

Agenda Item 4



City and County of Swansea

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

Committee Room 5 - Guildhall, Swansea

Monday, 24 June 2019 at 10.00 am

Present: Councillor C A Holley (Chair) Presided

Councillor(s)

P Downing
C E Lloyd
D W W Thomas

Councillor(s)

L James
I E Mann

Councillor(s)

P K Jones
B J Rowlands

Other Attendees

Councillor Clive Lloyd Cabinet Member for Business Performance and Transformation

Officer(s)

Sarah Caulkin Chief Transformation Officer
Bethan Hopkins Scrutiny Officer

Apologies for Absence

Councillor(s): P R Hood-Williams, M H Jones and J W Jones

Co-opted Member(s):

Other Attendees:

1 Disclosure of Personal and Prejudicial Interests.

- None

2 Election of Panel Convener

- Cllr Chris Holley was elected as the Panel Convener for the coming year 2019/20

3 Prohibition of Whipped Votes and Declaration of Party Whips

4 Minutes

- Approved

5 Public Questions

- None

6 Terms of Reference

- Approved

7 Wales Audit Office Report, Local Government Use of Data - Response and Action Plan

- Ensuring compliance with GDPR can be difficult but the team are doing a great job
- Sharing data between departments has been a challenge
- Legal opinions can differ on guidance even between councils but there is still work to do
- Data is not shared between departments unless people give express permission – this is being worked on by departments
- 'Data' is used to mean both numbers and information
- Corporate approach – looking at people having an account they can update
- Customers can contact Council to find out what their information is used for
- Reports are picking up social media comments to ensure the Council are focusing on issues which people are concerned about
- Technology is advancing and anonymised data can be used to develop apps to help planning and budget use
- Council has a good relationship with the Information Commissioners Office when seeking advice and guidance. Significant amount training has been delivered
- Training and development is ongoing, lessons are always being learned
- Evidence based decisions are part of the long term plans and could provide cross cutting reports in the future
- The Action Plan in response to the WAO report will come to the Panel in the next quarter
- Using information effectively should help to breakdown silos between departments
- Queries around housing and highways sharing information effectively
- Query about definitions and how Social Services manage their information
- Query about public use the Council website and how consultation is done via the website
- Query about how social media stats are monitored
- WAO may have expected to see a specific separate data strategy online however for Swansea it is within other strategies
- Looking at creating one overarching corporate strategy. The Council already has a documented Information Governance Framework.

8 End of Year Review

- Panel happy with the mix of work this year
- Want to repeat many of the same items next year (Annual Reports)
- Standing items such as Performance and Budget to stay

- Want an item looking at Planning processes (not including the Committee or applications themselves)
- Will also be receiving a range of WAO reports which are working well

9 Work Plan 2019-20

- The Panel would like an item looking at the planning function in general – not to include applications or the committee

Letter to Cabinet Member

The meeting ended at 10.50 am

Chair

**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

4th July 2019

Summary: This is a letter from the Service Improvement and Finance Performance Panel to the Cabinet Member for Business Transformation and Performance. The letter concerns the Wales Audit Office Report for Local Government Use of Data.

Dear Councillor Lloyd,

On the 24th June 2019 the Panel met to discuss the Wales Audit Office report on the Local Government Use of Data. We were told that the Action Plan which will accompany this report will be coming to the Panel in the next quarter.

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

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

We were told that the Wales Audit Office undertook a suite of data tools (questionnaires) against a range of issues relating to data. They also did some desktop research before arriving at the conclusions within the report. You explained that the Wales Audit Office may have expected to see a specific separate data strategy, however this is included within other strategies.

We heard from you how ensuring compliance with General Data Protection Regulation (GDPR) can be difficult but the teams who work on this are doing a very good job. The word 'Data' is used to mean both numerical data and information such as addresses.

We heard that sharing data between departments has been a challenge and that legal opinions can differ on guidance around GDPR even between Councils. Using information effectively should help to breakdown silos between departments and lead to a more cohesive delivery of services. We discussed that there have been instances where departments within the Council have not communicated effectively and shared information as well as they could have; so we welcome data sharing for

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU

SWANSEA COUNCIL / CYNGOR ABERTAWE

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these purposes. There is still much work to do to develop an overall definition that can be used to develop effective practice around data use.

We were told how personal data is not shared between departments unless people give express permission and this process is being worked on by departments. However, individuals can contact the Council to find out what their information is being used for.

You explained that there is an intention to develop a 'Corporate Approach' to peoples data so that there is an online account that can be updated by the individual it relates to. We look forward to hearing how this develops.

It was interesting to hear that technology is advancing so that anonymised data can be used to develop Applications (Apps) which could potentially be used to help plan projects and budget decisions. We were also told that evidence based decisions using anonymised data are part of long-term plans and could provide cross-cutting and cross-departmental reports in the future to assist in work planning. Again, we will look forward to seeing how this technology develops and what part it plays in Council decision making and policies.

It was pleasing to hear that the Council have a good working relationship with the Information Commissioners Office and significant training has been delivered to ensure staff are up to date. Ongoing training and development are essential to ensure lessons are always being learned and we are at the forefront of the issue.

One issue that was discussed was the use of social media and the information which can be accessed from it. We were told that relevant topical issues or public concerns are picked up by the Council so they can be addressed and monitored where possible. We wonder whether all relevant Facebook and Twitter accounts (including those of elected members) are regularly monitored for information? If so, do we let people know this is happening?

We also had a query around how data is managed by Social Services and the database that is used to do this, considering this is some of the most sensitive data the Council hold.

We would be grateful if you could respond to this letter by 25th July 2019 and welcome any thoughts you may have. Could you please address the following questions in your response?

1. We were told that relevant topical issues or public concerns are picked up by the Council so they can be addressed and monitored where possible but we wonder whether all relevant Facebook and Twitter accounts (including those of elected members) are regularly monitored for information? If so, do we let people know this is happening?
2. We also had a query around how data is managed by Social Services and the database which is used to do this, considering this is some of the most sensitive data the Council hold. Can you provide some clarification around this?

Yours sincerely,

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

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

Councillor Chris Holley
Convener
Service Improvement and Finance Scrutiny
Performance Panel

Please ask for: Councillor Clive Lloyd
Direct Line: 01792 63 7443
E-Mail: cllr.clive.lloyd@swansea.gov.uk
Our Ref: CL/KH
Your Ref:
Date: 22 July 2019

Dear Councillor Holley

Thank you for your letter dated 4th July 2019 and your comments have been noted.

In response to the first question:

“We were told that relevant topical issues or public concerns are picked up by the Council so they can be addressed and monitored where possible but we wonder whether all relevant Facebook and Twitter accounts (including those of elected members) are regularly monitored for information? If so, do we let people know this is happening?”

Only Council owned accounts are monitored. Councillor accounts are not monitored. From time to time Councillors raise issues or respond to issues highlighted by residents on group pages such as ‘Cwmbwrla Community Page’ or ‘It Only happens in Swansea’. These pages are regularly viewed by local media and may use them as a source for stories. The Council may then be asked to respond to specific issues raised.

In response to the second question:

“We also had a query around how data is managed by Social Services and the database which is used to do this, considering this is some of the most sensitive data the Council hold. Can you provide some clarification around this?”

Social Services have their own database and recently started using a secure portal to share documents with clients. The Data Protection Officer is working closely with Social Services given this is the most sensitive area of data for the Council. This includes providing additional data protection training.

In addition the Council is introducing a new corporate measure, introducing a classification scheme through O365 where all data will be labelled with a classification prior to being shared.

Yours sincerely



**COUNCILLOR CLIVE LLOYD
DEPUTY LEADER & CABINET MEMBER FOR BUSINESS TRANSFORMATION
& PERFORMANCE**

Agenda Item 6



Report of the Convener for Service Improvement and Finance Performance Panel – 19th August 2019

Annual Performance Monitoring Report 18/19

Content:	An update on the corporate performance for 2018/2019
Councillors are being asked to:	Consider the information provided and to forward views to the Cabinet Member via a letter from the Panel Convener.
Lead Councillor:	Councillor Chris Holley, Convener of the Service Improvement and Finance Performance Panel.
Lead Officer & Report Author:	Bethan Hopkins – Scrutiny Officer Tel: 01792 636292 E-mail: Bethan.hopkins@swansea.gov.uk

1. Background

- 1.1 The Service Improvement and Finance Performance Panel scrutinises various performance reports throughout the year.

2. Briefing

- 2.1 This report presents the performance results for 2018/19 delivering the Council's Well-being Objectives (priorities) described in the Corporate Plan 2018/22 *Delivering a Successful & Sustainable Swansea*.
- 2.2 The Panel are asked to review the report and ask any relevant questions of the Cabinet Member.
- 2.3 The Panel are then asked to write a letter to the relevant Cabinet Member with any thoughts or questions they may have.

4. Legal implications

None

5. Finance (if required)

None



Report of the Cabinet Member for Business Transformation & Performance

Cabinet – 15 August 2019

Annual Performance Monitoring Report 2018/19

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

1.0 Introduction

- 1.1 This report presents the performance results for 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 2018/19 shows that **33 out of 58 (57%)** Corporate Plan performance indicators (that had targets) met their targets. **26 out of 52 (50%)** comparable Corporate Plan performance indicators also showed improvement compared to 2017/18.
- 3.3 The report also contains the provisional outturn for 2018/19 of the Council's performance against national **Public Accountability Measures (PAMs)**. The results show that **61% of PAMs met their targets** and **52% of comparable PAMs improved** compared to 2017/18.
- 3.4 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 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 end of 2018/19.

4.1 *Safeguarding people from harm*

- 4.1.1 Despite Swansea having a mature and embedded Safe Looked After Reduction Strategy, the number of children requiring to become looked after to ensure their safety and well-being, has risen to well above target this year. Whilst this increase is consistent with national trends, it is entirely inconsistent with the Council's continued ambition to ensure sufficient and effective targeted, preventative support for the most vulnerable families.
- 4.1.2 The Council's latest plans to deliver against this priority have been subject of a review by both Care Inspectorate Wales and the Ministerial Advisory Group for Looked After Children and positive feedback received despite the current trend.
- 4.1.3 In adult services, there is a significant concern about both capacity and availability of domiciliary care provision. Regional plans to develop a hospital to home recovery service and to retender a new patch based domiciliary care commissioning framework are the top safeguarding priorities for the coming year.
- 4.1.4 Whilst the two 'catch all' indicators highlighted in the corporate suite indicates a deterioration in social services performance across a range of indicators, in practice, where performance has dropped, it is by a small percentage linked to changes in demand. This does highlight a need for targeted improvement activity in a number of areas and required actions are embedded within wider improvement plans for the service.

4.2 *Improving education & skills*

- 4.2.1 Targets are difficult to predict due to the significant changes to assessment measures, qualifications and the loss of key skills counting towards these indicators. However, Swansea's performance was above the expected benchmark level at key stage 4 and results should not be compared with previous years as performance across Wales declined.
- 4.2.2 Attainment of primary age pupils at foundation phase and key stage 2 indicate that, although targets were not met, outcomes suggested increased confidence in the accuracy of teacher assessments in Swansea as well as the impact of changes in assessment areas in foundation phase.
- 4.2.3 It is pleasing to see where data exists the trend is positive particularly in the students educated otherwise than at school attaining the level 1 threshold, students attaining level 2 qualifications in maths and science, level 2 inclusive attainment of students living in deprived areas as well as pupils receiving free school meals achieving 5 A - Cs at GCE or vocational equivalent. This would suggest that learners from vulnerable backgrounds are achieving well in Swansea schools.

- 4.2.4 The attainment of learners who are looked after children is variable. Education staff reported a number of factors that can affect this performance indicator each year due to the small numbers of learners involved including a higher prevalence of pupils with additional learning needs, late arrivals from other counties, and a volatile population who move in and out of care which can disrupt education at key points in their educational career particularly in adolescence. Tracking learners' progress to measure value added is more difficult due to changes in the information being gathered by Welsh government and is something the authority will need to address in the next year.
- 4.2.5 Challenging targets for attendance were set following last year's results, which showed an improvement on the 2016 - 2017 figures. However, schools reported higher than average illness in the autumn term of 2018, which has meant it has been difficult to maintain the improvement from this high point. However, the drop is not statistically significant and attendance in Swansea remains comparatively high.
- 4.2.6 Further progress has been made on the development of the Partneriaeth Sgiliau Abertawe/Swansea Skills Partnership (PSA), which now has clear membership, aims and objectives within its terms of reference. There has been good engagement with the Regional Learning and Skills Partnership from the Directors of Education and Place. It is hoped that the work of the Partnerships will enable Swansea learners to acquire important employment skills and qualifications to enable them to contribute to the longer-term aspirations of the city, including those that will arise from the Swansea Bay City Deal.
- 4.2.7 Looking forward the implementation of the Additional Learning Needs and Education Tribunal Act 2018 and Curriculum for Wales 2022 under the Welsh Government's National Mission will pose challenges and opportunities that will need reflecting in the performance frameworks of the Education Department. It will be particularly important to monitor the impact of services for vulnerable learners due to adverse childhood experiences, poverty, additional learning needs and disability. Measures of inclusion such as attendance, exclusions and numbers of learners who are educated otherwise than at school will continue to be monitored. There will also be an increasing emphasis on progress made and value added within a more localised curriculum and service offer.

4.3 *Transforming our economy and infrastructure*

- 4.3.1 Performance shows that we have achieved our targets against the vast majority of key indicators and we are therefore making solid progress in delivering our objectives. The challenge now will be to maintain and improve on this into 2019/20.
- 4.3.2 In particular, the transition from the previous Vibrant & Viable Places funding programme to the new Targeted Regeneration Investment programme has now been made. This is a significant programme, valued at £27m that we are leading on for the region. Whilst this programme

started mid-year, we already have projects on the ground to deliver additional commercial floor and new housing units in the eligible areas.

- 4.3.3 2004 training and employment person weeks have been created by the Council's Beyond Bricks & Mortar scheme for the unemployed and economically inactive. The percentage of all Planning Applications determined within 8 weeks is above target at just over 89%, and so is the percentage of major applications approved at 94%.
- 4.3.4 Delayed commencement of property projects on site has affected our indicator that measures the value of inward investment on land owned by the council, where a value of £12m was achieved against a target of £35m. Again, these delayed schemes, in particular the Mariner Street Student housing development, will feature in 2019/20 and so their contribution to Swansea's regeneration is only delayed, not lost.
- 4.3.5 Looking at some of the major priorities, Swansea Central Phase 1 has made excellent progress with the procurement of the primary contractor, Buckingham. Procurement of discreet works packages for sub-contractors and a start on site to deliver advance works is imminent. In addition, a 'Meet the Buyer' event has been held at the Liberty Stadium to ensure the local supply chain is sighted on this major business opportunity. Other procurement events will be held later this year.
- 4.3.6 The Swansea Central Phase 1 construction will be completed in 2021, with the Arena operator, ATG, then taking possession of the venue for fit-out works. Looking further ahead, the Swansea Central Phase 2 development opportunity was promoted within the Department for International Trade's investment brochure at the international property conference. A PIN notice has also recently been published seeking developers to assist the delivery of Swansea Central Phase 2. We await the development and investment market's response.
- 4.3.7 The Kingsway infrastructure project continues to make progress on site, despite the Dawnus company failure. Discussions are currently underway with a replacement contractor to take on responsibility for delivering the works contract. The multi-disciplinary consultants appointed for the Employment Hub building have carried out an initial review of design proposals and a planning application is anticipated later this year.
- 4.3.8 A parking strategy is also in preparation. 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. Unfortunately the bid was unsuccessful, however, a further bid will be submitted as part of wave 4 when bid submissions are invited by DCMS.
- 4.3.9 The Local Development Plan has now been adopted by Council following a lengthy plan preparation, consultation and public inquiry process. Work

is now underway to prepare the SPG that is required to augment and refresh the council's planning policies.

- 4.3.10 At Hafod Copperworks, the HLF Stage 2 Powerhouse project has now been fully approved, RIBA 4 design is underway, and works procurement is planned for May 2019. Additional funds have also been secured for the Copper Works from Welsh Government as part of TRI programme. The Morfa bascule lifting bridge repair programme has also commenced. The Musgrave engine house repairs are nearing completion, with repairs commencing to Vivian engine house shortly. A further visit has been hosted for Skyline and discussions with WG regarding funding support are ongoing.
- 4.3.11 2018/19 saw some particularly strong events taking place in the city, including the Biggest Weekend, alongside an outreach and cultural development programme aimed at diversifying our audiences and strengthening the sustainability of our business plans; particularly applicable to those services remaining in house, following the completion and implementation of the outcomes of Cultural Services' commissioning review; which included contracting with Freedom Leisure to operate, and invest circa £5m in the Council's Leisure Centres, including the LC, and with Parkwood Leisure to do the same for Plantasia, which reopened following a £1m investment on Saturday 13th April.
- 4.3.12 The first year of the partnership programme with Welsh Government and local cultural providers, Fusion, was delivered as a legacy of the Baroness Andrew's report into tackling poverty through culture and Welsh Government recently confirmed they will continue to fund this for another year.
- 4.3.13 Similarly funding for delivering local and regional programmes for Parklives; National Exercise Referral Scheme and Community Sports was reconfirmed with Sport Wales and the Dylan Thomas Service achieved a three year grant from the Esmee Fairbairn Foundation to deliver a literature development programme in the community. The service was a significant contributor to the first Learning Festival, hosting, enabling and managing a number of events and we continue to seek ways to integrate our services in a coherent way, in particular through the priorities of the Corporate Parenting and Poverty & Prevention Strategies.
- 4.3.14 Going forward, we are rescoping the means to deliver the policy commitment for 'City of Culture' by redrafting the Cultural Development Framework, which includes a significant focus on delivering the Arts Strategy for Swansea Central, phase 1 and 2. Whilst currently in draft form, the strategy focuses on community engagement, temporary interventions, events and animating the public realm in the lead up to and post completion of phase 1, throughout 2019 and into 20/21/22.
- 4.3.15 2019 is also the 50th anniversary of the designation of Swansea as a city and a programme of community events, large scale celebrations and marketing activities are confirmed. These include city dressing, added

activity for the Airshow and city centre, alongside civic celebrations and street parties.

- 4.3.16 Major events forthcoming also include the Stereophonics, Jess Glynne and Pete Tong (and his Heritage Orchestra) in Singleton Park, as well as the integration of Pride Parade as an annual city centre parade style event, alongside 'Croeso' and Christmas, all of which are enhanced by the 50th promotional wrap around activities. Our new Destination Management Plan, which is a key enabler of achieving funding, as well as blue and green flag awards, is under development and this will be considered with stakeholders, colleagues and the tourism sector at our annual Tourism Summit on 15th May.
- 4.3.17 Tying all these programmes into our strategies for participation, skills, tackling poverty, looked after children, health and wellbeing, regeneration, economic development, destination management and marketing remains a core priority and new methods for capturing, recording and disseminating our inputs and outputs is also in development to enable stronger member briefings and impact assessments of the work of the team and the return on our investment.
- 4.3.18 The target for Welsh Housing Quality Standard (WHQS) compliance in Council housing was met in financial year 2018 following the delivery of a £42m of investment programme in the stock. A further £117m of investment has been agreed by Council for major repairs and improvements across Council housing in 2019 and 2020. This will continue to improve homes and increase the numbers of fully compliant homes. The planned £117m across the next two years will deliver over 4,000 new kitchens and bathrooms, provide insulation and thermal improvements to hundreds of homes, regenerate the Croft Street tower blocks, improve fire safety to high-rise and older person accommodation as well as provide physical adaptations for tenants with medical needs and improve the appearance and the safety of Council homes across Swansea.
- 4.3.19 The investment will also support social clauses embedded in many of the WHQS contracts. In 2018 over 800 training weeks were provided via WHQS contracts, 27 people were employed from local communities and 15 building trade apprentices were engaged on WHQS work. Investment in 2019 and 2020 will continue to provide targeted training and job opportunities for local communities.
- 4.3.20 The Council's More Homes Programme, focussed on providing new build Council housing, is moving forward at pace. Cabinet approved the Housing Revenue Account Development Plan in February 2019. This sets out the programme to develop over 140 new homes up to 2022. Following on from the first passivhaus pilot at Colliers way, the second phase of the More Homes project is underway with development commencing at a further 2 sites at Parc Y Helyg and Colliers Way Phase 2. As part of this phase, 34 new homes will be built as 'Homes as Power Stations' using funds from a £1.5m Innovative Housing Programme grant from the Welsh Government.

- 4.3.21 The homes will have innovative features such as solar panels and battery-powered energy, as well as the inclusion of swift bricks to support biodiversity. As part of the Council's commitment to innovative, energy efficient housing, a retrofit scheme is also being carried out on 6 bungalows in Craig Cefn Parc. This will test the addition of renewable technology to existing inefficient housing, transforming them into some of the most energy efficient homes, and continues the Homes as Power Stations theme 2 new family homes are also being developed in West Cross as part of a refurbishment of a former social services building and a further 24 homes are planned for a new development in Hill View Crescent & Beacons View Road in Clase, where a piece of land has been identified as suitable for 24 new properties consisting of 3 Bed Houses. The Planning application will be submitted in Summer 2019.
- 4.3.22 This will also be the site of a new build Welsh medium primary school, and will provide an opportunity to regenerate the area. The Council has also published a PIN to explore interest from potential partners in delivering a development programme across around 30 potential HRA sites in phases. The aim will be to deliver mixed tenure housing on the Council owned sites, whilst maximising the delivery of affordable housing to meet local need.

4.4 *Tackling Poverty*

- 4.4.1 Not unexpectedly, performance against the tackling poverty priority has been impacted by external factors over the past year, not least the uncertain financial outlook, Brexit and the roll out of universal credit.
- 4.4.2 Given this difficult context the Council's performance has actually stood up pretty well. Looking forward, the Council has committed to undertaking a cross cutting review of its whole employability function to incorporate services in Poverty and Prevention, Place and Social Services with a focus on performance and ensuring value on investment. This will form a significant part of refocussing and strengthening the Council's tackling poverty agenda.

4.5 *Transformation & Future Council Development*

- 4.5.1 Sustainable Swansea has continued to deliver improvement during the year in line with objectives set out in the Corporate Plan. Of the original 16 commissioning reviews, three are completely implemented, 12 are in implementation phase and one is making good progress. The Alternative Learning Needs (ALN) review has changed its approach given new legislation, which has overtaken the original scope. A final Housing review is underway, taking the total to 17.
- 4.5.2 In addition to the annual review of the *Sustainable Swansea - Fit for the Future* programme, a review of the original strategy was also undertaken this year. This was to check and challenge the original objectives and principles given changes both within the programme and from the external environment. The revised and updated strategy and programme

was published with the medium term financial plan (MTFP) in March and shows where the major change projects are focused for the next four years. The four priority areas are:

- Transforming the Council through a series of radical reviews, both at service and corporate levels.
- Enabling new ways of working through digital transformation.
- Ensuring the Council and its workforce are fit for the future.
- Growing Swansea through capital investment.

4.5.3 During the year good progress has been made in the following Corporate Plan objectives:

- Bringing together business support functions into hubs, improving efficiency and releasing savings. These will be completed in the coming year.
- Making the shift to digital channels and ways of working both for staff and the public. This can be seen in the positive Cust 2a and b key performance indicators.
- The Digital Strategy will continue to grow and increase this moving forward.
- Development of a draft co-production strategic framework alongside the Policy Development Committee. This is a corporate approach across all services following a helpful learning pilot with Social Services. Ultimately this will help people get involved in the Council's business and in making decisions on things that affect them and their families and communities. In the coming year an implementation plan will be agreed and delivered.
- Further embedding partnership working with Gower College to train and develop the workforce, as well as growing opportunities for apprentices and trainees. This will continue to grow in the coming year.
- Established a network of Equality Champions across the Council. In the coming year training and a work plan will be delivered informed by the Scrutiny Inquiry into Equalities.
- A draft Digital Inclusion strategic framework was developed in response to the Scrutiny Inquiry into Digital Inclusion. Moving forward, the work plan will be consulted upon with stakeholders and partners.
- Webcasting was piloted with some Council meetings. This and other e-democracy projects will continue to be rolled out.
- A review of Welsh Translation services was undertaken with a view to changing and strengthening the Council's approach in this area for the coming year.

4.5.4 Two key areas of focus and risk are:

- Sickness continues to be a key focus for the Council in the coming year, including changes to processes and support around managing absence.
- Delivering savings on time: Although all savings will be achieved, some of the projects are complex and link with complicated

partnership arrangements. In addition, many projects take the long-term view, in line with the Well-Being of Future Generations Act. This means savings are taking longer to deliver than planned. The revised Sustainable Swansea programme and strategic framework aims to address this issue along with strengthened governance and accountability arrangements in the coming year.

5.0 Considerations

- 5.1 When making comparisons between previous years 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 The Council is subject to the Public Sector Equality Duty (Wales) and must, in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
- 6.2 Our Equality Impact Assessment process ensures that we have paid due regard to the above. 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.

