

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

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

**Dyddiad:** Dydd Llun, 21 Hydref 2019

**Amser:** 10.00 am

**Cynullydd:** Y Cynghorydd Chris Holley OBE

**Aelodaeth:**

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

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### **Agenda**

### **Rhif y Dudalen.**

- 1 Ymddiheuriadau am absenoldeb.**
- 2 Datgeliadau o fuddiannau personol a rhagfarnol.**  
[www.abertawe.gov.uk/DatgeliadauBuddiannau](http://www.abertawe.gov.uk/DatgeliadauBuddiannau)
- 3 Gwahardd pleidleisiau Chwip a Datgan Chwipiau'r Pleidiau**
- 4 Cofnodion** **1 - 24**
- 5 Cwestiynau gan y Cyhoedd**
  - Rhaid i gwestiynau ymwneud â materion yn rhan agored agenda'r cyfarfod ac ymdrinnir â hwy o fewn cyfnod o 10 munud.
- 6 Y diweddaraaf am y gronfa wrth gefn** **25 - 50**
  - Y Cynghorydd Rob Stewart - Aelod y Cabinet dros yr Economi a Strategaeth (Arweinydd)
  - Ben Smith - Pennaeth y Gwasanaethau Ariannol a'r Ganolfan Gwasanaethau
- 7 Ailgylchu a Thirlenwi - Monitro Perfformiad Blynyddol 2018/19** **51 - 55**
  - Chris Howell - Pennaeth Rheoli Gwastraff a Pharciau
  - Y Cynghorydd Mark Thomas - Aelod y Cabinet dros yr Amgylchedd a Rheoli Isadeiledd
- 8 Adroddiad Monitro Perfformiad Chwarter 1il 2018/19** **56 - 111**

- Richard Rowlands – Rheolwr Perfformiad Corfforaethol

**9 Cynllun Gwaith 2019/20**

**112 - 115**

**Cyfarfod nesaf:** Dydd Llun, 9 Rhagfyr 2019 ar 10.00 am



**Huw Evans**  
**Pennaeth Gwasanaethau Democrataidd**  
**Dydd Llun, 14 Hydref 2019**  

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**Cyswllt: Scrutiny 637732**

# Agenda Item 4



City and County of Swansea

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

Committee Room 5, Guildhall, Swansea

Monday, 19 August 2019 at 9.30 am

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

**Councillor(s)**

P Downing  
M H Jones  
D W W Thomas

**Councillor(s)**

P R Hood-Williams  
P K Jones

**Councillor(s)**

L James  
C E Lloyd

**Other Attendees**

Clive Lloyd

Cabinet Member - Business Transformation & Performance (Deputy Leader)

**Officer(s)**

Bethan Hopkins  
Richard Rowlands  
Ben Smith

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

**Apologies for Absence**

Councillor(s): J W Jones, I E Mann, B J Rowlands and R C Stewart

Co-opted Member(s):

Other Attendees: R C Stewart

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

- None

**2 Prohibition of Whipped Votes and Declaration of Party Whips**

- None

**3 Minutes.**

- Approved

**4 Public Questions**

- None

**5 Annual Performance Monitoring Report 2018/19**

### Safeguarding

- The Panel had questions over some of the measures within 'Safeguarding' and will refer these to the relevant panels for exploration (AS8, Measure 18, AS13)
- Panel said the length of time it takes for information to come to the Panel is unacceptable but it is linked to the reporting cycle of the Council
- Impressive that the current performance is maintained given the budget cuts
- CFS18 – 6% increase in LAC compared to 17/18 but trend decreasing
- Safe 8b - Pleased that elected members have been undertaking safeguarding training

