED	The recruitment in many sectors slowed down or reduced in December and this had an impact on employment outcomes. Having said this, there was an improvement on the last quarter. With the expected recruitment drive in January from sectors post Christmas and initiatives in place for Quarter 4 (sector specific employment events) we expect there to be an improvement in Quarter 4.
	Result			91.00	
	Target			125.00	
	Trend			No Data	
	Num			91.00	
	Den				
POV11  Number of accredited qualifications achieved by adults with local Authority support	RAG			RED	The number of courses that were delivered in the period reduced from last quarter and the attendances were also affected in the month of December due to the festive period. The number of accreditations applied for and returning were also less than previously. There will be many more courses run in Quarter 4 with a high booking rate to date so we expect a significant improvement in Quarter 4.
	Result			104.00	
	Target			250.00	
	Trend			No Data	
	Num			104.00	
	Den				

During Qtr3 the Council began consultation on the new budget for 2019-20 and completed the strategic review of the Sustainable Swansea - Fit for the Future programme. Although the programme is closely aligned to the budget and Medium Term Financial Plan (MTFP), it has a much wider strategic scope encompassing areas such as organisational change and digital transformation.

In line with Transformation & Future Council well-being objectives in the Corporate Plan, work on key Council strategies continues, aiming to complete by the end of March ready for implementation in the new financial year. These include:

- Digital Strategy - Updated and revised from the 2015 strategy and including both the Council and Digital City aspirations
- Digital Inclusion Strategy - Linking with the Welsh Government's Digital Inclusion Framework so that more people can access support online
- Co-Production Strategy - Defining the Council's approach to designing services alongside communities.

The Transformation & Future Council Policy Development Committee (PDC) has developed a new approach to contract procedure rules in ways which will enable more local businesses to bid for Council contracts.

The Council has been strengthening its approach to equalities during Qtr3. The new Equalities Champions across the Council received their first training session with more to follow in the coming months. The Scrutiny Inquiry into Equalities is also well underway and scheduled to report findings in qtr4.

A review of Welsh Translation services is underway, reviewing ways of working. This is a shared service with Neath & Port Talbot Council.

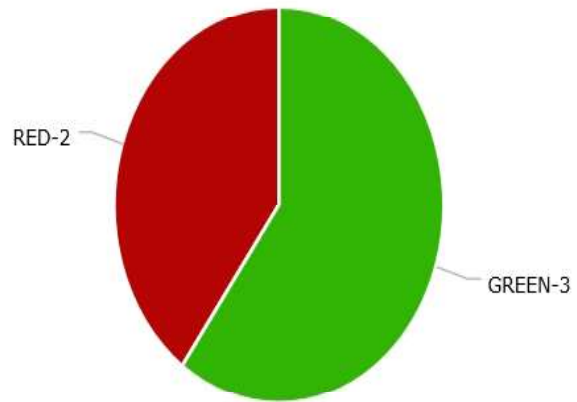
The final phase of the Business Support implementation is being delivered through Directorate hubs. This phase of work will improve efficiency and consistency of support roles and functions across the Council.

As shown in the indicators above, performance is improving around the digital channels with online forms and payments increasing. This is encouraging given all the work towards 'digital first' objectives. New technology is being trialled in the Council Chamber to enable e-voting and webcasting with the aim of this being available in qtr4. The delivery of savings shown in the FINA6 indicator is declining. Performance is monitored by both the Corporate Management Team and Cabinet and remedial actions have been put in place to address both the in-year position and 2019-20. Whilst savings will be delivered, the challenge has been timing given the complexity of some service changes. Sickness days per employee is increasing as shown in the CHR002 indicator. More training, support and data analysis is being provided to managers alongside piloting new ways of working for employees in order to address performance in this area.



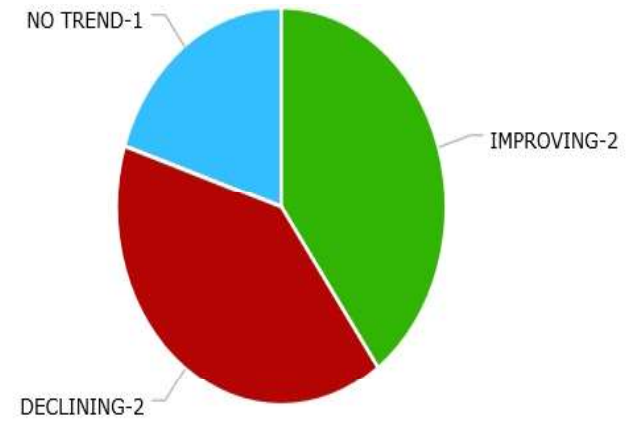
JS chart by amCharts

**Performance against Target**  
2018/2019 Quarter 3



JS chart by amCharts

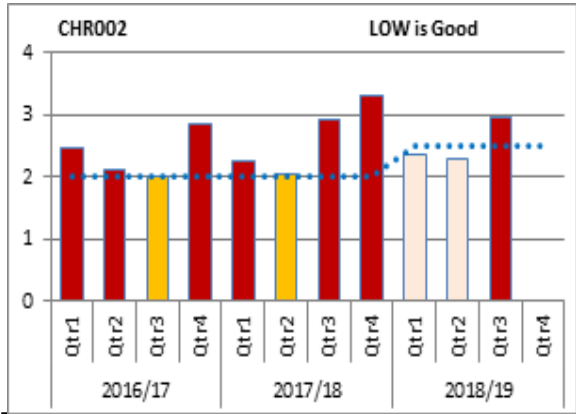
**Performance compared to same Period of previous year**  
2018/2019 Quarter 3



Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019
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CHR002 (PAM001) ↓

The number of working days/shifts per full time equivalent lost due to sickness absence

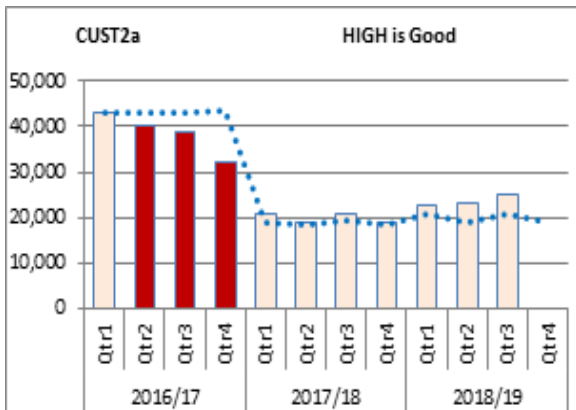


RAG	AMBER	RED	RED
Result	2.01	2.91	2.95
Target	2.00	2.00	2.50
Trend	IMPROVING	DECLINING	DECLINING
Num	18333.91	26484.47	26333.71 -0.57%
Den	9107.00	9110.00	8923.56 -2.05%

Note from Corporate Performance Team - Data quality under review. Sickness data shows an average of 2.95 days with a percentage increase as follows in the following areas in the last twelve months: (i) Stomach complaints 16.25%; (ii) Stress 5.29%; (iii) Influenza/ Cold 7.71%; (iv) Chest Infection 6.56%; (v) Hospitalisation 9.28%; (vi) Back Injuries 4.72%. Remedial Actions include: Development of a Mental Health Policy (Occ Health); A new sickness absence Policy (HR); Greater emphasis on completion of mandatory training (e.g. DSE) and Greater promotion of sickness absence.


CUST2a ↑

Number of online payments received via City and County of Swansea websites



RAG		GREEN	GREEN
Result		20767.00	24892.00
Target		19300.00	20800.00
Trend	No Data	DECLINING	IMPROVING
Num	38922.00	20767.00	24892.00 19.86%
Den			

Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	Comment-2018/2019	
<b>CUST2b</b> Number of forms completed online for fully automated processes. 	RAG	GREEN	GREEN	GREEN		
	Result	3599.00	3926.00	7466.00		
	Target	1950.00	3800.00	5250.00		
	Trend	IMPROVING	IMPROVING	IMPROVING		
	Num	3599.00	3926.00	7466.00	90.17%	
	Den					
Page 89 <b>FINA6</b> 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	Delivery of savings in the Medium Term Financial Plan continues to be challenging. Many of the savings are linked with complex transformation of services. The Council aims to deliver services which are fit for the future, sustainable in the longer term and co-produced with communities. This focus on long term community outcomes has delayed delivery during the year. The Corporate Management Team and Cabinet review monthly and have initiated mitigations to impact final outturn and next year.	
	Result	66.72%	67.03%	50.16%		
	Target	95.00%	100.00%	95.00%		
	Trend	DECLINING	IMPROVING	DECLINING		
	Num	15020.00	12552.00	8291.00		-33.95%
	Den	22513.00	18727.00	16530.00		-11.73%

Performance Indicator	KEY	2016/2017 Quarter 3	2017/2018 Quarter 3	2018/2019 Quarter 3	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	
	Result			0.00	
	Target			0.00	
	Trend			No Data	
	Num			0.00	
	Den				

# 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)**

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

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

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

	<p>Protection</p> <ul style="list-style-type: none"> <li>• Lynda Grove – Service Improvement Manager</li> </ul> <p><b>2. Welsh Public Library Standards Annual Report 2017/18</b></p> <ul style="list-style-type: none"> <li>• Karen Gibbins - Principal Librarian for Information &amp; Learning</li> <li>• Cllr June Burtonshaw – Cabinet Member for Better Communities – Place</li> </ul>
<p><b>Meeting 14 Monday May 13th</b></p>	<p><b>1. Q3 Performance Monitoring Report</b></p> <ul style="list-style-type: none"> <li>• Richard Rowlands – Corporate Performance Manager</li> </ul> <p><b>2. Commissioning Review Overview</b></p> <ul style="list-style-type: none"> <li>• Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance</li> <li>• Sarah Caulkin – Chief Transformation Officer</li> <li>• Ben Smith - Head of Financial Services and Service Centre</li> </ul>