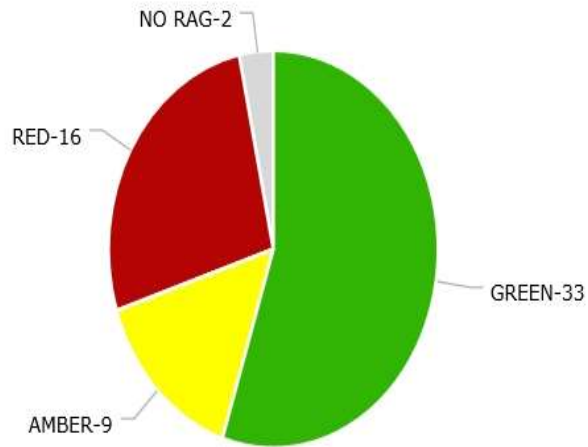
Background Papers: None.

Appendices: Appendix A – Corporate Performance Management Report Annual 2018/2019.

Corporate Performance Management Report Annual 2018/2019

Performance against Target - Overall Council Summary

2018/2019

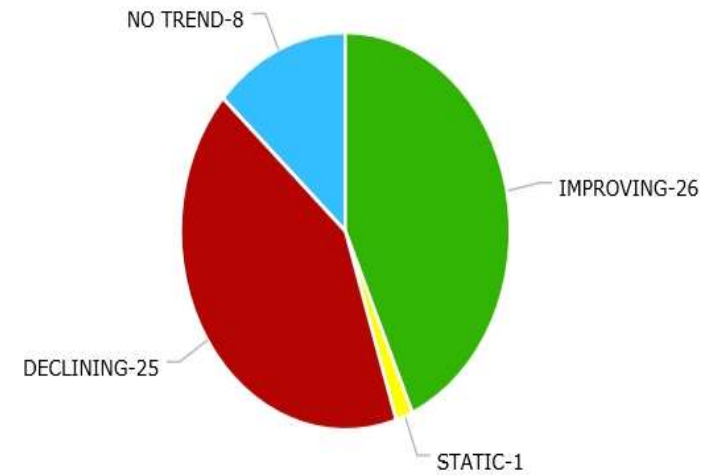


Performance against the target:

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

Performance compared to same Period of previous year

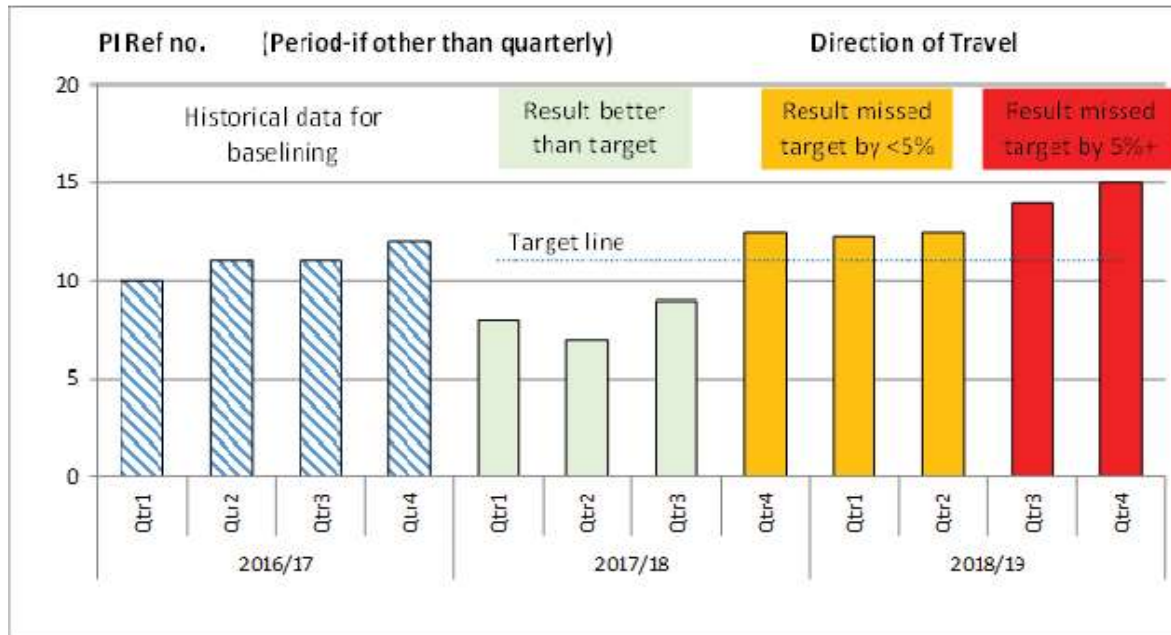
2018/2019



Performance compared to the same period of the previous year:

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

KEY TO GRAPHS



N.B. Graphs displaying quarterly performance may differ from the annual results/RAG status shown.

Despite Swansea having a mature and embedded Safe Looked After Reduction Strategy, the number of children requiring to become looked after to ensure their safety and well being, has risen to well above target this year. Whilst this increase is consistent with national trends, it is entirely inconsistent with the Council's continued ambition to ensure sufficient and effective targeted, preventative support for the most vulnerable families. The Council's latest plans to deliver against this priority have been subject of a review by both Care Inspectorate Wales and the Ministerial Advisory Group for Looked After Children and positive feedback received despite the current trend.

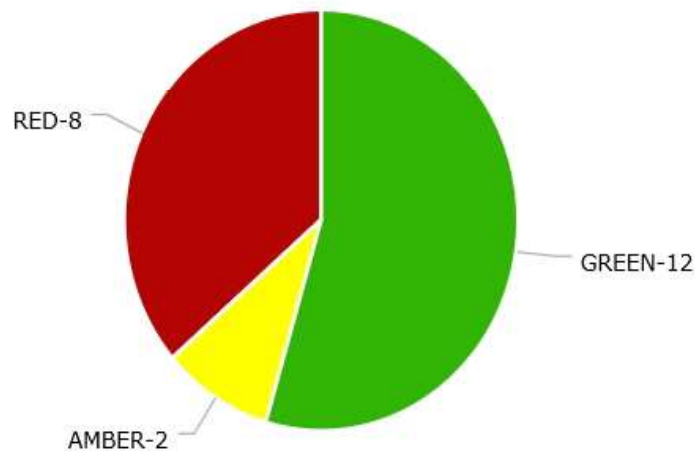
In adult services, there is a significant concern about both capacity and availability of domiciliary care provision. Regional plans to develop a hospital to home recovery service and to retender a new patch based domiciliary care commissioning framework are the top safeguarding priorities for the coming year.

Whilst the two 'catch all' indicators highlighted in the corporate suite indicates a deterioration in social services performance across a range of indicators, in practice, where performance has dropped, it is by a small percentage linked to changes in demand. This does highlight a need for targeted improvement activity in a number of areas and required actions are embedded within wider improvement plans for the service.

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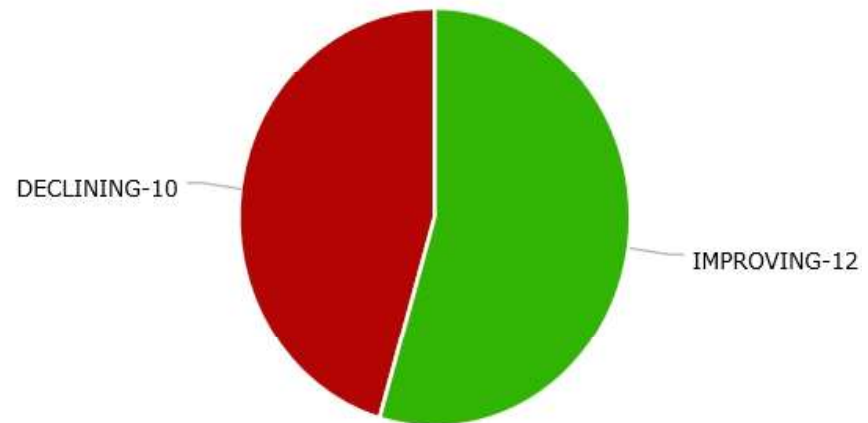
Performance against Target

2018/2019

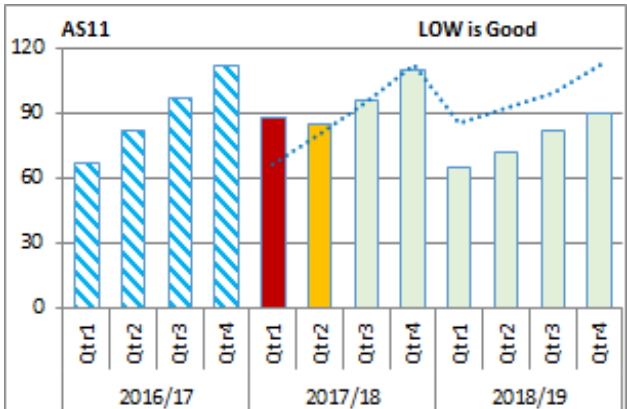
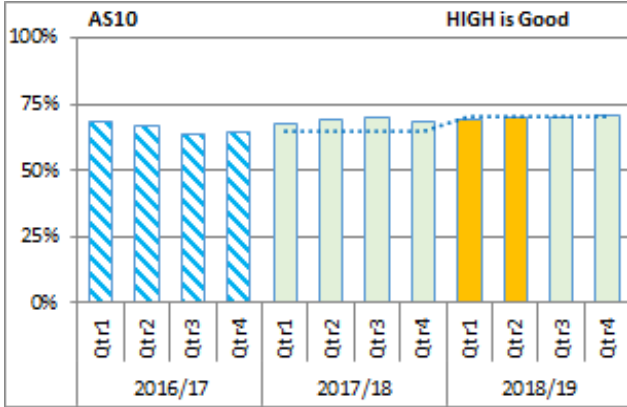


Performance compared to same Period of previous year

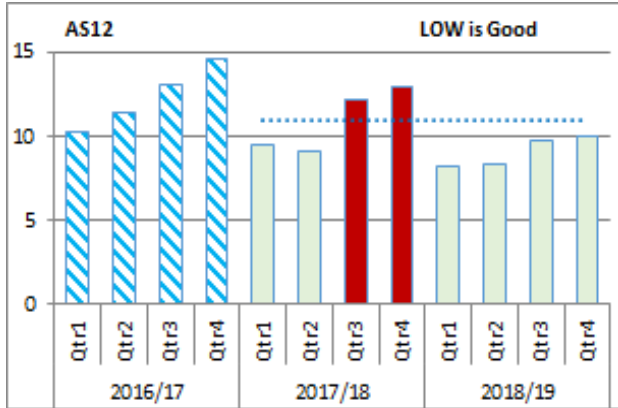
2018/2019



Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
AS10 ↑ Percentage of annual reviews of care and support plans completed in adult services	RAG		GREEN	GREEN	
	Result	64.80%	68.43%	71.05%	
	Target		65.00%	70.00%	
	Trend	No Data	IMPROVING	IMPROVING	
	Num	4035	4040	4637	
	Den	6227	5904	6526	
AS11 ↓ Rate of adults aged 65+ receiving care and support to meet their well-being needs per 1,000 population	RAG		GREEN	GREEN	
	Result	112.05	111.25	90.29	
	Target		113	113	
	Trend	No Data	IMPROVING	IMPROVING	
	Num	5291	5253	4285	
	Den	47220	47220	47459	

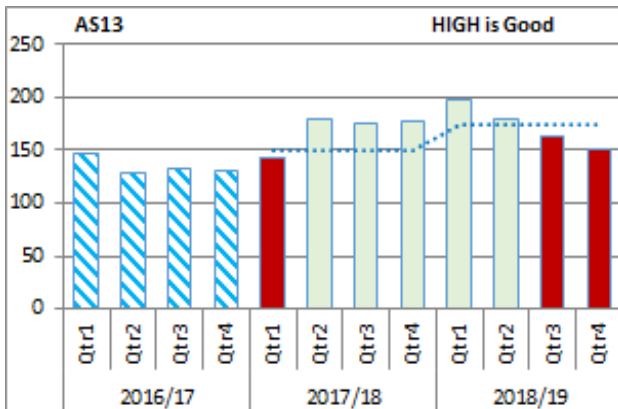


Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
AS12 ↓ Rate of adults aged 18-64 receiving care and support to meet their well-being needs per 1,000 population	RAG		RED	GREEN	
	Result	14.60	12.99	10.00	
	Target		11	13	
	Trend	No Data	IMPROVING	IMPROVING	
	Num	2190	1948	1507	
	Den	149958	149958	150659	



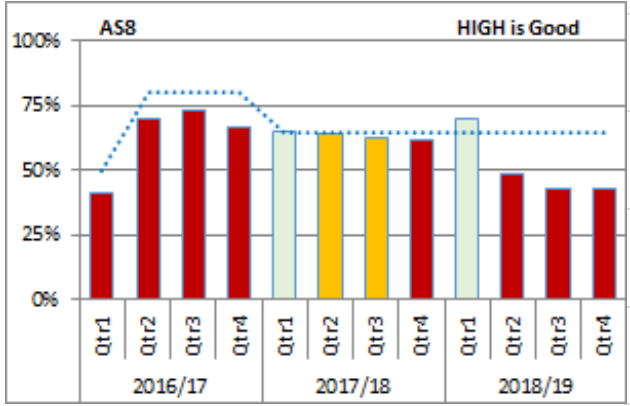
Page 25

AS13 ↑ Number of carers (aged 18+) who received a carer's assessment in their own right during the year	RAG		GREEN	AMBER	There is continued emphasis on Carers being offered an assessment but a large number of assessments are being declined by the Carer. In the coming year there will be an emphasis on promoting the benefits of having an assessment.
	Result	539	655	689	
	Target		600	700	
	Trend	No Data	IMPROVING	IMPROVING	
	Num	539	655	689	
	Den				

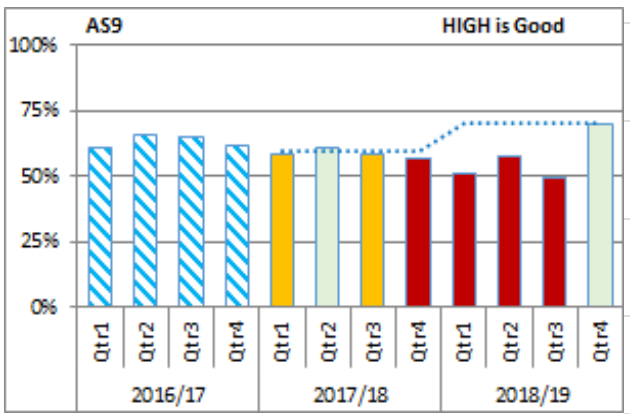


Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019																				
AS14 ↑ The percentage of people who have completed reablement who were receiving less care or no care 6 months after the end of reablement.	RAG		GREEN	GREEN																					
	Result	71.50%	82.57%	93.14%																					
	Target		75.00%	80.00%																					
	Trend	No Data	IMPROVING	IMPROVING																					
	Num	434	526	516																					
	Den	607	637	554																					
<p>AS14 HIGH is Good</p> <table border="1"> <caption>AS14 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>68%</td> <td>70%</td> <td>70%</td> <td>75%</td> </tr> <tr> <td>2017/18</td> <td>82%</td> <td>81%</td> <td>80%</td> <td>91%</td> </tr> <tr> <td>2018/19</td> <td>83%</td> <td>87%</td> <td>98%</td> <td>93%</td> </tr> </tbody> </table>	Year	Qtr1	Qtr2	Qtr3	Qtr4	2016/17	68%	70%	70%	75%	2017/18	82%	81%	80%	91%	2018/19	83%	87%	98%	93%					
Year	Qtr1	Qtr2	Qtr3	Qtr4																					
2016/17	68%	70%	70%	75%																					
2017/18	82%	81%	80%	91%																					
2018/19	83%	87%	98%	93%																					
AS15 ↑ The percentage of statutory performance indicators where performance is maintained or improving	RAG		RED	RED	We have broadly maintained performance on the individual indicators that make up this performance measure (most are within 2% of last years performance)																				
	Result	No Data	78.00%	31.82%																					
	Target		85.00%	70.00%																					
	Trend	No Data	No Data	DECLINING																					
	Num		7	7																					
	Den		9	22																					
<p>AS15 HIGH is Good</p> <table border="1"> <caption>AS15 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>50%</td> <td>35%</td> <td>35%</td> <td>65%</td> </tr> <tr> <td>2017/18</td> <td>85%</td> <td>70%</td> <td>55%</td> <td>55%</td> </tr> <tr> <td>2018/19</td> <td>68%</td> <td>68%</td> <td>28%</td> <td>32%</td> </tr> </tbody> </table>	Year	Qtr1	Qtr2	Qtr3	Qtr4	2016/17	50%	35%	35%	65%	2017/18	85%	70%	55%	55%	2018/19	68%	68%	28%	32%					
Year	Qtr1	Qtr2	Qtr3	Qtr4																					
2016/17	50%	35%	35%	65%																					
2017/18	85%	70%	55%	55%																					
2018/19	68%	68%	28%	32%																					

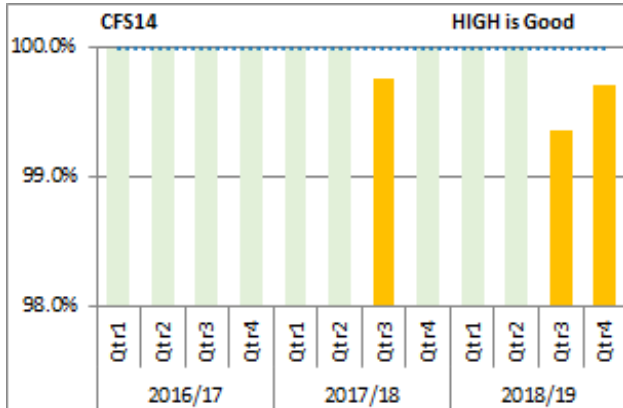
Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
AS8 [↑] Percentage of adult protection referrals to Adult Services where decision is taken within 24 hours (i.e. 1 working day)	RAG	RED	AMBER	RED	There is a slight decline in the timeliness of recording of thresholding particularly if it is apparent that the case is not going to meet the threshold or is 'inappropriate to POVA'. Staff appear to move to the next case rather than completing the recording of low-priority material. 'Threshold Met' cases do appear to be more rapidly completed than those where threshold was not met.
	Result	65.27%	63.70%	55.27%	
	Target	80.00%	65.00%	65.00%	
	Trend	No Data	DECLINING	DECLINING	
	Num	827	874	593	
	Den	1267	1372	1073	



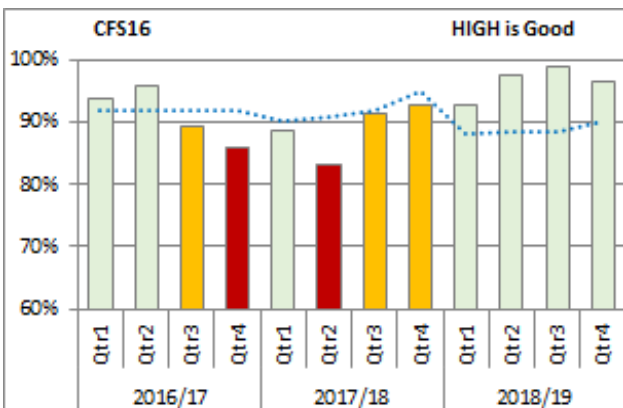
AS9 [↑] The percentage of Deprivation of Liberty Safeguarding (DoLS) Assessments completed in 21 days or less.	RAG		AMBER	RED	As anticipated by establishing a dedicated DOLs team we have made significant progress in reducing the backlog of DOLs assessments but paradoxically this has meant the number of recorded assessments carried out of timescale has increased.
	Result	63.06%	59.6%	56.13%	
	Target		60.00%	70.00%	
	Trend	No Data	DECLINING	DECLINING	
	Num	963	1051	1240	
	Den	1527	1762	2209	





Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
CFS14 The percentage of decisions about a referral for care and support received by Child and Family Services which are taken within 24 hrs from receipt of referral.	RAG	GREEN	AMBER	AMBER	3 referrals were identified as not having a decision made within 24 hrs. The referrals were appropriately actioned but the decision was not recorded on PARIS in a timely manner. Steps have been taken to minimise the likelihood of this happening in the future.
	Result	100.00%	99.94%	99.78%	
	Target	100.00%	100.00%	100.00%	
	Trend	STATIC	DECLINING	DECLINING	
	Num	1776	1755	1372	
	Den	1776	1756	1375	



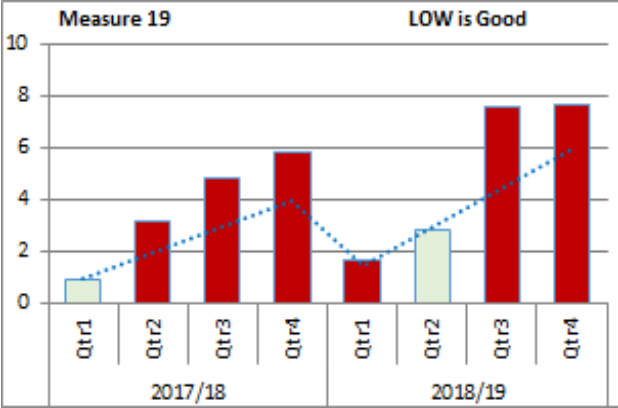
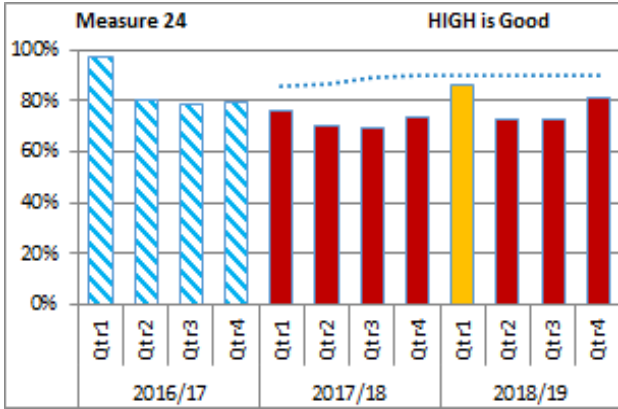
CFS16 The percentage of initial core group meetings held within 10 working days of the initial child protection conference.	RAG	AMBER	RED	GREEN	
	Result	90.13%	88.89%	96.98%	
	Target	92.00%	95.00%	90.00%	
	Trend	DECLINING	DECLINING	IMPROVING	
	Num	347	392	321	
	Den	385	441	331	



Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
CFS18 ↓ The number of children looked after per 10,000 of the 0-17 Swansea population.	RAG		RED	RED	The rising LAC population is not limited to Swansea. The reasons behind the rise are complex and include substance misuse, severe and prolonged domestic abuse, neglect and parental mental health issues. There is a direct correlation between poverty and deprivation and children needing to be removed from the family home. Swansea will continue to explore all options before resorting to the removal of a child.
	Result	102.28	111.00	117.19	
	Target		102.00	107.00	
	Trend	No Data	DECLINING	DECLINING	
	Num	481	522	554	
	Den	47026	47026	47272	
CFS19 ↓ The number of children on the Local Authority's Child Protection Register per 10,000 of the 0-17 Swansea population.	RAG		AMBER	GREEN	
	Result	53.59	54.01	50.77	
	Target		52.00	55.00	
	Trend	No Data	DECLINING	IMPROVING	
	Num	252	254	240	
	Den	47026	47026	47272	

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
CFS20  The number of children in need of care and support per 10,000 of the 0-17 Swansea population.	RAG		GREEN	GREEN	
	Result	211.59	192.02	164.58	
	Target		205	205	
	Trend	No Data	IMPROVING	IMPROVING	
	Num	995	903	778	
	Den	47026	47026	47272	
					
CFS21  Percentage of all statutory indicators for Child & Family Services that have maintained or improved performance from the previous year.	RAG		RED	RED	Measures around The Looked After Children continue to be challenging and have made a significant impact on the performance achieved against CFS021
	Result		40.00%	30.00%	
	Target		80.00%	80.00%	
	Trend		IMPROVING	DECLINING	
	Num		2	6	
	Den		5	20	
					

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
CIP3  The number of GP Referrals still engaging in physical activity after 12 months and indicating their health has improved	RAG	GREEN	RED	GREEN	
	Result	176	158	295	
	Target	85	176	158	
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	176	158	295	
	Den				
Measure 18  The percentage of adult protection enquiries completed within 7 days	RAG	RED	GREEN	GREEN	Whilst we were less than 1% down on last year's performance, contributory factors could relate to us having to wait for responses from other Professional organisations or, indeed, the family themselves.
	Result	89.66%	91.91%	90.40%	
	Target	95.00%	90.00%	90.00%	
	Trend	No Data	IMPROVING	DECLINING	
	Num	1136	1261	970	
	Den	1267	1372	1073	

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
Measure 19 (PAM025) ↓ The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	RAG		RED	RED	Care providers are having difficulty recruiting & retaining staff. We are struggling to provide care in a range of areas. As part of the Commissioning process during April 2019 we are retendering the Domiciliary Care provision.
	Result		5.86	7.47	
	Target		4.00	6.00	
	Trend		No Data	DECLINING	
	Num		127	164	
	Den		21672	21956	
					
Measure 24 (PAM028) ↑ The percentage of assessments completed for children within statutory timescales	RAG		RED	RED	Yearly performance improved with HUB managers focused on tracking progress of assessments to try and ensure compliance to timescale targets. Further improvement on this performance is expected.
	Result	82.39%	72.38%	78.05%	
	Target		90.00%	90.00%	
	Trend	No Data	DECLINING	IMPROVING	
	Num	1123	941	729	
	Den	1363	1300	934	
					

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
Measure 28 ↓ The average length of time for all children who were on the Child Protection Register (CPR) during the year	RAG			GREEN	
	Result	230.72	208.48	238.37	
	Target			300	
	Trend	No Data	IMPROVING	DECLINING	
	Num	82138	92150	81522	
	Den	356	442	342	
SAFE27 ↑ Total number of staff who have completed the corporate mandatory safeguarding awareness training (excludes school based staff)	RAG		RED	RED	With the success of a focus on promoting mandatory safeguarding training for all staff the majority of staff have now undertaken a proportionate level of mandatory safeguarding training therefore the number of new staff completing safeguarding training is beginning to drop. The Corporate safeguarding board are in the process of reconsidering a more relevant and up to date measure for capturing performance in this area.
	Result	1066	737	499	
	Target		1000	700	
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	1066	737	499	
	Den				

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019																				
SAFE8b [↑] Percentage of Elected Members who have received training in safeguarding vulnerable people	RAG		RED	GREEN																					
	Result		81.94%	100%																					
	Target		100.00%	100.00%																					
	Trend		No Data	IMPROVING																					
	Num		59	72																					
	Den		72	72																					
<p>SAFE8b HIGH is Good</p> <table border="1"> <caption>SAFE8b 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>60%</td> <td>65%</td> <td>78%</td> <td>78%</td> </tr> <tr> <td>2017/18</td> <td>48%</td> <td>85%</td> <td>82%</td> <td>82%</td> </tr> <tr> <td>2018/19</td> <td>82%</td> <td>85%</td> <td>95%</td> <td>100%</td> </tr> </tbody> </table>	Year	Qtr1	Qtr2	Qtr3	Qtr4	2016/17	60%	65%	78%	78%	2017/18	48%	85%	82%	82%	2018/19	82%	85%	95%	100%					
Year	Qtr1	Qtr2	Qtr3	Qtr4																					
2016/17	60%	65%	78%	78%																					
2017/18	48%	85%	82%	82%																					
2018/19	82%	85%	95%	100%																					
USC5 [↑] Number of new requests for local area co-ordination	RAG	GREEN	GREEN	GREEN																					
	Result	229	259	471																					
	Target	140	240	300																					
	Trend	IMPROVING	IMPROVING	IMPROVING																					
	Num	229	259	471																					
	Den																								
<p>SUSC5 HIGH is Good</p> <table border="1"> <caption>USC5 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>40</td> <td>40</td> <td>40</td> <td>55</td> </tr> <tr> <td>2017/18</td> <td>75</td> <td>60</td> <td>60</td> <td>85</td> </tr> <tr> <td>2018/19</td> <td>95</td> <td>115</td> <td>115</td> <td>140</td> </tr> </tbody> </table>	Year	Qtr1	Qtr2	Qtr3	Qtr4	2016/17	40	40	40	55	2017/18	75	60	60	85	2018/19	95	115	115	140					
Year	Qtr1	Qtr2	Qtr3	Qtr4																					
2016/17	40	40	40	55																					
2017/18	75	60	60	85																					
2018/19	95	115	115	140																					

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Targets are difficult to predict due to the significant changes to assessment measures, qualifications and the loss of key skills counting towards these indicators. However, Swansea's performance was above the expected benchmark level at key stage 4 and results should not be compared with previous years as performance across Wales declined.