### Education and Skills

- Majority of targets met or within 5% of meeting targets
- EDCP18D – 12% increase in number of NEETS compared to 17/18. The year 11 cohort showed that 3.9% of the cohort had very high vulnerability assessment profile – need the percentage expressed within all of Year 11 for perspective, not just the NEETS
- EDCP18D – Refers to 'known' NEETS. Panel query about 'unknown' NEETS
- BBMA4 – Questions over why the target of new apprenticeships and trainee starts is so high with a budget under pressure
- EDCP27/39 – Both missed target
- EDU016a/b – Both slightly missed targets due to illness
- EDCP40/41 – Free school meals impacted by absence

### Economy and Infrastructure

- 86% of PIs met target with 57% improving
- EEF002 – Target met but it is 53% lower than 17/18
- ESD1 – Lowest since records but delays in major schemes
- WMT009B – Target met but down due to changes in wood collection and a dry summer reducing garden waste

### Tackling Poverty

- 62% of targets met but 67% showed a decline in performance
- Most met PIs
- HBCT01a/1b/2a/2b – most declining due to staff reduction and Universal Credit roll out. Reducing staff has directly caused a problem, losing experience and resource
- POV10/11 – New PIs not running at full capacity but should improve

### Transformation and Future Council

- CHR002 – Not getting to bottom of issue. Ongoing issues with staff sickness, reductions in budget reduce staff increasing pressure on remaining teams
- FINA6 – Ongoing struggle to balance the budget
- Will invite the Deputy Chief Executive to discuss some issues

#### National Indicators

- 61% met targets and 52% improved compared with 17/18
- PAM20/21/22 – All missed targets due to budget pressures
- PAM029 – Missed due to complex needs of children
- The departments set their own targets but the Strategic Delivery Unit review and challenge these prior to review and challenge / approval at CMT
- Changing (national) indicators year on year (by Welsh Government / WLGA) doesn't allow for compilation of data and trend analysis
- Will be asking for some Heads of Service to come to future meetings

### **6 Revenue and Capital Budget Monitoring 1st Quarter 2019/20**

- Recommendations approved by Cabinet for Directors to bring proposals to rebalance budget and not spend wherever possible
- Majority of budget proposals on track but still financially adrift overall
- Budget propped up with emergency one off Welsh Government grants
- No officer is allowed to overspend
- Base budget cannot afford new pressures
- Base budget £3.45m for contingency but doubled it this year one off using reserves – this process cannot continue
- Legally the budget is balanced for the year but dependant on draws from reserves and use of contingency etc
- Future years will be much harder
- Underspent on capital
- Only balanced by contingency and reserve draw downs
- Pace and scale of savings is still a challenge
- Query over why electricity bill is reported so high
- Still prudent to have a Capital Equalisation Reserve – will all be needed in the future to fund planned capital expenditure and in line with the Well-being of Future Generations Act 2015

### **7 Revenue Financial Outturn 2018/19**

- Still prudent to have a Capital Equalisation Reserve – will all be needed in the future and in line with the Well-being of Future Generations Act 2015
- The Capitalisation Equalisation Reserve lowers the risks of affording the future capital programme
- Revenue headroom needs to be made for financing the capital programme borrowing
- Environment continues to come off badly even with new environmental objectives and legal obligations

**8 Revenue Outturn 2018/19 - Housing Revenue Account (HRA)**

- No issues to report

**9 Capital Outturn and Financing 2018/19**

- Want some clarification over p127 C1/C2/C3. What do these relate to? Will ask in letter

**10 Work Plan 2019/20**

- Archives and Charges at next meeting

The meeting ended at 10.50 am

**Chair**



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

**BY EMAIL**

*Please ask for:  
Gofynnwch am:*

*Direct Line:  
Llinell Uniongyrchol:*

*e-Mail  
e-Bost:*

*Date  
Dyddiad:*

**Overview & Scrutiny**

**01792 636292**

**scrutiny@swansea.gov.uk**

**30<sup>th</sup> August 2019**

**Summary:** This is a letter from the Service Improvement and Finance Performance Panel to the Cabinet Member for Business Transformation and Performance. It follows the meeting on 19<sup>th</sup> August 2019. The letter concerns the Revenue and Capital Budget Monitoring Report 18/19, Revenue Financial Outturn 18/19, Revenue Outturn 18/19 (HRA) and Capital Outturn and Financing 18/19.