Attainment of primary age pupils at foundation phase and key stage 2 indicate that, although targets were not met, outcomes suggested increased confidence in the accuracy of teacher assessments in Swansea as well as the impact of changes in assessment areas in foundation phase.

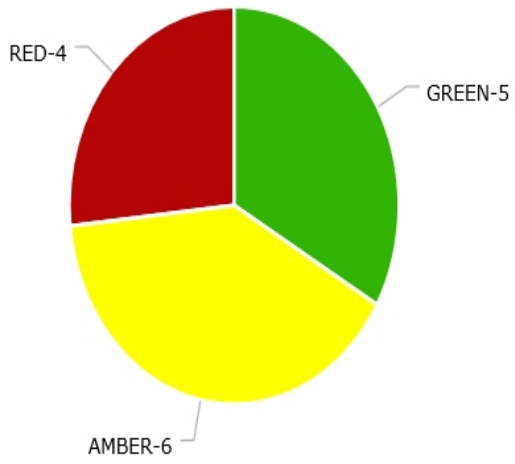
It is pleasing to see where data exists the trend is positive particularly in the students educated otherwise than at school attaining the level 1 threshold, students attaining level 2 qualifications in maths and science, level 2 inclusive attainment of students living in deprived areas as well as pupils receiving free school meals achieving 5 A - Cs at GCE or vocational equivalent. This would suggest that learners from vulnerable backgrounds are achieving well in Swansea schools. The attainment of learners who are looked after children is variable. Education staff reported a number of factors that can affect this performance indicator each year due to the small numbers of learners involved including a higher prevalence of pupils with additional learning needs, late arrivals from other counties, and a volatile population who move in and out of care which can disrupt education at key points in their educational career particularly in adolescence. Tracking learners' progress to measure value added is more difficult due to changes in the information being gathered by Welsh government and is something the authority will need to address in the next year.

Challenging targets for attendance were set following last year's results, which showed an improvement on the 2016 - 2017 figures. However, schools reported higher than average illness in the autumn term of 2018, which has meant it has been difficult to maintain the improvement from this high point. However, the drop is not statistically significant and attendance in Swansea remains comparatively high.

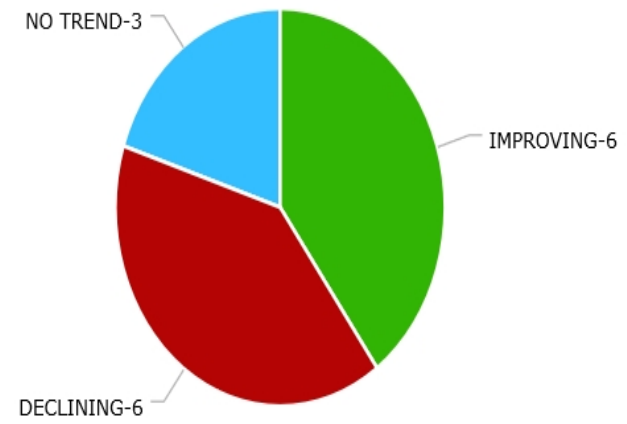
Further progress has been made on the development of the Partneriaeth Sgiliau Abertawe/Swansea Skills Partnership (PSA), which now has clear membership, aims and objectives within its terms of reference. There has been good engagement with the Regional Learning and Skills Partnership from the Directors of Education and Place. It is hoped that the work of the Partnerships will enable Swansea learners to acquire important employment skills and qualifications to enable them to contribute to the longer-term aspirations of the city, including those that will arise from the Swansea Bay City Deal.

Looking forward the implementation of the Additional Learning Needs and Education Tribunal Act 2018 and Curriculum for Wales 2022 under the Welsh Government's National Mission will pose challenges and opportunities that will need reflecting in the performance frameworks of the Education Department. It will be particularly important to monitor the impact of services for vulnerable learners due to adverse childhood experiences, poverty, additional learning needs and disability. Measures of inclusion such as attendance, exclusions and numbers of learners who are educated otherwise than at school will continue to be monitored. There will also be an increasing emphasis on progress made and value added within a more localised curriculum and service offer.

Performance against Target
2018/2019





Performance compared to same Period of previous year
2018/2019





Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
BBMA4 ↑ The number of apprenticeships or trainee starts in the Council	RAG		GREEN	RED	Every effort has been made to achieve the target outcome, but due to financial constraints and recruitment embargo it has not been possible to achieve the full target result.
Result			34	36	
Target			25	50	
Trend			IMPROVING	IMPROVING	
Num			34	36	
Den					
EDCP18d (PAM009) ↓ Young people known to be NOT in Education, Employment and Training (EET) [at 16, on leaving formal education] national calculation	RAG		AMBER	RED	The year 11 cohort showed that 3.9% of the cohort had very high vulnerability assessment profile (VAP) scores. Given that VAP is a predictor for NEETS, an outturn of 2.5% for this PI seems reasonable. Pupil level interventions are in place and their effectiveness will be monitored. Fewer vocational qualifications at key stage 4 disadvantages the less able pupils. More able pupils have options in college or sixth form schools, but there are now fewer options for less academic pupils. Better quality advice and guidance on vocations will now be offered.
Result			2.2%	2.46%	
Target			2.10%	2.10%	
Trend			No Data	DECLINING	
Num			52	57	
Den			2367	2318	

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
EDCP27 ↑ Foundation Phase Indicator: the percentage of children in Year 2 (age 7) who are assessed to have achieved Outcome 5 or higher in each of the Language & Communication in English/Welsh, Mathematical Development and Personal & Social Development.	RAG	GREEN		RED	National drop in teacher assessments in academic year 2017-2018. New areas of learning assessed for the first time. Outcome descriptors for areas of learning have changed, and were assessed using new, more stringent criteria for the first time in 2018. This caused a fall in results in Swansea and in Wales overall, but the effect of this was unknown at the time the target was set and could not therefore be quantified in advance. The target was therefore missed, but 2018 is effectively a new baseline for this PI. The Challenge Advisers work with all schools to help ensure that schools set challenging but achievable targets for pupils in Year 2, taking into account the profile of the year group in each school. The authority and schools hold comprehensive data which tracks pupils' progress and which is used to identify learners with additional needs so that appropriate interventions can be put in place.
	Result	86.18%	Not reported	77.05%	
	Target	85.20%		86.00%	
	Trend			No Data	
	Num	2400		2129	
	Den	2785		2763	

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Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
EDCP36  Percentage of students in year 11 educated other than at school (EOTAS) attaining the level 1 threshold at the end of key stage 4.	RAG			GREEN	
	Result		26.53%	47.22%	
	Target			27.00%	
	Trend		No Data	IMPROVING	
	Num		13	17	
	Den		49	36	
	No graph displayed - first year of full reporting				
EDCP37  Percentage of students in year 11 attaining level 2 qualifications in both mathematics and science subjects at the end of key stage 4.	RAG			AMBER	New Science qualification examined for the first time in academic year 2017-2018. Different syllabus to previous year in science.
	Result		61.26%	61.58%	
	Target			62.50%	
	Trend		No Data	IMPROVING	
	Num		1474	1446	
	Den		2406	2348	
	No graph displayed - first year of full reporting				

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
EDCP38  Percentage of students in year 11 who live in areas classed as being in the 20% most deprived of all areas in Wales attaining the level 2 inclusive measure at the end of key stage 4.	RAG			GREEN	
	Result		40.74%	41.61%	
	Target			32.30%	
No graph displayed - first year of full reporting	Trend		No Data	IMPROVING	
	Num		286	263	
	Den		702	632	

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
EDCP39  Percentage of students in year 11 who have been indentified as being in local authority care at any time during their time in secondary school attaining the level 2 inclusive measure at the end of key stage 4. No graph displayed - first year of full reporting	RAG			RED	High percentage of special educational needs within the looked after children year 11 group. At the time the target was set the exact composition of the cohort for this PI was unknown, as frequent changes take place to the LAC population. The final cohort had 83% with additional learning needs compared to 76% in 2017 and 56% in 2016. The Challenge Advisers work with all schools to help ensure that schools set challenging but achievable targets for all pupils, including LAC, taking into account the profile of the individual learners in each school. The authority and schools hold comprehensive data which tracks pupils' progress and which is used to identify LAC learners with additional needs so that appropriate interventions can be put in place.
	Result		17.86%	7.14%	
	Target			18.00%	
	Trend		No Data	DECLINING	
	Num		5	2	
	Den		28	28	

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
EDCP40 ↑ Percentage of pupil attendance in primary schools for pupils claiming free school meals	RAG			AMBER	Schools reporting higher than average illness at end of autumn term and beginning of spring term during academic year 2017-2018.
	Result			92.87%	
	Target			93.40%	
	Trend			No Data	
	Num			1133104	
	Den			1220132	
No graph displayed - first year of full reporting					
EDCP41 ↑ Percentage of pupil attendance in secondary schools for pupils claiming free school meals	RAG			AMBER	Schools reporting higher than average illness at end of autumn term and beginning of spring term during academic year 2017-2018.
	Result			90.57%	
	Target			91.20%	
	Trend			No Data	
	Num			619761	
	Den			684290	
No graph displayed - first year of full reporting					

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Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019	
EDFM2 Percentage of pupils in receipt of free school meals (FSM) in schools maintained by the authority in the previous summer achieving 5 or more GCSEs at grades A*-C or the vocational equivalent, including English or Welsh and mathematics	RAG	GREEN	RED	GREEN		
	Result	39.14%	30.79%	33.98%		
	Target	37.00%	39.00%	31.00%		
	Trend	No Data	DECLINING	IMPROVING		
	Num	146	137	140		
	Den	373	445	412		
	EDFM2 (Annual) High is Good					
	50% 25% 0%					
	2016/17 2017/18 2018/19					
EDU003 Key Stage 2 Assessments: The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	RAG	AMBER	GREEN	AMBER	Confidence in the accuracy of teacher assessment with overall improving trend. Comparison to attainment when in year 2 for this year 6 group is positive. This measure is likely to be phased out due to national policy review of attainment measures.	
	Result	88.15%	89.5%	87.7%		
	Target	89.50%	89.00%	90.00%		
	Trend	DECLINING	IMPROVING	DECLINING		
	Num	2202	2288	2322		
	Den	2498	2555	2647		
	EDU003 (Annual) High is Good					
	100% 90% 80% 70%					
	2016/17 2017/18 2018/19					

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
EDU016a (PAM007)					
Percentage of pupil attendance in primary schools	RAG	AMBER	AMBER	AMBER	Schools reporting higher than average illness at end of autumn term and beginning of spring term during academic year 2017-2018.
	Result	94.88%	95.05%	94.65%	
	Target	95.00%	95.20%	95.00%	
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	5696420	5833217	5857801	
	Den	6003628	6137044	6189051	
					
EDU016b (PAM008)					
Percentage of pupil attendance in secondary schools	RAG	GREEN	AMBER	AMBER	Schools reporting higher than average illness at end of autumn term and beginning of spring term during academic year 2017-2018.
	Result	94.33%	94.34%	94.15%	
	Target	94.10%	94.50%	94.30%	
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	3582306	3532553	3480971	
	Den	3797462	3744431	3697152	
					

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
EDU017 Percentage of pupils in schools maintained by the authority in the previous summer achieving 5 or more GCSEs at grades A*-C or the vocational equivalent, including English or Welsh and mathematics	RAG	GREEN	RED	GREEN	
	Result	65.86%	57.8%	59.8%	
	Target	64.70%	64.50%	59.00%	
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	1605	1391	1404	
	Den	2437	2406	2348	
POV07 The number of training and employment person weeks created by BBM for unemployed and economically inactive.	RAG		GREEN	GREEN	Number of weeks are lower than last year as contracts have been smaller and some starts have been delayed.
	Result		2371	2004	
	Target		1500	1500	
	Trend		No Data	DECLINING	
	Num		2371	2004	
	Den				

Performance shows that we have achieved our targets against the vast majority of key indicators and we are therefore making solid progress in delivering our objectives. The challenge now will be to maintain and improve on this into 2019/20. In particular, the transition from the previous Vibrant & Viable Places funding programme to the new Targeted Regeneration Investment programme has now been made. This is a significant programme, valued at £27m, that we are leading on for the region. Whilst this programme started mid-year, we already have projects on the ground to deliver additional commercial floor and new housing units in the eligible areas.

2004 training and employment person weeks have been created by the Council's Beyond Bricks & Mortar scheme for the unemployed and economically inactive. The percentage of all Planning Applications determined within 8 weeks is above target at just over 89%, and so is the percentage of major applications approved at 94%. Delayed commencement of property projects on site has affected our indicator that measures the value of inward investment on land owned by the council, where a value of £12m was achieved against a target of £35m. Again, these delayed schemes, in particular the Mariner Street Student housing development, will feature in 2019/20 and so their contribution to Swansea's regeneration is only delayed, not lost.

Looking at some of the major priorities, Swansea Central Phase 1 has made excellent progress with the procurement of the primary contractor, Buckingham. Procurement of discreet works packages for sub-contractors and a start on site to deliver advance works is imminent. In addition, a 'Meet the Buyer' event has been held at the Liberty Stadium to ensure the local supply chain is sighted on this major business opportunity. Other procurement events will be held later this year. The Swansea Central Phase 1 construction will be completed in 2021, with the Arena operator, ATG, then taking possession of the venue for fit-out works.

Looking further ahead, the Swansea Central Phase 2 development opportunity was promoted within the Department for International Trade's investment brochure at the international property conference. A PIN notice has also recently been published seeking developers to assist the delivery of Swansea Central Phase 2. We await the development and investment market's response. The Kingsway infrastructure project continues to make progress on site, despite the Dawnus company failure. Discussions are currently underway with a replacement contractor to take on responsibility for delivering the works contract. The multi-disciplinary consultants appointed for the Employment Hub building have carried out an initial review of design proposals and a planning application is anticipated later this year.

A parking strategy is also in preparation. 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. Unfortunately the bid was unsuccessful, however, a further bid will be submitted as part of wave 4 when bid submissions are invited by DCMS.

The Local Development Plan has now been adopted by Council following a lengthy plan preparation, consultation and public inquiry process. Work is now underway to prepare the SPG that is required to augment and refresh the council's planning policies. At Hafod Copperworks, the HLF Stage 2 Powerhouse project has now been fully approved, RIBA 4 design is underway, and works procurement is planned for May 2019. Additional funds have also been secured for the Copper Works from WG as part of TRI programme. The Morfa bascule lifting bridge repair programme has also commenced. The Musgrave engine house repairs are nearing completion, with repairs commencing to Vivian engine house shortly. A further visit has been hosted for Skyline and discussions with WG regarding funding support are ongoing.

18/19 saw some particularly strong events taking place in the city, including the Biggest Weekend, alongside an outreach and cultural development programme aimed at diversifying our audiences and strengthening the sustainability of our business plans; particularly applicable to those services remaining in house, following the completion and implementation of the outcomes of Cultural Services' commissioning review; which included contracting with Freedom Leisure to operate, and invest circa £5m in the Council's Leisure Centres, including the LC, and with Parkwood Leisure to do the same for Plantasia, which reopened following a £1m investment on Saturday 13th April. The first year of the partnership programme with Welsh Govt. and local cultural providers, Fusion, was

delivered as a legacy of the Baroness Andrew's report into tackling poverty through culture and Welsh Government recently confirmed they will continue to fund this for another year.

Similarly funding for delivering local and regional programmes for Parklives; National Exercise Referral Scheme and Community Sports was reconfirmed with Sport Wales and the Dylan Thomas Service achieved a three year grant from the Esmee Fairbairn Foundation to deliver a literature development programme in the community. The service was a significant contributor to the first Learning Festival, hosting, enabling and managing a number of events and we continue to seek ways to integrate our services in a coherent way, in particular through the priorities of the Corporate Parenting and Poverty & Prevention Strategies.

Going forward, we are rescoping the means to deliver the policy commitment for 'city of culture' by redrafting the Cultural Development Framework, which includes a significant focus on delivering the Arts Strategy for Swansea Central, phase 1 and 2. Whilst currently in draft form, the strategy focuses on community engagement, temporary interventions, events and animating the public realm in the lead up to and post completion of phase 1, throughout 2019 and into 20/21/22. 2019 is also the 50th anniversary of the designation of Swansea as a city and a programme of community events, large scale celebrations and marketing /pr activities are confirmed. These include city dressing, added activity for the Airshow and city centre, alongside civic celebrations and street parties.

Major events forthcoming also include the Stereophonics, Jess Glynne and Pete Tong (and his Heritage Orchestra) in Singleton Park, as well as the integration of Pride Parade as an annual city centre parade style event, alongside 'Croeso' and Christmas, all of which are enhanced by the 50th promotional wrap around activities. Our new Destination Management Plan, which is a key enabler of achieving funding, as well as blue and green flag awards, is under development and this will be considered with stakeholders, colleagues and the tourism sector at our annual Tourism Summit on 15th May.

Tying all these programmes into our strategies for participation, skills, tackling poverty, looked after children, health and wellbeing, regeneration, economic development, destination management and marketing remains a core priority and new methods for capturing, recording and disseminating our inputs and outputs is also in development to enable stronger member briefings and impact assessments of the work of the team and the return on our investment.

The target for Welsh Housing Quality Standard (WHQS) compliance in Council housing was met in financial year 2018 following the delivery of a £42m of investment programme in the stock. A further £117m of investment has been agreed by Council for major repairs and improvements across Council housing in 2019 and 2020. This will continue to improve homes and increase the numbers of fully compliant homes. The planned £117m across the next two years will deliver over 4,000 new kitchens and bathrooms, provide insulation and thermal improvements to hundreds of homes, regenerate the Croft Street tower blocks, improve fire safety to highrise and older person accommodation as well as provide physical adaptations for tenants with medical needs and improve the appearance and the safety of Council homes across Swansea. The investment will also support social clauses embedded in many of the WHQS contracts. In 2018 over 800 training weeks were provided via WHQS contracts, 27 people were employed from local communities and 15 building trade apprentices were engaged on WHQS work. Investment in 2019 and 2020 will continue to provide targeted training and job opportunities for local communities.

The Council's More Homes Programme, focussed on providing new build Council housing, is moving forward at pace. Cabinet approved the Housing Revenue Account Development Plan in February 2019. This sets out the programme to develop over 140 new homes up to 2022.

Following on from the first passivhaus pilot at Colliers way, the second phase of the More Homes project is underway with development commencing at a further 2 sites at Parc Y Helyg and Colliers Way Phase 2. As part of this phase, 34 new homes will be built as 'Homes as Power Stations' using funds from 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, as well as the inclusion of swift bricks to support biodiversity.

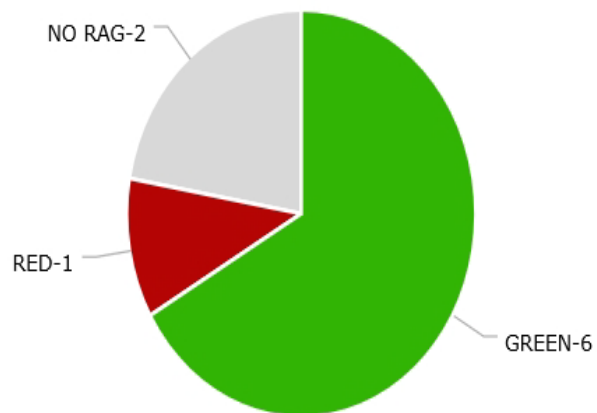
As part of the Council's commitment to innovative, energy efficient housing, a retrofit scheme is also being carried out on 6 bungalows in Craig Cefn Parc. This will test the addition of renewable technology to existing inefficient housing, transforming them into some of the most energy efficient homes, and continues the Homes as Power Stations theme.

2 new family homes are also being developed in West Cross as part of a refurbishment of a former social services building and a further 24 homes are planned for a new development in Hill View Crescent & Beacons View Road in Clase, where a piece of land has been identified as suitable for 24 new properties consisting of 3 Bed Houses. The Planning application will be submitted in Summer 2019. This will also be the site of a new build Welsh medium primary school, and will provide an opportunity to regenerate the area.

The Council has also published a PIN to explore interest from potential partners in delivering a development programme across around 30 potential HRA sites in phases. The aim will be to deliver mixed tenure housing on the Council owned sites, whilst maximising the delivery of affordable housing to meet local need.

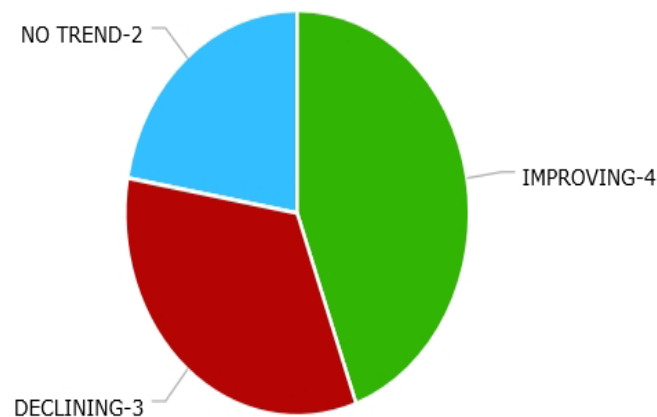
Performance against Target

2018/2019


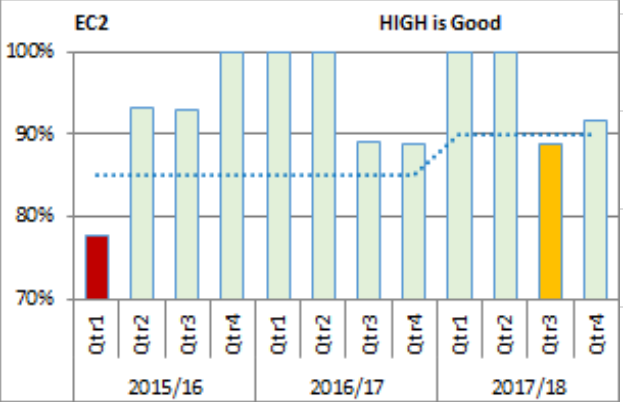





Performance compared to same Period of previous year

2018/2019

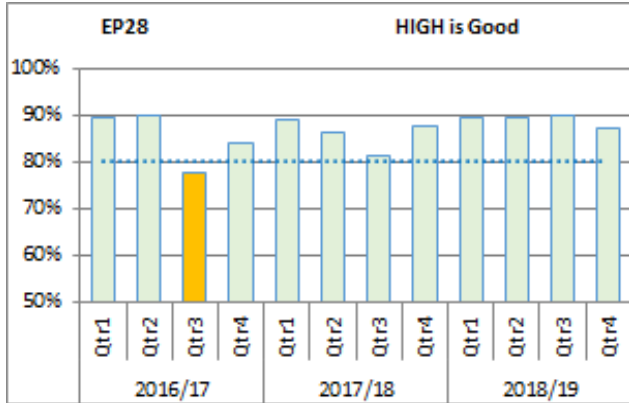


Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
BBMA1	RAG		GREEN	GREEN	
The number of projects with social benefit clauses and Beyond Bricks & Mortar in their contracts	Result		19	20	
	Target		16	20	
	Trend		No Data	IMPROVING	
	Num		19	20	
	Den				
CTT4	RAG		GREEN	GREEN	A significant year for tourism, helped by good weather and an events programme, which saw Radio 1 Big Weekend and the Wales Airshow raise the profile of the destination further.
The amount of money spent by visitors to the City & County of Swansea (£m)	Result	400.37	417.85	447.74	
	Target		410	424.12	
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	400.37	417.85	447.74	
Den					

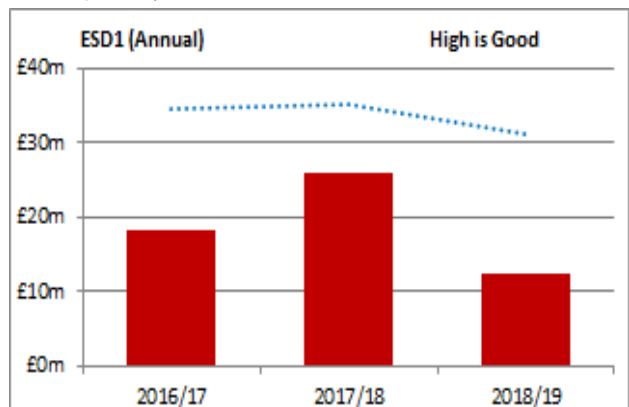
Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
EC2  The Percentage of all major applications with an economic imperative that are approved	RAG	GREEN	GREEN	GREEN	
	Result	91.00%	92.59%	94.29%	
	Target	85.00%	85.00%	90.00%	
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	41	25	33	
	Den	45	27	35	
 <p>EC2 HIGH is Good</p> <p>100% 90% 80% 70%</p> <p>Qtr1 Qtr2 Qtr3 Qtr4 Qtr1 Qtr2 Qtr3 Qtr4 Qtr1 Qtr2 Qtr3 Qtr4</p> <p>2015/16 2016/17 2017/18</p>					
EC5  Amount of commercial floorspace (m ²) created within the City Centre to accommodate job creation	RAG				Various schemes are now underway and on site, but will be completed in new financial year. A strong pipeline of new schemes is under consideration.
	Result			0	
	Target				
	Trend			No Data	
	Num			0	
	Den				
No graph displayed - first year of full reporting					

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
EC6  Number of new housing units created in Swansea City Centre as a result of Targeted Regeneration Investment Programme (TRIP) funding	RAG				Various schemes are now underway and on site, but will be completed in new financial year. A strong pipeline of new schemes is under consideration.
	Result			0	
	Target				
	Trend			No Data	
	Num			0	
	Den				
No graph displayed - first year of full reporting					
Page 5 PE002  Measurement of carbon reduction across all CCS public building portfolio (%)	RAG		GREEN	GREEN	
	Result		7.41%	3.47%	
	Target		3.00%	3.00%	
	Trend		No Data	DECLINING	
	Num		1978	858	
	Den		26683	24705	
No graph displayed - first year of full reporting					

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
EP28 The percentage of all planning applications determined within 8 weeks.	RAG	GREEN	GREEN	GREEN	
	Result	85.94%	86.09%	89.11%	
	Target	80.00%	80.00%	80.00%	
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	1437	1653	1694	
	Den	1672	1920	1901	



ESD1
 Value of inward investment (£m's) related to property-based projects where the authority owns some or all of the land (or adjoining land which facilitates the development)



RAG	RED	RED	RED
Result	18.2	26.2	12.2
Target	34.5	35.0	31.0
Trend	DECLINING	IMPROVING	DECLINING
Num	18.2	26.0	12.2
Den			

A delay in getting onto site with a major scheme has meant that the year's target was not met, however those works are now expected to complete in the year 19/20.

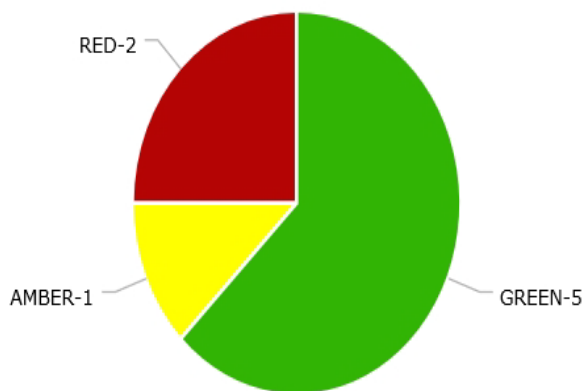
Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
WMT009b (PAM030) ↑	RAG	GREEN	GREEN	GREEN	As per previous returns the results given are one quarter in arrears. i.e. Results are for Q3 2018/19. historically Q3 & Q4 results are lower than Q1 & Q2 results due to seasonal variations in the recycling collections. This result is lower than last year due to a change in assessing wood recycling and reduced garden waste due to the dry summer. Admin note - provisional FY figure = 62.88% (68,672.13 / 109,211.12)
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	Result	63.70%	64.01%	62.54%	
<p>WMT009b HIGH is Good</p> <p>70% 65% 60% 55% 50%</p> <p>Qtr1 Qtr2 Qtr3 Qtr4 Qtr1 Qtr2 Qtr3 Qtr4 Qtr1 Qtr2 Qtr3 Qtr4</p> <p>2016/17 2017/18 2018/19</p>	Target	58.00%	60.00%	62.50%	
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	73481.59	71123.12	68965.80	
	Den	115363.31	111103.85	110267.00	

Not unexpectedly, performance against the tackling poverty priority has been impacted by external factors over the past year, not least the uncertain financial outlook, Brexit and the roll out of universal credit. Given this difficult context the Council's performance has actually stood up pretty well.

Looking forward, the Council has committed to undertaking a cross cutting review of its whole employability function to incorporate services in Poverty and Prevention, Place and Social Services with a focus on performance and ensuring value on investment. This will form a significant part of refocussing and strengthening the Council's tackling poverty agenda.

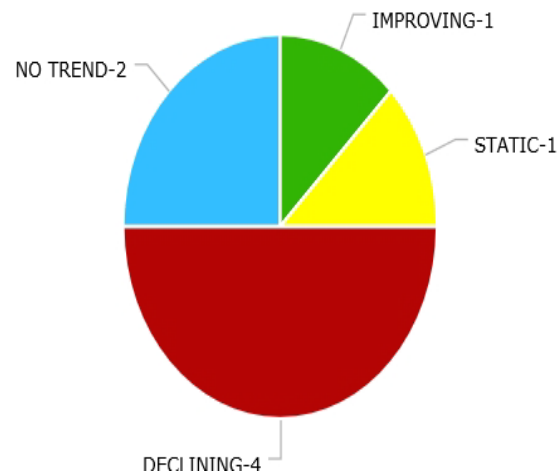
Performance against Target

2018/2019



Performance compared to same Period of previous year



2018/2019



Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
HBCT01a ↓ Housing Benefit Speed of Processing: Average time for processing new claims.	RAG	GREEN	GREEN	GREEN	
	Result	16.52	16.25	13.11	
	Target	19.00	19.00	19.00	
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	99794	84384	32508	
	Den	6039	5194	2479	
HBCT01b ↓ Housing Benefit Speed of Processing: Average time for processing notifications of change in circumstances.	RAG	GREEN	GREEN	GREEN	The increase in processing times is as expected, reflecting reduced staffing resources and the impact of universal credit generating multiple in year changes in income.
	Result	4.49	4.38	5.45	
	Target	7.00	7.00	7.00	
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	251500	229487	219348	
	Den	55971	52348	40277	

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
HBCT02a ↓ Council Tax Reduction Speed of Processing: Average time for processing new claims.	RAG	GREEN	AMBER	AMBER	Whilst marginally over target, the decrease in overall performance of 0.1 days is as expected and acceptable due to complications in CTR/HB administrations caused by the rollout of Universal Credit and reductions in staff resources.
	Result	16.9	19.09	19.20	
	Target	19.00	19.00	19.00	
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	106887	105223	99573	
	Den	6332	5513	5192	
HBCT02b ↓ Council Tax Reduction Speed of Processing: Average time for processing notifications of change in circumstances.	RAG	GREEN	GREEN	GREEN	Whilst remaining under target, 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	3.6	3.25	4.1	
	Target	7.00	7.00	7.00	
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	267161	256623	311914	
	Den	73461	79065	75577	

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019																				
POV05 ↑ The amount of welfare benefits raised through securing rights and entitlements by the Welfare Rights Team (£)	RAG	GREEN	GREEN	GREEN	High levels of postponements and adjournments throughout the year meaning that some appeals have not been heard yet and have been re-listed for the new financial year. Also we are beginning to see the impact of welfare reform cuts and even if appeals are successful they do not result in an increase in income, but a reduction in work related activities which reduce the risk of claimants being sanctioned at a later date.																				
	Result	1084382.76	1170206.00	1065855.21																					
	Target	800000	800000	800000																					
	Trend	IMPROVING	IMPROVING	DECLINING																					
	Num	1084382.76	1170206.00	1065855.21																					
	Den																								
<p>POV05 HIGH is Good</p> <table border="1"> <caption>POV05 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>240,000</td> <td>210,000</td> <td>200,000</td> <td>400,000</td> </tr> <tr> <td>2017/18</td> <td>180,000</td> <td>300,000</td> <td>340,000</td> <td>350,000</td> </tr> <tr> <td>2018/19</td> <td>130,000</td> <td>280,000</td> <td>300,000</td> <td>310,000</td> </tr> </tbody> </table>	Year	Qtr1	Qtr2	Qtr3	Qtr4	2016/17	240,000	210,000	200,000	400,000	2017/18	180,000	300,000	340,000	350,000	2018/19	130,000	280,000	300,000	310,000					
Year	Qtr1	Qtr2	Qtr3	Qtr4																					
2016/17	240,000	210,000	200,000	400,000																					
2017/18	180,000	300,000	340,000	350,000																					
2018/19	130,000	280,000	300,000	310,000																					
POV06 ↓ The average number of days all homeless families with children spent in Bed and Breakfast accommodation	RAG	GREEN	GREEN	GREEN																					
	Result	3.75	1.50	1.50																					
	Target	7.00	6.00	6.00																					
	Trend	IMPROVING	IMPROVING	STATIC																					
	Num	30	3	9																					
	Den	8	2	6																					
<p>POV06 LOW is Good</p> <table border="1"> <caption>POV06 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>2.8</td> <td>5.0</td> <td>3.2</td> <td>4.0</td> </tr> <tr> <td>2017/18</td> <td>1.5</td> <td>1.5</td> <td>1.5</td> <td>1.5</td> </tr> <tr> <td>2018/19</td> <td>1.5</td> <td>1.5</td> <td>1.5</td> <td>1.5</td> </tr> </tbody> </table>	Year	Qtr1	Qtr2	Qtr3	Qtr4	2016/17	2.8	5.0	3.2	4.0	2017/18	1.5	1.5	1.5	1.5	2018/19	1.5	1.5	1.5	1.5					
Year	Qtr1	Qtr2	Qtr3	Qtr4																					
2016/17	2.8	5.0	3.2	4.0																					
2017/18	1.5	1.5	1.5	1.5																					
2018/19	1.5	1.5	1.5	1.5																					

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
POV10  Number of people gaining employment through Employability Support	RAG			RED	This was the first year of this PI, so the target was without a baseline and it was the first year of the Employability Support programme; Communities for Work Plus and the coordinated approach; Swansea Working, and the teams were not at full capacity from April. The number of enquiries to Swansea Working has increased month on month and the target of 500 is should be achieved at full delivery capacity during 19/20.
	Result			389	
	Target			500	
No graph displayed - first year of full reporting	Trend			No Data	
	Num			389	
	Den				
POV11  Number of accredited qualifications achieved by adults with local Authority support	RAG			RED	The Swansea Working training programme was not fully delivered until the end of 2018 and was at capacity for the last quarter which had an impact on the overall training numbers. If it was at capacity earlier in the financial year this target would have been achieved. Other factors are that programmes cannot claim training outcomes until participants have left the programme and full evidence is gained. This has had a negative effect on the numbers.
	Result			799	
	Target			950	
No graph displayed - first year of full reporting	Trend			No Data	
	Num			799	
	Den				

Page 50

Sustainable Swansea has continued to deliver improvement during the year in line with objectives set out in the Corporate Plan. Of the original 16 commissioning reviews, three are completely implemented, 12 are in implementation phase and one is making good progress. The Alternative Learning Needs (ALN) review has changed its approach given new legislation, which has overtaken the original scope. A final Housing review is underway, taking the total to 17.

In addition to the annual review of the Sustainable Swansea - Fit for the Future programme, a review of the original strategy was also undertaken this year. This was to check and challenge the original objectives and principles given changes both within the programme and from the external environment. The revised and updated strategy and programme was published with the medium term financial plan (MTFP) in March and shows where the major change projects are focused for the next four years. The four priority areas are:

- Transforming the Council through a series of radical reviews, both at service and corporate levels
- Enabling new ways of working through digital transformation
- Ensuring the Council and its workforce are fit for the future
- Growing Swansea through capital investment.

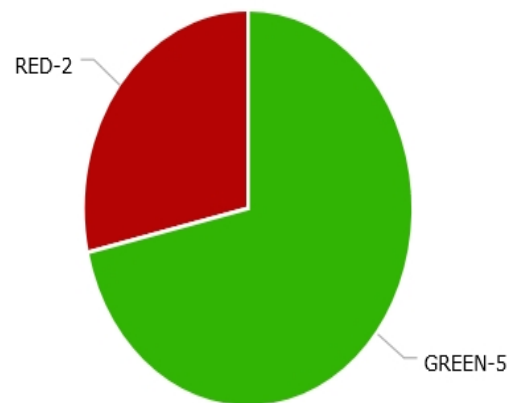
During the year good progress has been made in the following Corporate Plan objectives:

- Bringing together business support functions into hubs, improving efficiency and releasing savings. These will be completed in the coming year
- Making the shift to digital channels and ways of working both for staff and the public. This can be seen in the positive Cust 2a and b key performance indicators. The Digital Strategy will continue to grow and increase this moving forward
- Development of a draft co-production strategic framework alongside the Policy Development Committee. This is a corporate approach across all services following a helpful learning pilot with Social Services. Ultimately this will help people get involved in the Council's business and in making decisions on things that affect them and their families and communities. In the coming year an implementation plan will be agreed and delivered
- Further embedding partnership working with Gower College to train and develop the workforce, as well as growing opportunities for apprentices and trainees. This will continue to grow in the coming year
- Established a network of Equality Champions across the Council. In the coming year training and a work plan will be delivered informed by the Scrutiny Inquiry into Equalities
- A draft Digital Inclusion strategic framework was developed in response to the Scrutiny Inquiry into Digital Inclusion. Moving forward, the work plan will be consulted upon with stakeholders and partners
- Webcasting was piloted with some Council meetings. This and other e-democracy projects will continue to be rolled out
- A review of Welsh Translation services was undertaken with a view to changing and strengthening the Council's approach in this area for the coming year.

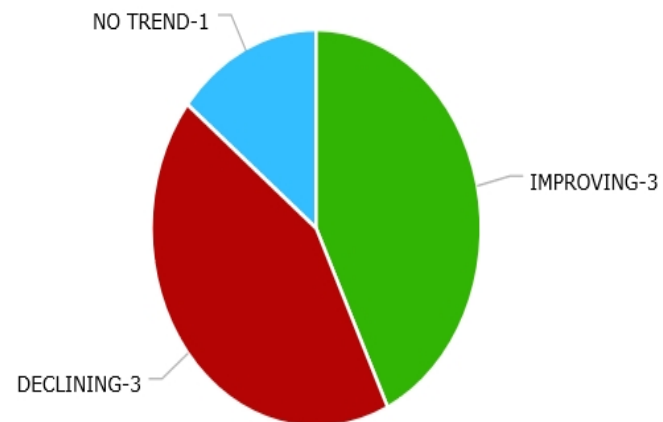
Two key areas of focus and risk are:

1. Sickiness continues to be a key focus for the Council in the coming year, including changes to processes and support around managing absence
2. Delivering savings on time: Although all savings will be achieved, some of the projects are complex and link with complicated partnership arrangements. In addition many projects take the long-term view, in line with the Well-Being of Future Generations Act. This means savings are taking longer to deliver than planned. The revised Sustainable Swansea programme and strategic framework aims to address this issue along with strengthened governance and accountability arrangements in the coming year.


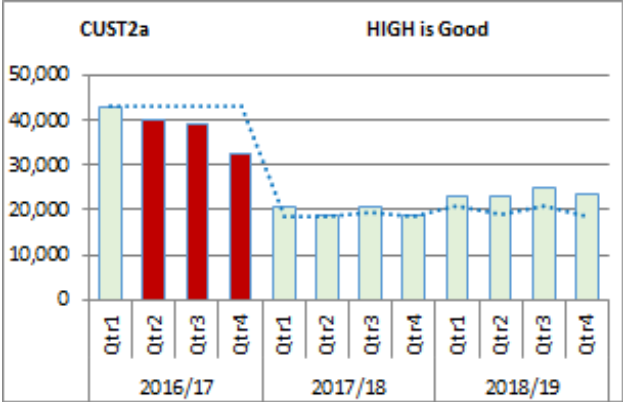

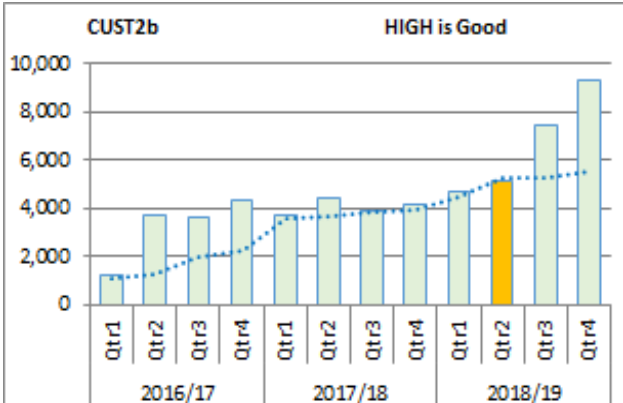
Performance against Target
2018/2019



Performance compared to same Period of previous year
2018/2019



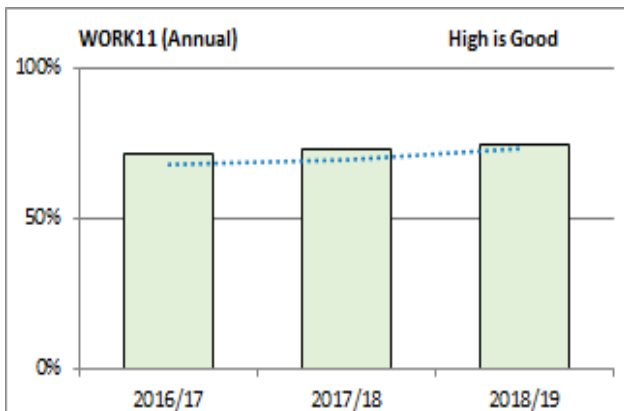
Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019																			
CHR002 (PAM001) ↓ The number of working days/shifts per full time equivalent lost due to sickness absence	RAG	RED	RED	RED	Note from Corporate Performance Team - Data quality under review. Some two-thirds of sickness is long-term, the main types being stomach complaints, stress and flu. A number of initiatives have been introduced in order to keep sickness as low as possible, including reducing the ill health retirement process by one month, developing a Managers dashboard / toolkit, maintaining the training available online and consulting on a 'radical' 'Management of Attendance' policy. In addition, we have also identified areas of non-compliance and are working closely with Directorates to address issues identified whilst working collaboratively across HR&OD, the Service Centre and Occupational Health.																			
	Result	9.71	10.8	10.98																				
	Target	8.00	8.00	10.00																				
	Trend	IMPROVING	DECLINING	DECLINING																				
	Num	89171.00	98314.30	98913.95																				
	Den	9179.00	9101.00	9007.59																				
	<p>CHR002 LOW is Good</p> <table border="1"> <caption>CHR002 Quarterly 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>2.5</td> <td>2.1</td> <td>2.0</td> <td>2.9</td> </tr> <tr> <td>2017/18</td> <td>2.2</td> <td>2.0</td> <td>2.9</td> <td>3.3</td> </tr> <tr> <td>2018/19</td> <td>2.4</td> <td>2.3</td> <td>2.9</td> <td>2.9</td> </tr> </tbody> </table>	Year	Qtr1	Qtr2		Qtr3	Qtr4	2016/17	2.5	2.1	2.0	2.9	2017/18	2.2	2.0	2.9	3.3	2018/19	2.4	2.3	2.9	2.9		
Year	Qtr1	Qtr2	Qtr3	Qtr4																				
2016/17	2.5	2.1	2.0	2.9																				
2017/18	2.2	2.0	2.9	3.3																				
2018/19	2.4	2.3	2.9	2.9																				

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
CUST2a  Number of online payments received via City and County of Swansea websites	RAG		GREEN	GREEN	The number of online payments has increased again in the past year, reflecting the increase in the variety and number of services now available online. Over £49k was taken in bulk waste order payments in 18/19 - this form links back into the back office system and has reduced customer service time considerably. Digital Services helped Lifelong Learning to move to booking online, with over 1000 bookings and payments since 3 Sept 2018.
	Result	154358	78986	94540	
	Target		75200	79100	
	Trend	No Data	DECLINING	IMPROVING	
	Num	154358	78986	94540	
	Den				
					
CUST2b  Number of forms completed online for fully automated processes.	RAG	GREEN	GREEN	GREEN	There has been a rise in the number of residents requesting services and engaging with our automated services. Facebook groups outside the council have played a part especially in Q3 and Q4, with links to the website being shared and discussed.
	Result	12846	16239	26997	
	Target	7400	15000	20500	
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	12846	16239	26997	
	Den				
					

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
FINA6  Percentage of identified forecast General Fund Revenue savings and income for the year compared to originally approved budget (£000's)	RAG	RED	RED	RED	The financial picture at the end of qtr 4 mirrors reporting throughout the year. There is a small number of high impact areas: Savings in child and family due to the Health Board (ABMU) not paying for services plus the rise in looked after children. Additional funds have been allocated in 19-20. A transition plan is in place in the Resources Directorate which will take three years to deliver, requires decisions around risk and a small core may impact service delivery.
	Result	85.76%	67.49%	62.20%	
	Target	100.00%	100.00%	100.00%	
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	19307	12639	10281	
	Den	22513	18727	16530	
					
IT10  The number of beneficiaries who have attended the 'Get Swansea online' programme	RAG	GREEN	GREEN	GREEN	Due to budget constraints fewer courses were run, resulting in a very small reduction in the number of attendees compared to last year. The target will be reduced this year to 300, which reflects a reduction in available funding.
	Result	415	469	454	
	Target	385	415	440	
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	415	469	454	
	Den				
					

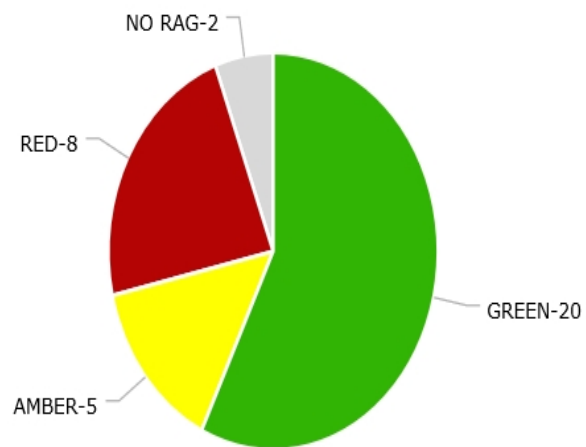
Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
PROC12 ↓ Number of data breaches which has resulted in an enforcement or monetary penalty notice being issued by the Information Commissioners Office (ICO)	RAG			GREEN	
	Result			0	
	Target			0	
	Trend			No Data	
	Num			0	
	Den				
No graph displayed - first year of full reporting					

WORK11 ↑ Percentage of staff satisfied with the support they have to develop their skills and learn new things	RAG	GREEN	GREEN	GREEN	
	Result	71.38%	72.5%	74.7%	
	Target	67.80%	69.00%	73.00%	
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	1342	1581	1264	
	Den	1880	2182	1692	



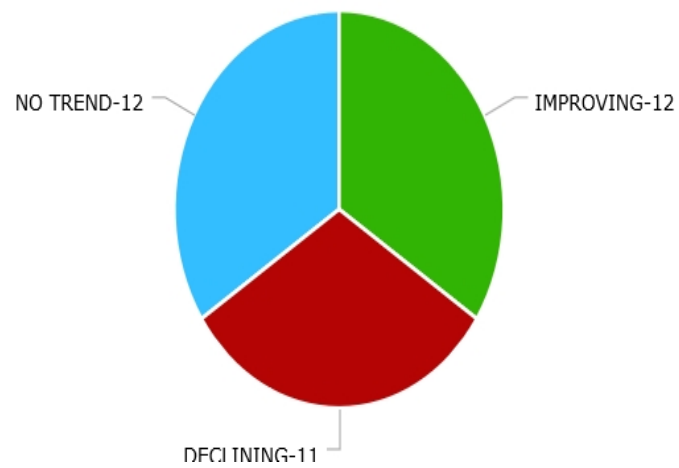
Performance against Target

2018/2019



Performance compared to same Period of previous year

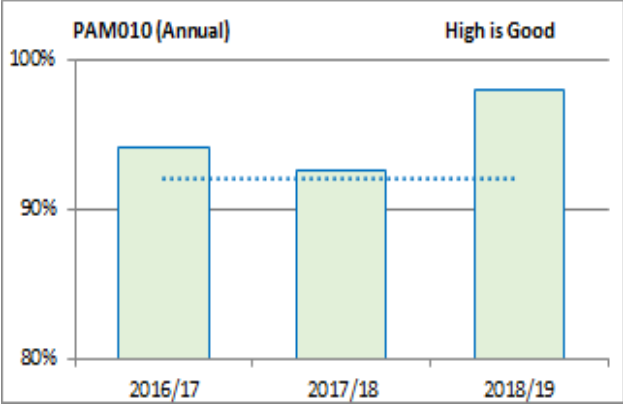
2018/2019







Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
CHR002 (PAM001) ↓ The number of working days/shifts per full time equivalent lost due to sickness absence	RAG	RED	RED	RED	Note from Corporate Performance Team - Data quality under review. Some two-thirds of sickness is long-term, the main types being stomach complaints, stress and flu. A number of initiatives have been introduced in order to keep sickness as low as possible, including reducing the ill health retirement process by one month, developing a Managers dashboard / toolkit, maintaining the training available online and consulting on a 'radical' 'Management of Attendance' policy. In addition, we have also identified areas of non-compliance and are working closely with Directorates to address issues identified whilst working collaboratively across HR&OD, the Service Centre and Occupational Health.
	Result	9.71	10.8	10.98	
	Target	8.00	8.00	10.00	
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	89171.00	98314.30	98913.95	
	Den	9179.00	9101.00	9007.59	
EDCP18d (PAM009) ↓ Young people known to be NOT in Education, Employment and Training (EET) [at 16, on leaving formal education] national calculation	RAG		AMBER	RED	The year 11 cohort showed that 3.9% of the cohort had very high vulnerability assessment profile (VAP) scores. Given that VAP is a predictor for NEETS, an outturn of 2.5% for this PI seems reasonable. Pupil level interventions are in place and their effectiveness will be monitored. Fewer vocational qualifications at key stage 4 disadvantages the less able pupils. More able pupils have options in college or sixth form schools, but there are now fewer options for less academic pupils. Better quality advice and guidance on vocations will now be offered.
	Result		2.2%	2.46%	
	Target		2.10%	2.10%	
	Trend		No Data	DECLINING	
	Num		52	57	
	Den		2367	2318	



Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
EDU016a (PAM007)					
Percentage of pupil attendance in primary schools	RAG	AMBER	AMBER	AMBER	Schools reporting higher than average illness at end of autumn term and beginning of spring term during academic year 2017-2018.
	Result	94.88%	95.05%	94.65%	
	Target	95.00%	95.20%	95.00%	
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	5696420	5833217	5857801	
	Den	6003628	6137044	6189051	
<p>EDU016a (Annual-Academic Year) High is Good</p>					
Page 47					
EDU016b (PAM008)					
Percentage of pupil attendance in secondary schools	RAG	GREEN	AMBER	AMBER	Schools reporting higher than average illness at end of autumn term and beginning of spring term during academic year 2017-2018.
	Result	94.33%	94.34%	94.15%	
	Target	94.10%	94.50%	94.30%	
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	3582306	3532553	3480971	
	Den	3797462	3744431	3697152	
<p>EDU016b (Annual-Academic Year) High is Good</p>					

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
Measure 19 (PAM025) ⬇ The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	RAG		RED	RED	Care providers are having difficulty recruiting & retaining staff. We are struggling to provide care in a range of areas. As part of the Commissioning process during April 2019 we are retendering the Domiciliary Care provision.
	Result		5.86	7.47	
	Target		4.00	6.00	
	Trend		No Data	DECLINING	
	Num		127	164	
	Den		21672	21956	
Measure 24 (PAM028) ⬆ The percentage of assessments completed for children within statutory timescales	RAG		RED	RED	Yearly performance improved with HUB managers focused on tracking progress of assessments to try and ensure compliance to timescale targets. Further improvement on this performance is expected.
	Result	82.39%	72.38%	78.05%	
	Target		90.00%	90.00%	
	Trend		DECLINING	IMPROVING	
	Num	1123	941	729	
	Den	1363	1300	934	

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
PAM010 (STS005b) ↑ The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	RAG	GREEN	GREEN	GREEN	Well within target
	Result	94.21%	92.59%	98.02%	
	Target	92.00%	92.00%	92.00%	
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	651	650	693	
	Den	691	702	707	
					
PAM012 ↑ Percentage of households threatened with homelessness successfully prevented from becoming homeless No graph displayed - second year of full reporting	RAG		GREEN	GREEN	
	Result		68.75%	75.45%	
	Target		67.00%	67.00%	
	Trend		IMPROVING	IMPROVING	
	Num		792	885	
	Den		1152	1173	

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
PAM013  Percentage of empty private sector properties brought back into use during the year through direct action by the local authority	RAG		GREEN	GREEN	
	Result		3.78%	5.38%	
	Target		3.31%	3.30%	
	Trend		IMPROVING	IMPROVING	
	Num		97	100	
	Den		2566	1859	
	No graph displayed - second year of full reporting				
PAM014  Number of additional dwellings created as a result of bringing empty properties back into use	RAG		GREEN	RED	20 additional dwellings were created as a result of bringing empty properties back in to use, but these had not previously been residential properties and cannot be included in this PI. As a result of LA lobbying, PAM014 has now been deleted and replace with PAM045 for 19/20 onwards which more accurately reflects the work done with other empty buildings which are brought back in to use as dwellings as a result of LA funding and enforcement.
	Result		16 	0 	
	Target		10	10	
	Trend		IMPROVING	DECLINING	
	Num		16	0	
	Den				
	No graph displayed - second year of full reporting				

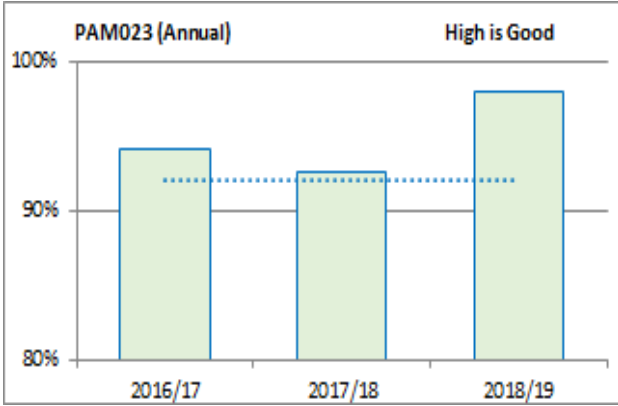
Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
PAM015 (PSR002) ↓ The average number of calendar days taken to deliver a Disabled Facilities Grant.	RAG	GREEN	GREEN	GREEN	The 2018/19 denominator does indicate a fall (355 down to 255) in the number of completed schemes compared to previous year. This reduction was due to schemes not being able to completed before the end of the financial year on the 14th March 2019 rather than a marked downturn in actual numbers of schemes on site. This would have been for a number of reasons, such as waiting for supporting documentation, invoices, outstanding work and snagging for example.
	Result	282.6	239.8	235	
	Target	290	275	265	
	Trend	No Data	IMPROVING	IMPROVING	
	Num	90705	84411	59935	
	Den	321	352	255	
PAM017 (LCS002b) ↑ The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	RAG	AMBER	GREEN	GREEN	
	Result	8505.33	8556.39	11943	
	Target	8765	8275	8300	
	Trend	DECLINING	IMPROVING	IMPROVING	
	Num	2061540	2091711	2931848	
	Den	242382	244462	245480	

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
PAM018  Percentage of all planning applications determined within required time periods No graph displayed - second year of full reporting	RAG		GREEN	GREEN	
	Result		97.97%	98.53%	
	Target		90.00%	90.00%	
	Trend		IMPROVING	IMPROVING	
	Num		1881	1873	
	Den		1920	1901	
PAM019  Percentage of appeals against planning application decisions dismissed No graph displayed - second year of full reporting	RAG		RED	GREEN	
	Result		59.49%	71.58%	
	Target		67.00%	67.00%	
	Trend		IMPROVING	IMPROVING	
	Num		47	68	
	Den		79	95	

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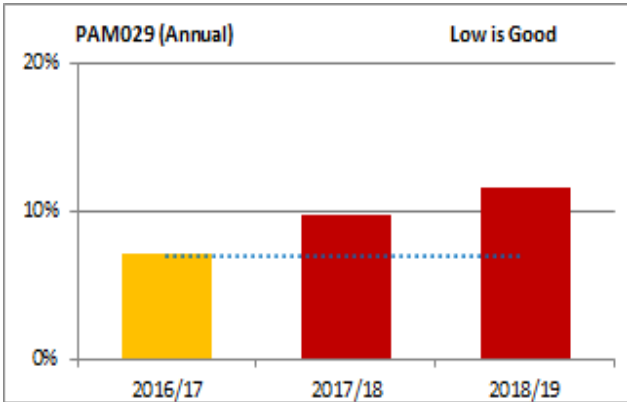
Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
PAM020 ↓ Percentage of principal A roads that are in overall poor condition	RAG		GREEN	RED	Funding is lower than is needed to achieve steady state. This results in a reduction in condition on a yearly basis.
	Result		3.19%	4.10%	
	Target		3.20%	3.20%	
	Trend		DECLINING	DECLINING	
	Num		6.13	7.86	
	Den		192.33	191.94	
No graph displayed - second year of full reporting					
Page 27 AM021 ↓ Percentage of principal B roads that are in overall poor condition	RAG		GREEN	RED	Funding is lower than is needed to achieve steady state. This results in a reduction in condition on a yearly basis.
	Result		4.51%	5.06%	
	Target		5.00%	4.50%	
	Trend		DECLINING	DECLINING	
	Num		8.31	9.29	
	Den		184.19	183.44	
No graph displayed - second year of full reporting					



Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
PAM022 ↓ Percentage of non-principal C roads that are in overall poor condition No graph displayed - second year of full reporting	RAG		GREEN	AMBER	Funding is lower than is needed to achieve steady state. This results in a reduction in condition on a yearly basis.
	Result		6.74%	6.90%	
	Target		6.80%	6.70%	
	Trend		DECLINING	DECLINING	
	Num		14.91	15.39	
	Den		221.05	223.00	
PAM023 (PPN009) ↑ The percentage of food establishments which are 'broadly compliant' with food hygiene standards	RAG		GREEN	GREEN	
	Result	94.46%	94.63%	96.02%	
	Target		94.00%	94.00%	
	Trend	DECLINING	IMPROVING	IMPROVING	
	Num	2113	2098	2194	
	Den	2237	2217	2285	



Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
PAM024 (Measure 13: Adults) ^u Percentage of adults who are satisfied with the care and support that they received	RAG		GREEN	GREEN	
	Result		79.65%	79.81%	
	Target		70.00%	75.00%	
	Trend		No Data	IMPROVING	
	Num		321	170	
	Den		403	213	
	No graph displayed - second year of full reporting				
PAM026 (Measure 15) ^u Percentage of carers reporting they feel supported to continue in their caring role	RAG		GREEN	GREEN	
	Result		66.1%	68.89%	
	Target		60.00%	65.00%	
	Trend		No Data	IMPROVING	
	Num		76	31	
	Den		115	45	
	No graph displayed - second year of full reporting				



Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
PAM027 (Measure 13: Children) ↑ Percentage of children who are satisfied with the care and support that they received No graph displayed - second year of full reporting	RAG		RED	GREEN	
	Result		76.19%	82.5%	
	Target		93.00%	80.00%	
	Trend		No Data	IMPROVING	
	Num		112	99	
	Den		147	120	
PAM029 (Measure 33) ↓ The percentage of children looked after on 31 March who have had three or more placements during the year (formerly SCC004)	RAG	AMBER	RED	RED	The Welsh average is 10% and comparator local authorities are higher than Swansea's figure of 11.55%. Historically Swansea's figure has been around 8-9% however the very complex needs of our children are providing challenges in creating stability. Many of our children move because it is consistent with their care plan. The focus is on achieving stability for those children with the most complex needs and an Edge of Care Team has been established using grant monies to promote stability.
	Result	7.07%	9.77%	11.55%	
	Target	7.00%	7.00%	7.00%	
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	34	51	64	
	Den	481	522	554	





Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019	
PAM032  Average Capped 9 score for pupils in year 11	RAG			GREEN		
	Result			364.60		
	Target			361.00		
	Trend			No Data		
	No graph displayed - first year of full reporting					
	Num			856081		
	Den			2348		
PAM033  Percentage of pupils who received a language, literacy and communication skills teacher's assessment in Welsh at the end of the Foundation Phase	RAG			GREEN		
	Result			14.66%		
	Target			14.57%		
	Trend			No Data		
	No graph displayed - first year of full reporting					
	Num			405		
	Den			2763		

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
PAM034 ↑ Percentage of year 11 pupils entered to sit a GCSE in Welsh (first language)	RAG			AMBER	Target narrowly missed due to changes in the year group between the time the target was set and the analysis of the examination results data.
	Result			10.62%	
	Target			10.80%	
	Trend			No Data	
	Num			248	
	Den			2335	
No graph displayed - first year of full reporting					
PAM035 ↓ Average number of working days taken to clear fly-tipping incidents	RAG			GREEN	This is a new indicator with no previous comparator
	Result			3.9	
	Target			5.0	
	Trend			No Data	
	Num			6392	
	Den			1631	
No graph displayed - first year of full reporting					

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Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019	
PAM036  Number of additional affordable housing units delivered during the year per 10,000 households.	RAG				This indicator is sourced from the Welsh Government Affordable Housing Provision Data Collection which isn't collated until June 2019 and published until Sept/Oct 2019. Therefore the numerator figure used is the published 17/18 affordable housing provision data.	
	Result			14.04		
	Target					
	Trend			No Data		
	Num			152		
	Den			108200		
No graph displayed - first year of full reporting						
PAM037  Average number of calendar days taken to complete all repairs	RAG				New PI introduced for 2018/19 onwards. Data being baselined with targets to be set for 2019/20	
	Result			11.9		
	Target					
	Trend			No Data		
	Num			321531		
	Den			27042		
No graph displayed - first year of full reporting						

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
PAM038 ↑ Percentage of local authority self-contained housing stock units that are compliant with the Welsh Housing Quality Standard (WHQS), subject to acceptable fails, at 31 March	RAG			GREEN	The figures include acceptable fails as per guidance.
	Result			100.00%	
	Target			97.00%	
	Trend			No Data	
	Num			13525	
	Den			13525	
	No graph displayed - first year of full reporting				
PAM039 ↓ Percentage of rent lost due to properties being empty	RAG			GREEN	
	Result			2.25%	
	Target			2.50%	
	Trend			No Data	
	Num			1501025	
	Den			66817253	
	No graph displayed - first year of full reporting				

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
PAM040  Percentage of Quality Indicators (with targets) achieved by the library service	RAG			GREEN	New PI. First year of reporting. Based on WPLS return for 2017/18.
	Result			75.00%	
	Target			60.00%	
	Trend			No Data	
	No graph displayed - first year of full reporting				
	Num			7.5	
	Den			10	
PAM041  Percentage of NERS clients who completed the exercise programme	RAG			AMBER	Results for this and last year are exceptional as: For those who adhere to the full programme the cost saving is £367 per head. Full results www.wales.gov.uk/about/aboutresearch/social/atetresearch/exercise/?lang=en
	Result			88.95%	
	Target			91.00%	
	Trend			No Data	
	No graph displayed - first year of full reporting				
	Num			467	
	Den			525	

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019
PAM042 ↑ Percentage of NERS clients whose health had improved on completion of the exercise programme	RAG			GREEN	
	Result			79.80%	
	Target			78.00%	
	Trend			No Data	
	No graph displayed - first year of full reporting				
	Num			158	
	Den			198	
PAM043 ↓ Kilograms of local authority municipal waste that is not reused, recycled or composted during the year per person	RAG			GREEN	Results quoted are for Jan-Dec 2018, not April 18-March 19. Admin note - provisional FY figure = 130.35Kg
	Result			132.73	
	Target			150.00	
	Trend			No Data	
	No graph displayed - first year of full reporting				
	Num			32583080	
	Den			245480	

Performance Indicator	KEY	2016/2017	2017/2018	2018/2019	Comment-2018/2019																				
WMT009b (PAM030) ↑	RAG	GREEN	GREEN	GREEN	As per previous returns the results given are one quarter in arrears. i.e. Results are for Q3 2018/19. historically Q3 & Q4 results are lower than Q1 & Q2 results due to seasonal variations in the recycling collections. This result is lower than last year due to a change in assessing wood recycling and reduced garden waste due to the dry summer. Admin note - provisional FY figure = 62.88% (68,672.13 / 109,211.12)																				
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	Result	63.70%	64.01%	62.54%																					
<p>WMT009b HIGH is Good</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>59.0%</td> <td>65.0%</td> <td>64.0%</td> <td>62.0%</td> </tr> <tr> <td>2017/18</td> <td>63.0%</td> <td>64.0%</td> <td>65.0%</td> <td>63.0%</td> </tr> <tr> <td>2018/19</td> <td>60.0%</td> <td>66.0%</td> <td>63.0%</td> <td>61.0%</td> </tr> </tbody> </table>	Year	Qtr1	Qtr2	Qtr3		Qtr4	2016/17	59.0%	65.0%	64.0%	62.0%	2017/18	63.0%	64.0%	65.0%	63.0%	2018/19	60.0%	66.0%	63.0%	61.0%	Target	58.00%	60.00%	62.50%
	Year	Qtr1	Qtr2	Qtr3		Qtr4																			
	2016/17	59.0%	65.0%	64.0%		62.0%																			
	2017/18	63.0%	64.0%	65.0%		63.0%																			
	2018/19	60.0%	66.0%	63.0%		61.0%																			
Trend	IMPROVING	IMPROVING	DECLINING																						
Num	73481.59	71123.12	68965.80																						
Den	115363.31	111103.85	110267.00																						

Agenda Item 7



Report of the Convener for Service Improvement and Finance Performance Panel – 19th August 2019

Finance Reports

Content:	An update on various financial reports.
Councillors are being asked to:	Consider the information provided and to forward views to the Cabinet Member via a letter from the Panel Convener.
Lead Councillor:	Councillor Chris Holley, Convener of the Service Improvement and Finance Performance Panel.
Lead Officer & Report Author:	Bethan Hopkins – Scrutiny Officer Tel: 01792 636292 E-mail: Bethan.hopkins@swansea.gov.uk

1. Background

- 1.1 The Service Improvement and Finance Performance Panel scrutinises various financial reports relating to budget and performance throughout the year.

2. Briefing

- 2.1 The Panel are asked to review the various financial reports and ask questions of the lead officer where relevant.
- 2.2 The Panel are then asked to write a letter to the relevant Cabinet Member with any thoughts or questions they may have.

4. Legal implications

None

5. Finance (if required)

None



Report of the Cabinet Member for Economy & Strategy

Cabinet – 15 August 2019

Revenue and Capital Budget Monitoring 1st Quarter 2019/20

Purpose:	To report on financial monitoring of the 2019/20 revenue and capital budgets, including the delivery of budget savings.
Policy Framework:	Budget 2019/20 Transformation and Future Council (Sustainable Swansea – Fit for the Future)
Consultation:	Cabinet Members, Corporate Management Team, Legal and Access to Services.
Recommendation(s):	It is recommended that: 1) The comments and variations in this report, and the actions in hand to address these, are noted. 2) That Directors develop and rapidly bring forward sufficiently detailed plans to assure Cabinet that service budgets can be sustainably brought back into line for 2019-20 and beyond. 3) That the consequences of continued service overspending are that no officer may consider any material further spending commitments until those savings plans are assured.
Report Author:	Ben Smith
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

1. Background and Introduction

- 1.1 This report details forecast variations from the agreed budget for 2019/20, including the latest assessment of the delivery of savings.
- 1.2 In respect of Revenue Budgets, this report provides a consolidated forecast which combines:
- projected variations (mainly shortfalls) in relation to budget savings agreed by Council in February 2019
 - Variations arising from other service pressures not directly linked to specific savings plans (e.g. increased service demand, price and pay inflation, increased, but most often unfunded, regulatory obligations and burdens from both UK and Welsh governments)
- 1.3 The report includes comments from Directors in relation to the variations highlighted and the action that is in hand or proposed as appropriate.
- 1.4 The report also includes the latest completed Savings tracker summary in Appendix C that indicates the current overall forecast delivery % of the various savings streams by the services is at 79%. Any shortfalls in achieving savings will be reflected in the table at 2.3 and in Appendix A.

2. Revenue Outturn Forecast Based on 1st Quarter Position

- 2.1 Appendix 'A' to this report details the approved Revenue Budget for 2019/20 and the forecast variation at this time.
- 2.2 Other than projected variations on Directorate expenditure, it is still too early to forecast variations that may arise on some significant Corporate items, including the level of Council Tax collection (which posted a deficit in 2018-19 of £0.3m though in previous years has returned a modest surplus) – it is assumed at the current time that these remain largely as per the approved budget.
- 2.3 The overall Directorate position is summarised below:-

DIRECTORATE

	FORECAST VARIATION 2019/20 £000	SAVINGS VARIATION 2019/20 £000	OTHER VARIATION 2019/20 £000
RESOURCES#	1,111	1,777	-666
PEOPLE - SOCIAL SERVICES#	1,424	1,215	209
PEOPLE - EDUCATION	1,803	0	1,803
PLACE	0	822	-822
<i>NET DIRECTORATE EXPENDITURE</i>	4,338	3,814	524

To reflect operational management and reporting hierarchy the majority of Poverty & Prevention budgets (£4,510,000) and any forecast variations are now included as part of the Social Services budget. The remaining budget and any related forecast variation (£101,000 re Community Integration Unit) is now included within Resources.

- 2.4 Directors' comments on the above variations are shown at Appendix B :-
- 2.5 Within the *Sustainable Swansea* Delivery Programme, work continues to develop service delivery plans that will include all savings requirements across all strands. This includes the cross cutting nature of new reviews as well as the completion of current in-flight reviews.
- 2.6 The above potential service overspend remains a significant risk and needs to be addressed on a whole Council basis as it remains unsustainable to continuously spend more than budgeted, especially so given the position is helped only temporarily by one off grant funding sources . A number of the overspend areas follow on from the outturn position for 2018/19 and need to be considered in the light of the forecast savings going forward within the 2019/20 budget, Medium Term Financial Plan, and the cumulative effect of non-achievement of savings going forward.
- 2.7 Corporate Management Team has re-enforced the current arrangements for budget monitoring in particular :-
- focus on a range of corrective actions;
 - targeted immediate spend reduction action;
 - spending control on all vacancies and contracts;
 - a continued reminder that **no Responsible Officer is authorised to overspend their budget in line with Financial Procedure Rules;**
 - and consequently that Directors will rapidly bring forward to Cabinet and Corporate Management Team detailed and realistic mitigation plans to contain service overspending.
- 2.8 Offsetting opportunities do exist to temporarily ameliorate the currently identified service demand and price pressures as follows.
- £1m was set aside in the budget for the potential costs relating to the impact of the Apprenticeship Levy. The final costs relating to this levy will only be known once final employee related costs are calculated at the year end. Should the full allocation not be required then any saving will be proposed to be used to mitigate service pressures at year end.
 - £2m was also set aside to meet any specific and significant inflationary increases arising in year. A Commercial savings target was held corporately in 2018/19 and initially 2019/20. Any actual contract/procurement savings were delivered within services and not allocated to this central target. For 2019/20 this total has been allocated to services and is funded from the Inflationary provision to avoid double counting against previous contract procurement savings. Given the overall financial projection at this stage it is proposed by the S151 officer that £1.1m is allocated to services to cover commercial pricing pressures and the remaining

£0.9m be conserved for now as a hedge against potential service over spending . The most likely area needing further budgetary support in year for inflation costs is Social Services given a range of contract renewals and re-tenders and continued fragility of some providers in the market.

- Use of the Contingency Fund as detailed below.

3. Contingency Fund Provision for 2019/20

3.1 The contingency fund is set at the £7.072m contribution for 2019/20 as set out in the budget report approved by Council in February 2019. This is significantly higher than in recent years reflecting additional mitigation against any repeated overspending.

3.2 The current potential calls on the contingency fund for 2019-20 are:-

Contingency Fund 2018/19	Prediction
	2019/20 (£m)
Contribution for year	7.072
One off interim support arrangements for Chief Executive and ongoing regional working – a sum up to	-0.072
One off support to a range of events celebrating the 50 th anniversary of the granting of city status to Swansea - a sum up to	-0.150
Support for Swansea Community Awards	-0.001
ER/VR in year costs if ultimately exceeding balance on Restructure Reserve of £3m (this is currently not expected to be needed on basis of levels of ER/VRS)	0.000
Service overspend mitigation £3.438m and mitigation for future spend risks/demand and regulatory pressures/Inflation £3.411m	6.849
Balance 31st March 2020	0

The above table lists current potential calls on the budgeted contingency fund. The final amounts will be dependent on a number of factors during the year including speed of implementation, actual costs/commitments incurred and final Directorate outturn position. Spend approvals will be deliberately limited to seek to maximise underspend here as part of mitigating budget savings action. Updates will be provided during the financial year as part of the routine quarterly reporting to members.

As set out in the 2018-19 Revenue outturn report to members some £3m remained within the Restructure Reserve to contribute toward ER/VR costs in 2019-20. The S151 officer proposes that any such costs over and above this £3m will be funded via the contingency. The final costs of ER/VR will only be known towards the end of the year once all management actions re savings proposals etc are implemented.

At this stage it is assumed that all ER/VR costs will be able to be contained within the sum left in the Restructure Reserve.

The S151 officer proposes that ,as set out in Appendix A, the forecast shortfall in the funding of service costs for 2019-20 of £3.438m (Service overspends of £4.338m less unallocated Inflation provision £0.9m) will be met in full from the Contingency fund. That the remaining balance on the Contingency Fund of £3.411m be provisionally allocated to mitigate any potential additional spend risks/ demand and regulatory pressures/ pay and price inflation arising in the financial year.

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

3.3 The current indication is that ,for 2019-20, there still needs to be urgent and decisive action to pursue and deliver all savings proposals across the Council.

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

- Management and Business Support Review: ongoing review of the management structure across the Council and future requirements given the Council's priorities, future challenges and the changing nature of the role of managers
- Reducing the Pay Bill: review of options to reduce employee costs across the Council as part of our overall future workforce strategy (subject to trade union consultation at the appropriate time)
- Commercialism through third party Procurement Savings and Income Generation: review of further options to increase income from fees and charges, trading etc, in addition to the targets already set for 2019/20
- Progressing implementation of Commissioning Reviews and Cross Cutting Themes.
- Further implementation of the Social Services Saving Plan through which we have identified mechanisms for bringing down overall costs.
- Continuing the extant spending restrictions which have been reviewed, refreshed and reissued by Corporate Management Team.

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

4. Revenue Budget Summary

4.1 The position reported above reflects the best known current position. A net £4.338m of shortfall in service revenue budgets, offset by £0.9m of identified additional savings from the non-allocation of the Inflation provision together with utilising £3.438m from the use of the Contingency Fund.

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

- 4.3 As previously mentioned, it is too early to provide an accurate forecast as to the potential outturn on corporate items such as Council Tax collection which is in itself potentially affected by the effects of welfare reform measures, but offset by an often increasing tax base.
- 4.4 Included in the projected budget for 2019/20 for other corporate items are capital finance charges. At this early stage no variance is forecast, in any case any underspending or overspending will be transferred at year end to or from the capital equalisation reserve, a strategy previously agreed by Council . This will be reviewed and updated during the year as various capital schemes/programmes progress.
- 4.5 The overall judgement at this point is that there remains an urgent need to identify and implement existing and additional budget savings across all Council Services to improve the 2019/20 position and beyond.
- 4.6 There remains a degree of confidence that some further inroads can be made into the forecast overspend position by ongoing management and member action. Equally, the scale remains such, that it would be on balance very unlikely that spending can be fully contained in year without wide scale mitigation actions, including those set out in this report.
- 4.7 There continue to be increasing risks around general inflationary pay and price pressures (including potentially another higher than previously budgeted teachers' pay award from September). Nevertheless the Council simply cannot afford to fund them, savings will have to be made elsewhere to meet such pressures.
- 4.8 Detailed monitoring of budgets will continue to be carried out and reported to Departmental Performance and Financial Management meetings on a monthly basis.
- 4.9 The Section 151 Officer has considered professional advice given as to funding levels within the Insurance Reserve and notwithstanding the ongoing modest draws from the reserve over the duration of the MTFP to help support the revenue budget, he is satisfied there is at least a further £2.648m of headroom (over funding) beyond that reasonably likely needed to meet future claims. This enables a transfer to be made between earmarked reserves and bolster the capital equalisation reserve yet further in anticipation of the substantial future capital spending which remains to be predominantly financed from unsupported borrowing.
- 4.10 It is imperative that sustainable base budget savings are found to replace these in year one off actions to stabilise the 19-20 budget ahead of an anticipated extremely challenging and uncertain 2020-21 budget round.

5. Capital Budget

- 5.1 Expenditure to 30th June 2019 is £11.756 million, summarised as follows:

Directorate	Budget 2019/20	Actual to 30/06/19	% spend
	£'000	£'000	
Corporate Services	6,484	339	5.2%
People	26,662	785	2.9%
Place (General Fund)	68,115	5,248	7.7%
Place (HRA)	71,989	5,384	7.5%
Total	173,250	11,756	6.8%

Expenditure on major capital schemes is detailed in Appendix D.

It should be noted that the actual spend to 30 June may only have 1 or 2 months costs relating to external invoices. In addition the budgets will be reviewed during July which will result in some budgets being re-profiled into later years.

6. Housing Revenue Account

- 6.1 There are no material budget issues to flag at this stage of the year. Forecast changes to levels of borrowing and a reduction in the pooled rate of interest could lead to a reduction in finance costs however, it is too early in the year to make an accurate projection.

7. Legal Implications

- 7.1 There are no legal issues contained within this report.

8. Equality & Engagement Implications

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

Background papers: - None

Appendices:

- Appendix A – Revenue Budget forecast 2019/20
- Appendix B – Directors comments on variances
- Appendix C – Savings tracker summary
- Appendix D - Expenditure on major Capital Schemes

REVENUE BUDGET PROJECTION QUARTER 1 2019/20

<u>DIRECTORATE</u>	BUDGET 2019/20 £000	PROJECTED 2019/20 £000	VARIATION 2019/20 £000
RESOURCES	45,593	46,704	1,111
PEOPLE - SOCIAL SERVICES	120,831	122,255	1,424
PEOPLE – EDUCATION	170,821	172,624	1,803
PLACE	56,058	56,058	0
<i>NET DIRECTORATE EXPENDITURE</i>	393,303	397,641	4,338
SPECIFIC PROVISION FOR APPRENTICESHIP LEVY/INFLATION	1,850	950	-900
CONTINGENCY FUND	6,849	3,411	-3,438
<i>OTHER ITEMS</i>			
LEVIES			
SWANSEA BAY PORT HEALTH AUTHORITY	86	86	0
CONTRIBUTIONS			
MID & WEST WALES COMBINED FIRE AUTHORITY	12,971	12,971	0
<i>CAPITAL FINANCING CHARGES</i>			
PRINCIPAL REPAYMENTS	14,478	14,478	0
NET INTEREST CHARGES	18,119	18,119	0
<i>NET REVENUE EXPENDITURE</i>	447,656	447,656	0
<i>MOVEMENT IN RESERVES</i>			
GENERAL RESERVES	0	0	0
EARMARKED RESERVES	-4,730	-4,730	0
<i>TOTAL BUDGET REQUIREMENT</i>	442,926	442,926	0
DISCRETIONARY RATE RELIEF	400	400	0
<i>TOTAL CITY AND COUNTY OF SWANSEA REQUIREMENT</i>	443,326	443,326	0
COMMUNITY COUNCIL PRECEPTS	1,465	1,465	0
<i>TOTAL REQUIREMENT</i>	444,791	444,791	0
<i>FINANCING OF TOTAL REQUIREMENT</i>			
REVENUE SUPPORT GRANT	242,197	242,197	0
NATIONAL NON-DOMESTIC RATES	80,014	80,014	0
COUNCIL TAX - CITY AND COUNTY OF SWANSEA	121,115	121,115	0
COUNCIL TAX - COMMUNITY COUNCILS	1,465	1,465	0
<i>TOTAL FINANCING</i>	444,791	444,791	0

Directors comments on budget variances

Appendix B

Director of Resources

Variance	£000	Explanation and Action
<u>Savings Variation</u>		
18/19 Sustainable Swansea Savings targets:		
Management review of grade 10 and above	113	These three areas form part of Corporate Services proposals to merge and review cross-cutting functions across the Council related to Business Support functions, exploring new ways working including regional collaboration where possible. Limited opportunities are available regarding shared services and the regional working options are very slow in progressing, with little if any appetite across other organisations. Further Proposals and plans are being discussed.
Service review/regional working/shared services	239	
Stopping or reducing services through new ways of working	597	
Merging of Land Charges with Planning and Building Control as per the Commissioning Review	25	The team has successfully merged with Planning and savings achieved in the Place Directorate. It was planned that new ways of working would release this £25k in legal however, this is no longer possible. Alternative savings are now being sought in legal however this is proving difficult with the additional pressures from savings already made in staffing.
Establishing Business Support hubs in the People and Place Directorates	-79	An additional saving as a result of implementing the 'One Council' approach to Business Support.
19/20 balance	-125	Additional savings as a result of vacancy freeze and delay in appointing staff.
16/17 & 17/18 saving targets	531	The savings identified in previous years requires changes to terms and conditions or the potential stopping of services, this to date has not had support and remains an area of further investigation before anything is recommended or agreed.
Sub total	1,301	
Other saving targets:		

Transfer and review of the Welsh Translation Unit, including cost and charges	170	The Welsh Translation Unit is reviewing ways of working however, the demand for Welsh translation continues to increase. In order for the Council to meet its statutory responsibilities and statutory deadlines for certain reports further budget reductions are not possible. External translation services are now being used to help with capacity, which impacts the budget. Although the team will continue to improve and change processes and ways of working, including the use of technology, it is anticipated this saving can not be achieved due to rising demand.
16/17 Communications model & Corporate Health & Safety/Wellbeing	306	This saving is challenging with the identified model of merging the marketing and communications from across the council into one team not able to progress. In addition the increase in demand in the referrals to occupational health has not enabled the growth of this area to become income generating due to all spare capacity being used internally.
Total	1,777	
Other Net Underspends	-666	Legal underspends £-279k, Finance underspends CTRS £-350k & staff savings £-200k
Total Variation	1,111	

Corporate Services underwent significant change in 2017/18 which followed into 2018/19, in order to realise savings and rebalance the budget.

The Directorate has proactively and strictly managed any overspending in Quarter 1, and as a base budget has performed well. The legacy savings from the previous years have affected the budget and have created an overspend position in Qtr 1.

Detailed plans and proposals are in place for all of the variances above, however there will be some difficulty in achieving these savings in the current year.

Director of Social Services

Social Services

Variance	£000	Explanation and Action
Savings Variation		
Implement preferred options as outcome of Commissioning Review (Learning Disability, Physical Disability & Mental Health service provision)	500	This project continues with dedicated resource and senior management input. Initial retendering exercise underway. The continued effect of increases to minimum wage and the need to diversify the supplier base may cause some costs to increase.
Review of CHC Arrangements/LD MH Right Sizing and Review	334	This project has had some success in identifying individuals eligible for third party funding. This work continues.
Review all packages of care to ensure fit for purpose and effectively manage new admissions to domiciliary care.	81	Domiciliary care continues to be subject to significant demand pressures. Rightsizing work is therefore likely to release capacity rather than reduce spend.
Direct Payments Strategy - Targeted increase in recourse to direct payments as alternative to non-complex domiciliary care packages	300	Savings in this area continue through reviews of allowances paid and, where appropriate, the reclaim of unused balances.
Other		
Independent Child and Family Placements	745	This budget is subject to both fee and demand pressures. It is hoped that the implementation of a new practice model will see this forecast reduce over time.
Fostering Fees	150	The full year effect of a requirement to increase fees paid to family and friends carers will see costs increase.
External Residential Care	84	These areas continue to be exposed to both demographic and cost pressures. Work to ensure all placements are appropriate and cost effective continues.

Variance	£000	Explanation and Action
Internal Staffing and Services	- 2,459	The council has received a number of grants in the current year that support the overall financial position. Work to ensure services are designed in a way that enables the Council to access all funding sources continues and will cause significant underspends to appear in these initial stages. Work to rebalance the Service's budgets is underway.
Third Party Spend	70	In addition, the service continues to maintain tight vacancy and contract management
MHLD Complex Care	1,619	This is a continuation of the previous years' overspend and remains an area of extreme demand and price pressure. Additional budget has been allocated but is being outstripped by both pressures on demand and fee levels.
Overall Variation	1,424	

The Social Services position is due to a combination of both unachieved savings and fee and demand pressures across externally commissioned services. Management action will continue to seek ways of safely reducing the net cost of our services. Much of the funding enabling the internal services underspend underpinning overspends in commissioned services is time limited. The sustainability of this approach is subject to future budget decisions of both the Welsh and Westminster Governments.

Director of Education

Variance	£000	Explanation and Action
Home to School Transport	344	Inflationary fuel price pressures and continuing demand, particularly within the ALN and post 16 sector continue to increase costs. These demand and price pressures are inherently volatile and uncontrollable within current transport policy.
Catering and Cleaning	290	The service continues to be subject to substantial inflationary pressures on the cost of food and staff. This has been partially offset by a combination of management cost control and positive take up of paid meals. Further means of reducing net cost are being examined.
Additional Learning Needs	400	This forecast primarily concerns the cost of placements within Independent Special Schools. The Council continues to see both cost and demand pressures in this area, despite continued efforts to increase the supply of such places locally. Should

		demand for such placements continue to rise, this forecast will increase.
Centrally funded non-delegated pressures.	769	This overspend is primarily attributable to ongoing historic pension costs borne by the Council on behalf of Schools. It also includes increases in the cost of maternity/paternity leave.
Overall Variation	1,803	

Many of the pay, price and demand pressures identified above are a continuation of the overspend position from 2018/19. Ongoing robust management action will continue. This will seek to mitigate pressures and bring forward additional savings where possible.

Director of Place

A number of issues need to be highlighted for the purpose of visibility. These include unfunded budget pressures as follows:

- Significant increased electricity costs of £246k
- Reduced recycling prices in waste management of £300k to £350k
- Increased costs for maintaining and replacing aging social services fleet £300k

In year savings of £704k have been identified as difficult to achieve by year end and these comprise mainly of Commissioning Review (Service in the Community), IT delays for rollout of mobile working and delayed and “cashable” Integrated Transport Unit savings and transport savings removed budget but authorisation to implement withdrawn

In addition there are some challenges in achieving all of the “cross cutting” saving requiring policy changes identified for 19/20 in particular

- Staff – Christmas closure, average holiday pay, 50% Honoraria reduction, 50% market supplement reduction and remove first aid payments (total £118k)

The directorate is working to offset these spending, predominantly price, pressures within its overall budget but at this stage it is likely that further decisions will have to be made in year to be able to offset these costs and return a balanced budget.

June 2019 MTFP Tracker Report

Target Savings

£12.64m

Expected Savings by 31st March 2020

£9.985m

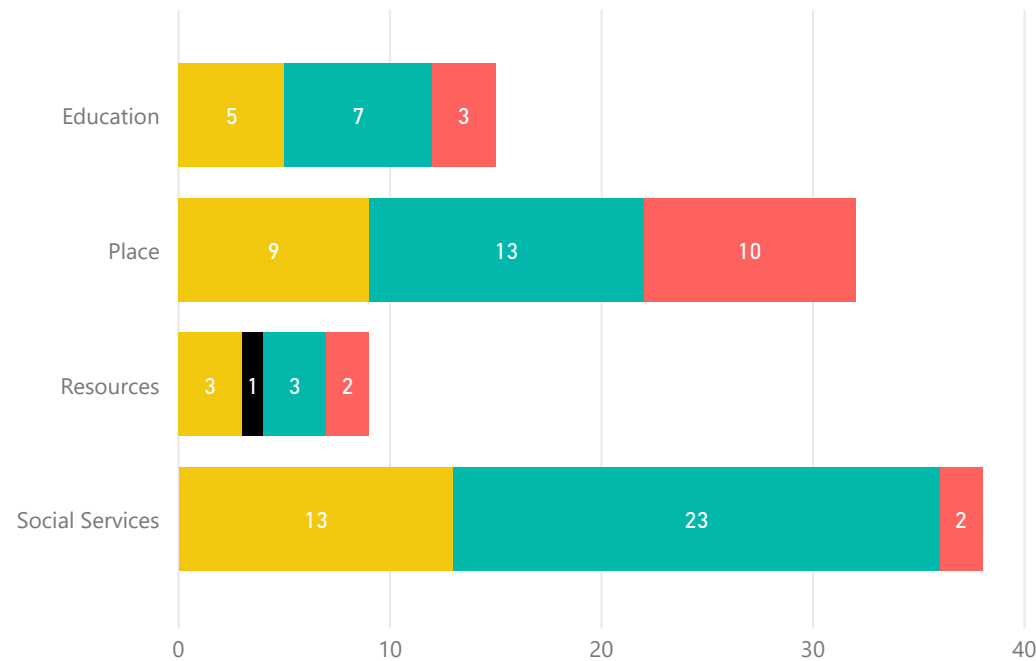
Delivered

£3.72m

May: £3.70m

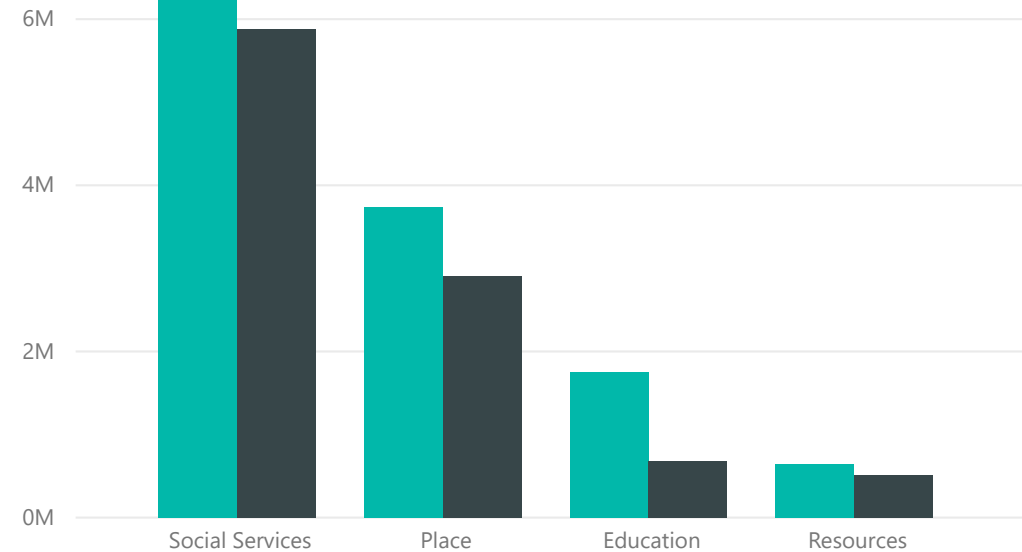


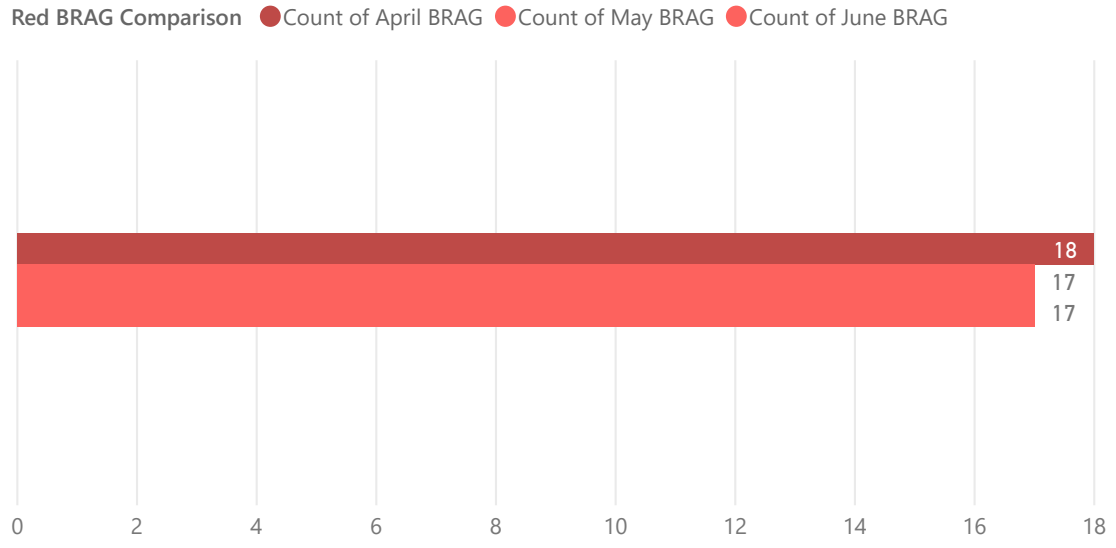
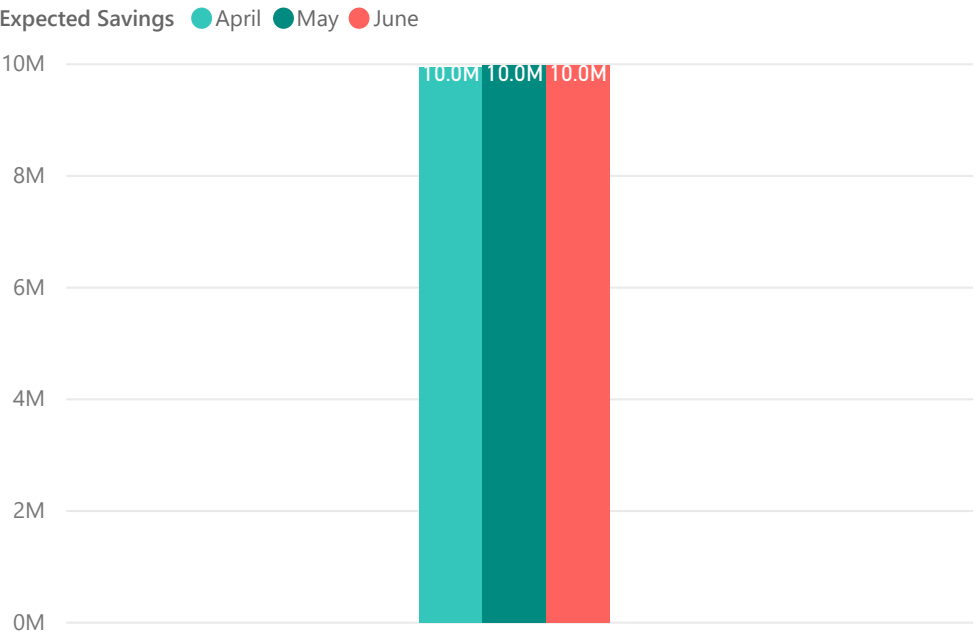
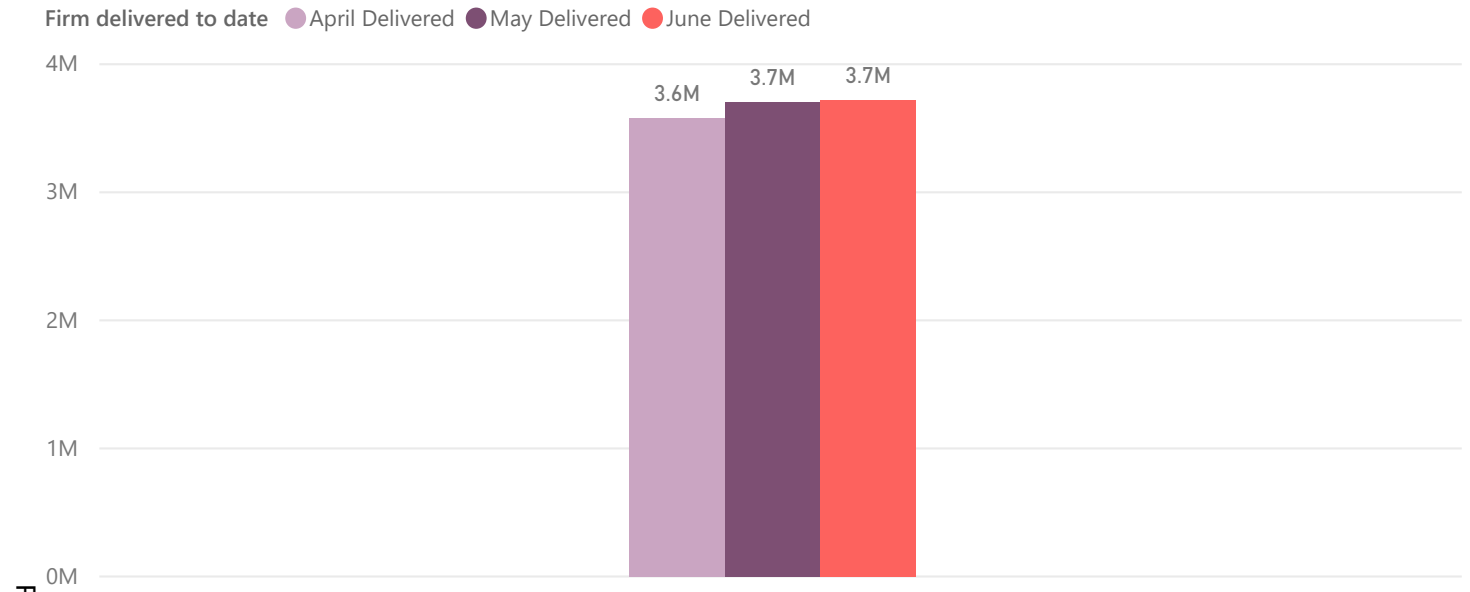
June BRAG ● Amber ● Black ● Green ● Red



Target (£) and June by Directorate

● Target (£) ● June





Appendix D

Capital expenditure on major schemes to 30 June 2019 (where spend greater than £250k)	£000's
People	
Pentrehafod Comp School Remodelling	514
Resources	
Agile & Mobile programme (laptops and accessories)	323
Place	
Swansea Central (Arena)	1,733
Highways - carriageways & resurfacing	1,475
Disability Facilities Grants	566
HRA capital programme (including More Homes schemes)	5,384
Total scheme value where spend greater than £250k	9,995

Agenda Item 8



Report of the S151 Officer

Cabinet - 18 July 2019

Revenue Financial Outturn 2018/19

Purpose:	To report on the detailed Revenue financial outturn for 2018/19
Policy Framework:	Budget 2018/19, Sustainable Swansea
Consultation:	Cabinet Members, Corporate Management Team, Legal Services and Access to Services.
Recommendation:	It is recommended that the comments and variations in this report be noted, and that the proposed reserve transfers detailed in Section 7.3 are approved
Report Author:	Ben Smith
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

1. Background and Introduction

- 1.1 This report details net expenditure for 2018/19 and highlights variances from the revised budget.
- 1.2 The Revenue Budget for 2018/19 was approved at Council on 6th March 2018. The budget as approved included the following proposals to address a potential budget deficit of £28.928m

<u>Budget Proposals 2018/19</u>	£'000	£'000
Planned Service Savings	-10,252	
Cross cutting savings	-1,055	

Invest to Save savings*	-4,295	
Reduction to Contingency Fund	-1,400	
		-17,002
Schools pressures funded by schools.	-2,698	
Reserve Changes(Restructure, Specific grants)	-2,195	
Draw from General Fund reserve	-1,000	
Net effect of Council Tax base increase and increased charge	-6,033	
<u>Overall resourcing</u>		<u>-28,928</u>

* Invest to Save savings were predominantly in respect of packages of care and direct payments in Adult Services (£1.7m) and in respect of implementing the Safe Looked After Children Strategy and the commissioning review recommendations (£2.7m).

- 1.3 The specific savings proposals detailed above were incorporated into Directorate budgets at service level and have been the subject of specific monitoring via the budget savings tracker, reported to Cabinet on a quarterly basis during the year.
- 1.4 2018/19 marked the fifth year following the introduction, from 1st April 2014, of the Council's single status pay and grading scheme relating to all staff on NJC grades. The scheme specifically excludes Teaching staff, those on the Soulbury Scheme and Senior Officers at Head of Service/Director level.
- 1.5 The introduction of the scheme has been accompanied by an extensive appeals process for those staff adversely affected by pay and grading allocations made during the original allocation process. Despite significant inroads made to the numbers of appeals, elements of the appeals and grievance process does remain ongoing.
- 1.6 The extent to which appeals are successful in terms of job allocation will inevitably affect financial performance on an annual basis and impact on future budget planning.
- 1.7 The modelled costs of single status as at the implementation date have been incorporated in revenue budgets going forward. However, costs in respect of successful appeals have not, and any costs arising from appeals and grievances will have to be met from within existing Directorate Budgets.
- 1.8 The report that follows details the Revenue outturn position for 2018/19, makes commentary on comparison with in year budget monitoring and, where appropriate, details action already taken in setting the 2019/20 Revenue Budget based on anticipated outcome at quarter 3 of the year. It remains critical that the progress on savings adopted under *Sustainable Swansea* is subject to constant review and

updated during each financial year and that future budgets are constantly informed by outcomes from the monitoring process.

2. Detailed Outturn Position

2.1 Overall direct revenue expenditure for 2018/19 was £883,000 more than the revised budget as follows:

	£000's
Net Expenditure on Services per appendix 'A' - overspend	2,806
Reduced call on Apprenticeship levy	-220
Inflationary provision not utilised	-1,000
One off corporate costs/income	-1,079
Council Tax collection shortfall	328
Other net overspends	48
<hr/> Overall net overspend <hr/>	<hr/> 883 <hr/>

2.2 Members will see from the table at 2.1 above that the net overall overspend at year end is primarily the result of a net overspend in services of nearly £3m, a lower than anticipated overspend (which had ranged from £6-9m in the in-year reports), predominantly as a result of the action taken in the third and fourth quarter by all Directorates to contain or reduce overspending, in line with Cabinet decisions and target setting, following receipt of the in-year quarterly monitoring reports. This has then been significantly offset further by the already agreed actions, namely to utilise unspent budgets on the central inflation provision and Apprenticeship Levy, and boosted by some further one off corporate income.

2.3 Separately, there is, as highlighted during the year, a significant in year underspend on capital financing of £7.7m. An element of capital programme slippage has contributed to the capital charge underspend. There is a strategy to monitor interest rates and average in the borrowing requirement over a period of time but inevitably as the need to fund the capital financing requirement increases so will the capital charges in line with budget. Such underspends should therefore be considered temporary, albeit not necessarily solely one off. Further borrowing will be externalised where rates, which are monitored on a constant basis, are favourable. Indeed already in 2018/19, £60m of that external borrowing has now occurred to lock in favourable rates. The indicative minimum revenue provision at current 2.5% rates would cost £1.5m per annum and interest a further £1.5m per annum in the following full year (2019/20).

2.4 As outlined throughout the year (and set out in Section 7 below) it is proposed that the whole underspend on the Capital Charges be transferred in its entirety to the Capital Equalisation Reserve to help prudently meet part of future capital costs. This approach was re-affirmed by Council in its review of all reserves.

- 2.5 As reported to Cabinet in the 1st Quarter monitoring report as a result of concerns and lobbying from both members and officers, the Welsh Government provided, belatedly, funding in respect of Minority Ethnic Achievement Grant and School Uniform Grant. As a result the original anticipated budget draw of £1m from the General Fund reserve was not required.
- 2.6 Council approved, in October 2018, the S151 officer's recommendation of utilising up to £3m of earmarked reserves, in light of general reserves being at the minimum declared safe level, to help mitigate the forecast overspend pressures at that time. The final position indicates that some £0.673m is actually required in 2018/19. An element of the balance not utilised related specifically to Social Services and will now be available for use in later years by that service. The remaining balance amounting to £1.6m is proposed to be added to the Capital Equalisation Reserve to provide further funding for the future capital programme.
- 2.7 The improved final position, lower overspend and reduced cost of ER/VR scheme, has resulted in a reduced transfer from the Restructure Reserve (originally anticipated that the entire reserve would be exhausted in 2018-19). This allows the S151 officer to propose that £3 million is retained in the Restructure Reserve to be used to continue to contribute towards helping centrally fund the costs of ER/VR in 2019-20, again only where there is an evidenced business case and reasonable payback period, as in previous years.
- 2.8 Details of net expenditure variations are given in Section 2.11 and onwards below.
- 2.9 Recommendations in terms of Reserve Movements and Review as a result of the final outturn position as set out in Section 2.1 to 2.3 are made in Section 7 of this report.
- 2.10 The Directorate/Services outturn position itself is made up of a mix of over and under spends and it is clear that some elements of the overspends in particular will substantially continue into 2019/20. Consequently, urgent management action and, in some cases, further Member decisions, will inevitably be required to address the underlying base budget issues, which at present stands at around £5 million as set out further in directors' comments.
- 2.11 The following sets out the major service specific variances in 2018/19.

Resources Directorate

	£
Net Employee Costs	-1,598,000
Shortfall in Sustainable Swansea savings target – predominantly ongoing spend pressure (see below)	2,505,000
Council Tax Reduction Scheme (CTRS)	-837,000
IT spend delayed to conserve budgets	-824,000

Other net variances	<u>285,000</u>
	<u>-469,000</u>

Director Comments:-

1. As reported in the 2017/18 outturn, there was a shortfall in the target attributable to Sustainable Swansea savings in the Directorate. This was compounded with a further shortfall into 2018/19 and highlighted at quarterly monitoring throughout the year. The shortfall in both years was due to a timing delay. Several change projects had to be delivered first before savings could be realised. Both the interim Director and Deputy Chief Executive (appointed in November), in conjunction with existing Heads of Service undertook measures to proactively underspend to control the in-year budget.

This action meant a steady reduction of in-year spending mostly related to staff costs through the management of both vacancies and ER/VR applications during the restructure, which began in January 2018. A key role of The Resources Directorate is to support the other directorates and due to the reduction in staffing this has had a serious impact on other services and service delivery. These actions resulted in a temporarily rebalanced Directorate budget ready for the start of 2019/20, although its longer-term sustainability remains challenging.

2. Secondly, the ER/VR scheme significantly contributed to the accelerated reduction in staff costs.
3. A third area of underspend variance relates to the deliberate holding back of ICT development spend to contain overall directorate costs. However, this is beginning to have significant implications for the roll out of digital solutions across the Council and could imperil other future efficiency savings if not developed. The impact has meant a drop in performance by the digital service desk, with more open cases as a result of vacancies not filled. In addition, several key development projects were delayed, e.g. passenger transport, schools LAN replacement, network consolidation and mobile device management.
4. A fourth area of Underspend variance relates to Legal Services, where vacancies have not been filled, left the Authority or been on maternity leave. This has resulted in case management increasing per lawyer which in turn has had implications on the speed of which work is completed and increased complaints from customers and service users.
5. The final major variance relates to budget overprovision for CTRS (Council Tax Reduction Scheme), which is predominantly demand led. Some significant reduction in this overall budget was factored into the 2018-19 budget but it remains under review with the wider rollout of the Universal Credit system and wider efforts by Welsh Government to encourage and maximise local take up of the scheme.

6. The shortfalls in Sustainable Swansea savings targets are predominantly:

Unachieved Savings	£
Management Review of senior staff in corporate services – ongoing spend pressure	113,000
Service Reviews/Regional Working/Shared Services - ongoing	239,000
Stopping Services - areas where services could stop or reduce through new ways of working – ongoing spend pressure	597,000
Working commercially across the Council on income / contract spend, prioritising resources as per strategy and plan	1,150,000
Other Net Saving Targets (pre 2018/19 £602k, Business Hubs in People & Place £-221k, Other £25k) - ongoing spend pressure	406,000
TOTAL	2,505,000

The Commercial Services shortfall is primarily as a result of the target being held corporately, whilst any additional income earned/reduced contract spend as a result of actions taken is already reflected within service budgets and outturns. The totality of commercial activity in terms of income generation and procurement activity across all directorates has been significant and this will be reported upon separately.

The remaining shortfall of approximately £1.4m will currently recur without further action and the Director has therefore committed to produce a further update report and action plan to either address this through direct management action or identify alternative options for Cabinet to consider as part of the first quarter monitoring for 2019-20.

Director of Social Services

Children's and Adult Services

	£
Unachieved Savings	
Review of CHC arrangements - ongoing spend pressure	1,000,000
Reduce Number of Independent Residential placements - ongoing spend pressure	1,400,000
Reduce number of independent fostering placements - ongoing spend pressure	250,000
Reduce mother and baby residential placements – ongoing spend pressure	50,000
Senior Staffing - Review/Reduce posts at senior level	54,000
Reduction in Number of In House Beds	87,000
Provide day services to those who are eligible only	22,000
Implement preferred options as outcome of LD, PH and MH Commissioning Review	63,000
Reduce overall number of funded residential care	142,000

placements	
Direct Payments Strategy - Targeted increase in recourse to direct payments as alternative to non-complex domiciliary care packages and complex care packages for MH & LD	158,000
Charging Policy and Annual Fee Increases - Increased client income through uplifts and more efficient processes	183,000
	3,409,000

Other – net £127,000*

Independent Child and Family Placements	314,000
External Domiciliary Care (Older Persons)	108,000
External Residential Care	1,305,000
Internal Services	-2,539,000
Community Equipment	-371,000
MHLD Complex Care	1,674,000
Third Party Spend	-237,000
Other	-127,000
	<u>3,536,000</u>

*Note that the net variance on other overspending is £127,000 but the major variations are set out for completeness. The Director will seek to vire sums as appropriate in 19-20 to ensure budgets are closer aligned to spend within the overall budget envelope

Director's Comments

There have been significant improvements in the Social Services position throughout the year.

In adult services, the savings target was c £4 million against the headings detailed above. £3.3 million was achieved. Of the £700k not achieved, £550k remains deliverable but over a longer period than originally intended.

In children services, unachieved savings are more significant and linked to large increases to the number of looked after children and a complete cessation of health board funding for children with complex needs.

The value of unachieved savings has required significant remedial action to offset. This has predominantly involved reducing discretionary spend and freezing vacancies. At the same time reviews of grant spend has provided opportunities to reduce the net cost of internal services.

These remedial actions have been built into budget allocations for the coming year with the intention of maintaining lower staff levels and stopping discretionary services where this is safe to do so (and would not lead to increased pressure and spend elsewhere in the service).

The increased reliance on grant income to maintain prevention services that would historically have attracted core Council funding is a concern in the medium term but manageable for 2019/20. At this stage the level of exposure to known short term grant funding is c.£7 million.

The additional cost pressures linked to internal wage inflation should begin to ease in the new financial year. However cost pressures for externally commissioned care will continue to rise. The combination of inflated costs and higher demand are continuing to cause some of the bigger overspends highlighted in the budget variances above (ext dom care, ext res care, MH/ LD complex care, ind. Placements). Again these pressures have been reflected in budget allocations for the coming year as far as possible.

Underspends in respect of the Community Equipment Store are representative of the higher contributions received from partners, alongside the service's success in attracting external funding. The partnership agreement for this service requires that such underspends are set aside for the ongoing benefit of the service.

Poverty & Prevention

	£
Adult Wellbeing and Prosperity	-338,000
Young People's Services	-63,000
Early Intervention Services	-156,000
Joint People Directorate Commissioning	-164,000
Other	-61,000
	<u>-782,000</u>

Directors Comments:-

The core budget of Poverty and Prevention funds 33% of the service, with the remainder funded by income, mostly Welsh Government grants. The principle adopted by the service is to maximise grant funding where legitimate and able to do so. Where this approach is successful it can create underspends and one off savings to core budgets.

The increased integration of commissioning services has provided additional opportunities for core funding underspends.

The Director has set out ambitious plans to reduce the budget for poverty and prevention by over £2m by closer integrating early intervention and prevention work with Social Services and also with Education. This is likely to remove opportunities for further underspending against the new lower budget in 2019-20.

Director of Education	£
EOTAS/One to One	-336,000
Recoupment/Independent Placements – ongoing spend pressure	288,000
Home to School Transport – ongoing spend pressure	599,000
Cleaning	100,000
School Catering	199,000
Other Catering	96,000
Other net variances	40,000
	<u>986,000</u>

Directors Comments:-

Education

EOTAS/One to One Support : A number of one off underspends were identified in year to support the department's financial position and robust management action taken to contain pressures in the 'one to one' and other areas of the additional learning needs budget. A review of budgets in this area will continue in line with the development of the new model of EOTAS provision.

Recoupment/ Independent Placements: The overspend is in respect of contributions to the educational cost of social services placements. Like all independent placements, this is an inherently volatile demand-led budget.

Home to School Transport remains a significant area of concern, as it is inherently volatile and uncontrollable within existing national and local policy. Expectations continue to be raised through Welsh Government action and legal challenges. There has been some success in mitigating inflationary pressures through process reviews and the achievement of service efficiencies.

Catering and Cleaning: Overspends in this area are primarily due to cost pressures, particularly the effect of the 2018/19 Pay Award, food inflation and free school meal entitlement. This has been mitigated in part by continuing management action to further increase income and efficiencies within the services.

The significant areas of unavoidable service and demand pressures identified above will predominantly continue into 2019/20, especially around specialist provision and this is anticipated to become a growing pressure with the Additional Learning Needs Act provisions, whilst many of the mitigating savings identified during 2018/19 are one off in nature. Work will continue to mitigate the areas of continuing pressure.

Place Directorate

Director Comments:-

Notwithstanding the ongoing financial challenges, significant progress has been made against the 18/19 savings targets with 87% of savings achieved and mitigation delivered for any that were undelivered or delayed. In addition a number of savings have been accrued earlier than planned and extra income also derived which in many cases will be sustained into 2019/20. Proactive budget management has also reduced overall spend levels across the directorate. This will assist the directorate in achieving a balanced budget in 2019/20 with Heads of Service looking to further align any budget variances and amend the base budgets to reflect any recurring underspends as part of its overall budget strategy and savings programme.

Unachieved savings

	£
Mobile working delayed IT solution (building services)	150,000
Grand theatre savings (part unachieved)	180,000
Integrated transport cross cutting savings (part unachieved)	110,000
Unachieved sickness saving	400,000
	<u>840,000</u>

Main areas of variance

	£
Highways and Transportation additional income from car parks, fees and charges and staff underspends offset by additional costs fleet management costs and unachieved ITU savings	-710,000
Waste management overspend arising from reduced value of recyclates and increases vehicles charges mitigated by in years changes to recycling and HWRC	431,000
Property services increases income from letting strategy and commercialism of the estate (*note below)	-928,000
Unachieved sickness saving as a result of delayed introduction of new policy	400,000
Overspend as service picked up the "management fee" to Freedom Leisure funded from underspend within the linked budgets (Indoor leisure) and delayed creation of new model of delivery for Plantasia	253,000
Swansea market overspend resulting from additional staffing and agency costs resulting from short term staffing issues, under achievement of income due to falling occupancy levels, one-off staff back pay.	222,000
Housing options underspend due to additional funding this year from the RSG for Homelessness prevention and whilst a robust spending plan is being developed there is a short term underspend which will be linked with longer term improvements and capital investment.	-917,000
City Centre regeneration short term overspend on staff until Swansea Central FPR report approved and capitalisation of staff authorised due to be addressed in 2019	265,000
Other overspends /underspends	<u>-20,000</u>
Total underspend	-1,004,000

(*)Note-

It should be noted that the substantial income outperformance in respect of the property investment fund will with effect from 2019-20 be used to reduce the net cost of unsupported borrowing (capital financing) and thus not be available to help support the Place Directorate overall financial position going forward.

3. Items met from the Contingency Fund

- 3.1 The Council Report on 6th March 2018 highlighted a number of risks that may need to be met from the Contingency Fund in 2018/19.
- 3.2 The £3.511m shown at Appendix 'A' represents the cost of the ER/VR exercise for 2018/19 which has been charged to the Contingency Fund on an 'Invest to Save' basis. Of this amount some £1.115m will be funded, as approved by Council on the 6th March 2018, out of the Restructure Reserve specifically towards Teachers ER/VR costs. This £3.511m reflects the inevitable workforce reductions implicit within the budget proposals for 2018/19 and 2019/20 contained within the 'Sustainable Swansea- Fit for the Future' Budget strategy adopted by the Council. As in prior years access to ER/VR requires a maximum payback period of three years for an employee who leaves under the scheme.
- 3.3 In addition to the above, other costs have been funded from the contingency in year including funding for a Data Protection Post (£53,000), City Centre Regeneration , City Deal and Tidal Lagoon costs (£113,000 – initial costs – where future reimbursement materially expected from Welsh Government), Adult Services 'invest to save' staffing costs and targeted social care support costs (£308,000) and additional staffing costs to deal with Occupational Health support (£33,000).
- 3.4 Items charged to the fund represent one off costs which, apart from ER/VR costs, will not re-occur during 2019/20. The budgeted Contingency fund for 2019/20 is £7,072,000 (approximately half one – off and half base funded). The level has been increased from 2018/19 as further risk mitigation against repeated overspending in 2019/20.

4 Schools Expenditure and Reserves Position

- 4.1 The Schools delegated budget for 2018/19 was £147,013,217.
- 4.2 This delegated budget in reality reflects in actual expenditure as shown in the education directorate line of the outturn summary given at appendix 'A', and any variation in expenditure incurred by Schools at a level greater/less than overall delegated budgets will result in a movement in ring-fenced delegated schools reserves.
- 4.3 During 2018/19 Schools expenditure overall was £1,499,725 less than the delegated budget, equating to an underspend of 0.01%

4.4 This underspend will be added to the schools own reserves.

The following is a summary of overall Schools Reserves since 2016:

	Balance 31/3/2016	Balance 31/3/2017	Balance 31/3/2018	Balance 31/3/2019	Overall change over last 3 year period (%)
Primary	7,026,483	5,433,323	5,310,963	5,694,092	-18.9
Secondary	2,188,589	1,687,157	1,612,646	2,730,332	+24.7
Special	331,635	454,287	177,098	176,008	-46.9
Total	9,546,707	7,574,767	7,100,707	8,600,432	-9.9

4.5 The above table is presented to reflect the quantum of schools reserves against each stream and the position within individual schools may vary quite considerably from the trend shown.

4.6 The above overall movement in Schools Reserves – a net increase of £1,499,725 or 21.1% in year has to be viewed in the context of an overall increase in Schools funding of £3.045m in 2018/19. The position was also affected by a late decision by Welsh Government to release additional specific grant funding for schools (principally the pay grant at £1.2m) which effectively had to go into schools reserves with an expectation of spend immediately thereafter in 2019/20.

4.7 It is expected that the outturn position for 2019/20 for schools will evidence a net call on existing reserves.

5 Ongoing implications for the 2019/20 budget

5.1 There are ongoing risks from planned savings not achieved from 2018/19 budget which cumulatively impact future years.

5.2 There are ongoing overspend risks arising from the outturn position in the following areas

- Sustainable Swansea 2018/19 savings targets;
- Social Services both Adults and Children;
- Home to School Transport; and
- Education catering and cleaning.

5.3 There are inherent risks in the current 2019/20 budget around:

- Sustainable Swansea workstream savings 2019/20;
- Additional Learning Needs;
- Ongoing costs relating to residual Single Status appeals; and
- Uncertainty of impact of Brexit.

5.4 There are emerging and continuing risks going forward in future years arising from national developments around:

- Risk of redistribution of block government grant (especially re sparsity factors);
- Continued loss of specific grants;
- Ongoing demographic pressures especially in the older age population, pressures and interlinkages with NHS health care funding and a relative fragile private sector care sector;
- Higher than expected cases of looked after children;
- Affordability of the national employer pay awards to address National minimum and Living Wage issues and the effective, but unfunded, removal, of the public sector pay cap;
- Potential changed costs from the triennial revaluation of the pension fund;
- Ongoing Brexit uncertainty; and
- Increased costs from changes to the way the employer contribution costs are calculated in respect of the teachers' pension scheme (the current arrangements are such that the part first year impact is temporarily funded by substantial one off grant - a more sustainable, and base budgeted, funding solution needs to be assured by Welsh Government).

5.5 Continued uncertainty at national government level means there remains doubt as to the timing, completion, or otherwise, and also the depth of the scheduled forthcoming Spending Review. This means there is less certainty of a definitive redrawing of UK government departmental cash limits, consequential Welsh government cash limits and consequently the scope for considering the rebasing of the Welsh local government settlement. Budgets risk being broadly cash flat, simply rolled over, with a temporary continuation of some one-off grants that could have otherwise been hoped to have been more definitively built into base budget settlements.

5.6 We can anticipate therefore that the authority's overall budget position will remain under significant pressure for the foreseeable future, with added uncertainty and thus all efforts to live within budget must be redoubled.

6. Use of the savings tracker and outturn position

6.1 During 2018/19 the Council continued with use of a tracking mechanism in order to monitor progress against the specific savings proposals contained within service and overall budgets proposals.

6.2 The detailed final position as shown by the savings tracker for 2018/19 showed an overall achievement of 62% and specific details on the outturn position are given at Appendix B

6.3 Given the overall outturn position it is clear that some additional compensating savings have been made where specific savings have been delayed or have not been achieved.

7 Summary of Outturn Position and Recommendations

- 7.1 The outturn position for 2018/19 reflects a significant improvement on the forecast position at quarter 3 (Reported to Cabinet in February 2019) i.e. a much reduced level of overspend, as a result of actions taken, but nonetheless continued overall directorate service overspending, which is not sustainable.
- 7.2 This is the minimum that should be expected in terms of Service Revenue Budgets as a result of in year budget monitoring, management action and spending restrictions.
- 7.3 The Revenue Budget as set by Council in March 2018 approved the use of Earmarked Reserves to support the 2018/19 budget. In addition the report to Council in October 2018 reviewing its reserves proposed utilising some earmarked reserves to offset forecast service budget shortfalls together with any underspends/savings in budgeted Capital Financing charges to a Capital Equalisation reserve. Based on the net Revenue position arising out of the actual outturn position it is recommended that:-
- 7.3.1 The following transfers are made TO earmarked Revenue Reserves as follows:-
- Commuted Sums Received £533,000 ,
 - Crematorium mercury abatement reserve £108,000 ,
 - Community Equipment Service Section 33 agreement £371,000 ,
 - ICT schools development £159,000 ,
 - Vibrant and Viable City Centre £73,000 ,
 - Proceeds of Crime/Home Office £55,000 ,
 - Homelessness Prevention £200,000 ,
 - Joint Archives service £45,000 ,
 - Communities for work £60,000 ,
 - Workways extension/match funding £33,000 ,
 - Design Print relocation costs £19,000 ,
 - Online booking system development £15,000 ,
 - Capital Equalisation Reserve £12,005,000.
- 7.4 Notwithstanding these proposed transfers, it is a duty of the Section 151 Officer to consider levels of General and earmarked reserves in order to continually monitor their adequacy and projected use. This has to be done in terms of both current known and projected future liabilities.
- 7.5 It is the opinion of the Section 151 Officer at this point that there is no scope within General reserves to fund any additional expenditure of the Council given the current risks facing the Council in terms of continuing single status issues, ongoing spending pressures and the uncertainty of future Welsh Government funding streams. That means that subject to any limited emergency one off use of earmarked reserves, and other limited action the S151 Officer can propose immediately in year, all spending must otherwise be wholly contained within existing budgets.

8. Legal Implications

- 8.1 There are no legal implications relating to matters contained within this report.

9. Equality and Engagement Implications

- 9.1. There are no direct equalities implications arising from this report. Equalities implications are identified and addressed by departments via the Equality Impact Assessment process at the time that budgets are developed.

Background Papers: None

Appendices:

Appendix 'A' Revenue Outturn Summary 2018/19

Revenue Outturn Summary 2018/19

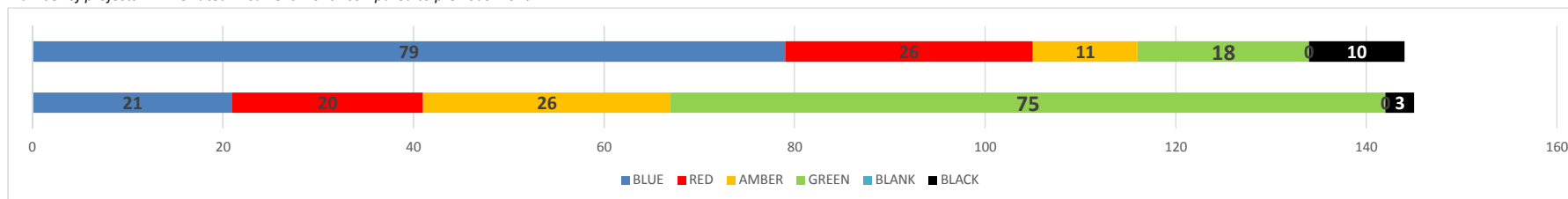
Appendix 'A'

Directorate

	Revised Budget £'000	Revenue Outturn £'000	Variance £'000	Variance %
Resources	42,094	41,625	-469	-1.1
People - Poverty and Prevention	6,576	5,794	-782	-11.9
People - Social Services	111,614	115,150	3,536	3.2
People - Education	166,876	167,862	986	0.6
Place	57,553	56,549	-1,004	-1.7
Net Directorate expenditure	384,713	386,980	2,267	0.6
Financed from Contingency Fund	2,972	3,511	539	
Total Service costs	387,685	390,491	2,806	
Inflation /Apprenticeship levy	2,000	780	-1,220	
Corporate items		-1,079	-1,079	
<i>Levies:</i>				
Swansea Bay Port Health	86	86	0	
<i>Contributions:</i>				
Combined Fire Authority	12,631	12,631	0	
	402,402	402,909	507	
<i>Capital financing charges</i>				
Principal repayments	16,066	10,654	-5,412	-33.7
Net interest charges	16,643	14,367	-2,276	-13.7
Net Revenue Expenditure	435,111	427,930	-7,181	-1.7
Movement in balances				
General Balances	0	0	0	
Earmarked reserves	-2,295	4,510	6,805	
Total Budget Requirement	432,816	432,440	-376	
Discretionary NNDR relief	400	448	48	12.0
Total CCS requirement	433,216	432,888	-328	
Community Council precepts	1,403	1,403	0	
Total spending requirement	434,619	434,291	-328	-0.1
Revenue Support Grant	239,946	239,946	0	
NNDR	79,141	79,141	0	
Council Tax	115,532	115,204	-328	-0.3
Total financing	434,619	434,291	-328	-0.1

SSFFF/MTFP Saving & Delivery Tracker - Programme/Project End of Qtr 4

Number of projects BBRAG rated in current month compared to previous month



This Month
Last Month

BBRAG Postion

	Blue	Red	Amber	Green	BLANK	Black
Total BBRAGS	55	40	11	29	0	10
Total £	£ 6,163,000	£ 6,549,000	£ 349,000	£ 122,000	£ -	£ 3,347,000

DIRECTORATE	SAVING TARGET	FIRM	FORECAST	VARIANCE	FIRM %	FORECAST %	Status
PLACE	£ 3,318,000	£ 2,873,098	£ 2,873,098	£ 444,902	87%	87%	GREEN
PEOPLE (Social Services & Education)	£ 7,355,000	£ 4,561,485	£ 4,561,485	£ 2,793,515	62%	62%	RED
CROSS CUTTING	£ 2,455,000	£ 1,400,000	£ 1,400,000	£ 1,055,000	57%	57%	RED
RESOURCES	£ 3,402,000	£ 1,446,855	£ 1,446,855	£ 1,955,145	43%	43%	RED
	£ 16,530,000	£ 10,281,438	£ 10,281,438	£ 6,248,562	62%	62%	RED

Status Classification		Q1- Jun	Q2 - Sept	Q3 - Dec	Q4 - Mar
BLUE	Forecast below target by	0%	0%	0%	0%
RED	Forecast below target by	30%+	20%+	15%+	5%+
AMBER	Forecast below target by	15-30%	10-20%	5-15%	0-5%
GREEN	Forecast below target by	15%	10%	5%	0%

Agenda Item 9



Report of the S151 Officer

Cabinet - 18 July 2019

Revenue Outturn 2018/19 – Housing Revenue Account (HRA)

Purpose:	This report details the City and County of Swansea's HRA outturn compared with the approved revenue budget for 2018/19.
Policy Framework:	Budget 2018/19
Consultation:	Corporate Management Team, Legal and Access to Services.
Recommendations:	It is recommended that (a) the variations detailed in the report are noted;
Report Author:	Ben Smith
Finance Officer:	Ben Smith
Legal Officer	Tracey Meredith
Access to Services Officer:	Rhian Millar

1. Summary of HRA outturn for 2018/19.

- 1.1 The HRA showed a deficit of £0.625m compared with the original budgeted deficit as outlined in the report to members on 6th March 2018 of £0.097m. The summarised HRA is set out in Table A in the Appendix.
- 1.2 The main reason for this overspend and movement against original deficit of some £0.528m is set out below:-

Item	£m
Planned increased contribution to fund capital expenditure	3.029
Reduced management/revenue repairs costs	-0.434
Reduced capital charges	-1.349
Increase in Bad Debt provision	0.131
Additional income	-0.849
Net overspend	0.528

- 1.3 The increased contribution to fund capital expenditure was as a result of the planned use of existing balances and savings from the current year as set out above to minimise the borrowing requirement.
- 1.4 The decrease in management and revenue repairs costs was mainly due to lower than expected employee costs and additional Capital fee income partially offset by an increase in the cost of revenue repairs.
- 1.5 The previously adopted treasury management strategy of 'internalising' the HRA capital financing requirement has been beneficial to the HRA in recent years. However to mitigate: the ongoing Brexit risks, the increasing interest rate environment and working cashflow requirements, it was determined prudent to externally fund the capital financing requirement by PWLB borrowing at historically low interest rates. The underspend in capital charges in year is as a result of material slippage in the capital programme.
- 1.6 The increase in the contribution to the bad debt provision arose because of the impact of Universal Credit which has led to an increase in rent arrears.
- 1.7 The additional income was due to a number of factors, namely as a result of the allocation of the week 53 rent income apportionment, the receipt of an Affordable Housing Grant from Welsh Government which was not anticipated until 2019/20, and lower void numbers.

2. Reserves

- 2.1 The opening balance for the year was £6.781m. With the final 2018/19 use of reserves of £0.625m the closing balance is £6.156m. The summary reserves position including budgeted usage for 2019/20 is set out in Table B in the Appendix.

3. Legal Implications

- 3.1 There are no legal implications.

4. Equalities Implications

- 4.1 There are no equalities implications arising from this report. Equality impact assessments are carried out in respect of HRA budgets at the time that budgets are approved.

Background Papers: None

Appendices: Appendix A

Table A: Summarised HRA 2018/19

Classification	Original Budget 2018/19	Actual 2018/19
	£'000	£'000
<u>Expenditure</u>		
Management and Maintenance	29,657	29,354
Capital Charges	11,085	9,736
Revenue Funding for capital schemes	24,471	27,500
Total Expenditure	65,213	66,590
<u>Income</u>		
Rents and other income	65,116	65,965
Use of balances	97	625
Total Income	65,213	66,590

Table B: Movement in Balances 2018/19 to 2019/20

Description	£000's
Actual balance at 1 st April 2018	6,781
Actual transfer from Reserves 2018/19	-625
Actual balance 31st March 2019	6,156
Budgeted use 2019/20	-403
Forecast balance 31st March 2020	5,753

N.B. Actual usage in 2019/20 will be dependent upon final Capital requirements including slippage of schemes from 2018/19.

Agenda Item 10



Report of the Section 151 Officer

Cabinet – 18 July 2019

Capital Outturn and Financing 2018/19

Purpose:	This report details capital outturn and financing for the year ended 31 March 2019.
Policy Framework:	Budget Plan 2018/19.
Consultation:	Cabinet Members, Executive Board, Legal Services and Access to Services
Recommendation:	It is recommended that the net under spending of the approved budget of £27.979m is carried forward to 2019/20.
Report Author:	Ben Smith
Finance Officer:	Ben Smith
Legal Officer:	Debbie Smith
Access to Services Officer	Rhian Millar

1. Background

- 1.1 The original capital budget approved by Council in February 2018 for 2018/19 totalled £106.702m (excluding the waste provision). During 2018/19 this figure was increased by £17.788m to give a revised budget of £124.490m (excluding waste provision).

The net increase in the capital budget was the result of:

- a) The addition of both grant funded and Council funded schemes after Council approved the original programme,
- b) Delayed spending from 2017/18 carried forward into 2018/19.

2. **Outturn 2018/2019**

- 2.1 Capital outturn in 2018/19 on the approved budget was £96.511m, an under spend of £27.979m which is detailed in Appendix A.
- 2.2 Apart from a small number of exceptions, the under spends in the capital budget represent delayed spending on approved schemes. As such, the unspent budget will need to be carried forward to 2019/20 in order to complete schemes in progress. It should be recognised that capital schemes are complex projects which are often faced with a host of issues including legal (planning, procurement etc.) and operational (budget, ground conditions, weather, contractor availability/viability), which can offer considerable challenges to the delivery timetable. The main underspends are set out in Appendix C. Project Managers have provided appropriate explanatory narrative where appropriate.
- 2.3 Some schemes were overspent when compared with budget but these were largely re-profiling issues where spend was delivered ahead of the original in year profile and spend for the project was contained within the overall approved budget
- 2.4 Appendix A shows the breakdown of Capital Expenditure and variances in respect of individual Directorates and highlights the sum of £43.029m spent on HRA properties during the year.
- 2.5 Notwithstanding the under spending mentioned above, the capital outturn represents a significant expenditure on a number of major projects. Appendix B lists projects with expenditure in excess of £0.5m.
- 2.6 The final outturn position represents one of the largest ever capital spending programmes delivered by this Council in a single year and was close to the original budgeted programme value. The challenging stretch target set by adding to the overall capital programme in year has helped deliver, as planned, a larger proportion of the capital works. The delays predominantly around schools sites and city centre works have had clear and obvious reasons already well documented and reported.

3. **Financial Implications**

- 3.1 2018/2019 capital expenditure will be financed as follows:-

Financing Requirement	
	£'000
Unfinanced sundry creditors 2017/18	3,096
2018/19 ledger capital spend	96,511
To be financed sundry creditors 2019/20	-5,288
Spend to be funded in 2018/19	94,319

Financing 2018/19	
	£'000
Supported Borrowing	8,387
Unsupported Borrowing (GF plus HRA) 2018-19	22,451
Grants and Contributions	32,794
Revenue contributions to capital	30,439
Earmarked capital receipts	248
Total financing 2018/19	94,319

4. **Legal Implications**

4.1 There are no legal implications.

5. **Equalities and Engagement Implications**

5.1 There are no equalities implications arising from this report. A full analysis of equalities implications is carried out as part of the annual budget process and any expenditure detailed in this report is on approved schemes.

Background Papers:

None

Appendices:

Appendix A - 2018/19 Capital Programme Outturn Summary

Appendix B - Capital Projects with spend in excess of £0.5m

Appendix C - Capital Projects Underspent in excess of £0.25m

2018/19 Capital Programme Outturn Summary

Appendix A

Directorate Comparison	Original Budget 2018/19 £'000	Revised Budget 2018/19 £'000	Outturn 2018/19 £'000	Net Over / (Under) spending £'000
Resources	4,845	5,185	997	(4,188)
People	14,018	10,364	6,245	(4,119)
Place	87,839	108,941	89,269	(19,672)
Total	106,702	124,490	96,511	(27,979)

Budget Book Comparison	Original Budget 2018/19 £'000	Revised Budget 2018/19 £'000	Outturn 2018/19 £'000	Net Over / (Under) spending £'000
Education (including 21st Century Schools)	14,018	9,076	5,375	(3,701)
General Fund Services	34,791	67,709	48,107	(19,602)
HRA	57,893	47,705	43,029	(4,676)
Total	106,702	124,490	96,511	(27,979)

Capital Projects with spend in excess of £0.5m

Appendix B

Project	£'000
Carriageway resurfacing and footways (including Highways Invest to save schemes)	5,304
Active Travel strategic and local schemes (highways)	2043
LTF and LTNF including SW Wales metro, active travel and strategic bus corridor improvements	1,807
Swansea Central Phase 1 and enabling works	5,201
Musgrave Engine House repairs (within Targeted Regeneration Investment Programme)	695
Kingsway Infrastructure works	4,415
IT - laptops and accessories	604
Leisure centre capital improvements (Freedom contract)	904
Plantasia - capital improvements	801
Pentrehafod Comprehensive School remodelling	3,418
Education other than at school new build	607
Schools building capital maintenance	3,619
Housing Disabled Facilities Grants	4,109
Mini adaptation grants	525
Sandfields Renewal Area	658
Property investment portfolio	8,242
Buildings capital maintenance (non-schools)	1,531
<i>HRA: various schemes</i>	
HRA new builds	941
HRA Improvements to British Iron & Steel Dwellings	1,124
HRA Wind & Weatherproofing (including Hi-rise flats)	6,222
HRA Refurbishment (mainly Kitchens & Bathrooms)	19,710
HRA regeneration and repairs including Easiform properties	7,570
HRA Landscaping & Enhancement	3,498
HRA Energy Efficiency (including Boiler Replacements)	1,104
HRA Tenant Adaptations Programme	2,792
Total of schemes in excess of £0.5m	87,444

Capital Projects Underspent in excess of £0.25m		Appendix C
Project	£'000	Comments
Education		
Gorseinon Primary new build	866	Re-profiling of spending to reflect impact of unavoidable slippage as a result of legal processes.
Pentrehafod Comprehensive School remodelling	841	School is complete, the underspend is re-profiled to reflect outstanding payments and retentions.
YGG Lon Las New School	306	School is complete, the underspend is re-profiled to reflect outstanding payments and retentions.
YGG Tirdeunaw new build	436	Re-profiling of spending into 2019/20 reflecting revised timescales for procurement processes.
YGG Tan-y-Lan new build	280	Re-profiling of spending into 2019/20 reflecting revised timescales for procurement processes.
Education other than at school new build	259	Re-profiling of spending into 2019/20 reflecting contractor issues.
Digital Services		
IT - laptops	2,013	The spend on these capital schemes are dependent on the speed of the Agile programme rollout. This is determined by both facilities and digital resources and is subject to change year on year.
IT - mobile phones	446	
Finance		
Finance capital contingency	973	The Finance capital contingency exists to enable the S 151 Officer to support any unfunded, unplanned, capital expenditure in year. As such, underspend is to be expected.
Highways		
Bridges and retaining walls	581	The underspend relates to four schemes which will be carried forward for delivery in 2019-20 (Lone Road highway improvement works, Duvant retaining wall replacement, Baldwins bridge concrete repairs and Newton House retaining wall replacement)
Corporate Property		
Pipehouse Wharf Relocation	935	The underspend is due to an inability to secure alternative premises for Pipehouse Wharf services during 2018/19. The underspent budget continues to be required and carried forward into 2019/20 to secure land / premises to enable the relocation of Pipehouse Wharf.

Economic Regeneration & Planning		
Swansea Central Phase 1	4,362	The underspend on Swansea Central is due to delays with the City Deal approval and PCSA. The unspent budget will be carried forward for delivery in 2019/20.
Kingsway offices design and planning	782	Following the masterplan review, the initial forecasts have been revised to more accurately reflect the activities and projected spend across the Kingsway Digital Village and Strategy Development workstreams, resulting in an underspend in 2018-19, which will be carried forward to 2019/20 and 2020/21.
Kingsway demolition	271	Completion of works now expected to be achieved in July 2019/20 due in the main to the requirement of unforeseen remedial works.
Housing (GF)		
Property Appreciation (Homefix) loans	602	The Cabinet approved FPR 7 report on Disabled Facilities & Improvement Grant programme 2019-20 agreed £250,000 allocation of Homefix 2018-19 underspend to fund Homefix loans assistance in Sandfields as part of Sandfields Renewal Area exit strategy arrangements, with a further £100,000 for Sandfields exit contingency and £56,129 for DFG & MAG overspends. The remaining £200,000 of funding shall be utilised in the general capital programme
Sandfields	828	FPR 7 report on Disabled Facilities & Improvement Grant programme 2019-20 agreed carry forward of Sandfields Renewal Area funding underspend in 2018-19 into 2019 -2020 to fund slippage in remaining scheme programme.
HRA		
Kitchen & Bathrooms C1	1,251	Contractor programme delays and increase in access/drop out levels has meant that some properties have slipped into 2019/20 and savings have accrued which will be utilised for other schemes in future years.
Kitchen & Bathrooms C2	1,462	Contractor programme delays and increase in access/drop out levels has meant that some properties have slipped into 2019/20 and savings have accrued which will be utilised for other schemes in future years.
Kitchen & Bathrooms C3	1,641	Contractor programme delays and increase in access/drop out levels has meant that some properties have slipped into 2019/20 and

		savings have accrued which will be utilised for other schemes in future years.
External facilities	382	Procurement issues (now being resolved) has meant properties have slipped into 2019/20
External Facilities (Penlan)	285	Slippage due to weather and contractor progress issues has meant works have slipped into 2019/20
External Facilities (Arennig)	476	Slippage due to weather and contractor progress issues has meant works have slipped into 2019/20
Total underspends greater than £250k 2018/19	20,278	

Agenda Item 11

Service Improvement and Finance Work Plan 2019-20

<p>Meeting 1</p> <p>24th June 2019</p>	<ol style="list-style-type: none"> 1. Re-election of Convener <ul style="list-style-type: none"> • Bethan Hopkins – Scrutiny Officer 2. Terms of Reference <ul style="list-style-type: none"> • Panel Convener 3. WAO Report – Local Government Data Use <ul style="list-style-type: none"> • Cllr Clive Lloyd – Cabinet Member for Business Transformation & Performance • Sarah Caulkin – Chief Transformation Officer 4. End of Year Review <ul style="list-style-type: none"> • Panel Convener 5. Work Plan 2019/20
<p>Meeting 2</p> <p>22nd July 2019</p>	<p>Cancelled</p>
<p>Meeting 3</p> <p>19th August 2019</p>	<ol style="list-style-type: none"> 1. End of Year 2018/19 Performance Monitoring Report <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance 2. Q1 Revenue and Capital Budget Monitoring 2019/20 <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre 3. Revenue Outturn and Savings Tracker 2018/19 <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre 4. Revenue Outturn 2018/19 (HRA) <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre 5. Capital Outturn and Financing 2018/19 <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre
<p>Meeting 4</p>	

<p>16th September 2019</p>	<p>1. Archives</p> <ul style="list-style-type: none"> • Tracey McNulty – Head of Cultural Services • Cllr Robert Francis-Davies – Cabinet Member for Investment, Regeneration and Tourism <p>2. Charges Item</p> <ul style="list-style-type: none"> • Chris Williams – Head of Commercial Services • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance
<p>Meeting 5</p> <p>21st October 2019</p>	<p>1. Recycling and Landfill - Annual Performance Monitoring 2018/19</p> <ul style="list-style-type: none"> • Chris Howell – Head of Waste Management and Parks • Cllr Mark Thomas – Cabinet Member for Environment and Infrastructure Management <p>2. Q1 Performance Monitoring Report 2019/20</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance <p>3. Equality Review Report 2018/19</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance
<p>Meeting 6</p> <p>11th November 2019</p>	<p>1. Reserve Update</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>2. Mid-Year Budget Statement 2019/20</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>3. Annual Performance Monitoring Report 2018/19</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager

	<ul style="list-style-type: none"> • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance <p>4. Welsh Language Standards Annual Report 2018/19</p> <ul style="list-style-type: none"> • Julie Nicholas Humphreys - Customer Services Manager • Cllr David Hopkins – Cabinet Member for Delivery
<p>Meeting 7</p> <p>9th December 2019</p>	<p>1. Budget Update (Ahead of Proposals)</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>2. Q2 Budget Monitoring 2019/20</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>3. Planning Annual Performance Report 2018/19</p> <ul style="list-style-type: none"> • Ryan Thomas - Development Conservation and Design Manager • Cllr David Hopkins – Cabinet Member for Delivery
<p>Meeting 8</p> <p>20th January 2020</p>	<p>1. Q2 Performance Monitoring Report 2019/20</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance <p>2. Budget Proposals</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre
<p>Meeting 9</p> <p>10th February 2020</p>	<p>1. Q3 Budget Monitoring 2019/20</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre
<p>Budget Meeting</p>	<p>1. Annual Budget 2020/21</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre • Cllr Rob Stewart – Cabinet Member for Economy and Strategy
<p>Meeting 10</p> <p>2nd March 2020</p>	<p>1. Corporate Complaints Annual Report 2018/19</p>

	<ul style="list-style-type: none"> • Julie Nicholas Humphreys - Customer Services Manager • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance
Meeting 11 30 th March 2020	1. Welsh Public Library Standards Annual Report 2018/19 <ul style="list-style-type: none"> • Karen Gibbins - Principal Librarian for Information & Learning • Cllr Andrew Stevens – Cabinet Member for Better Communities (Place) 2. Q3 Performance Monitoring Report 2019/20 <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance
Meeting 12 11 th May 2020	1. Annual Review of Well-being Objectives and Corporate Plan 2018/22 <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Rob Stewart – Cabinet Member for Economy and Strategy

- WAO Reports
- Co-production Item (Briefing from Access To Services re: Consultation)
- Pre-Decision Items
- Data Unit Wales – Local Government Performance Bulletin