Dear Councillor Stewart,

On the 19<sup>th</sup> August 2019 the Panel met to discuss the Revenue and Capital Budget Monitoring Report 18/19, Revenue Financial Outturn 18/19, Revenue Outturn 18/19 (HRA) and Capital Outturn and Financing 18/19.

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 heard how recommendations were approved by Cabinet for Directors to bring proposals to rebalance the budget and not spend wherever possible. We heard that the majority of budget proposals are on track but overall we are still financially 'adrift' as a Council.

We were told that the budget has been propped up with emergency one off Welsh Government grants and the base budget cannot afford new pressures. We were told that the base budget has £3.45m for contingency but this has been doubled this year as a one off using drawdowns from reserves. Although the budget is legally technically balanced this year, reserve draws cannot continue indefinitely. We heard how future years will be much harder to deliver with the pace and scale of delivery of in year savings targets still proving a fundamental challenge for the Council.

Although there is still an underspend on the Capital budget we understand that major projects can sometimes be subject to delay. We queried the Capital Equalisation Reserve but heard how this is necessary and prudent with the extent of the planned capital projects and is in line with the Wellbeing of Future Generations Act 2015.

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

**SWANSEA COUNCIL / CYNGOR ABERTAWE**

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

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

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### Questions arising from the meeting

We have a query about electricity costs. The Director of Place identified in the Revenue and Capital Budget Monitoring 1<sup>st</sup> Quarter Report 19/20 that there has been '*Significant increased electricity costs of £246k*'.

1. Can you explain the increase?

We discussed the Revenue Financial Outturn 2018/19 and it is clear that headroom still needs to be made in revenue to allow for financing of the capital programme borrowing.

2. Are you confident this is being achieved?

We discussed the amount of the Capital Equalisation Reserve. We considered this in light of the short fall in the revenue budget when we are closing/reducing some of our services. We question if the amount we are putting in the fund is going to adversely impact the ongoing pressures on our revenue account.

3. We believe there will be an impact on revenue, and ask you how much impact you think there will be going forward?

We also discussed the environment and it seems that there is still little financial commitment to this issue despite the new environmental objectives and legal obligations. We hope this improves going forward and will continue to monitor this.

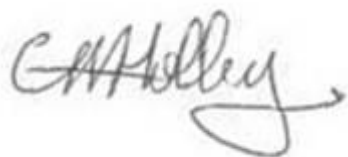
4. Do you feel this area could be better financed?

Regarding the Capital Outturn and Financing 18/19 report could we have some clarification on Appendix C HRA.

5. What does C1/C2/C3 represent in the Kitchen & Bathrooms columns?

We would be grateful if you could respond to this letter by 20<sup>th</sup> September 2019 and welcome any thoughts you may have.

Yours sincerely,



**Councillor Chris Holley**

**Convener, Service Improvement and Finance Scrutiny Performance Panel**

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



Councillor Chris Holley  
Convenor  
Service Improvement and Finance Scrutiny  
Performance Panel

**BY EMAIL**

*Please ask for:* Councillor Rob Stewart  
*Direct Line:* 01792 63 7427  
*E-Mail:* [cllr.rob.stewart@swansea.gov.uk](mailto:cllr.rob.stewart@swansea.gov.uk)  
*Our Ref:* RS/CM  
*Your Ref:*  
*Date:* 18<sup>th</sup> September 2019

Dear Councillor Holley

Thank you for your letter of 30 August 2019, following on from the recent Improvement and Finance Scrutiny Performance Panel. I would respond to your specific follow up questions as follows:

**We have a query about electricity costs. The Director of Place identified in the Revenue and Capital Budget Monitoring 1st Quarter Report 19/20 that there has been 'Significant increased electricity costs of £246k'.**

**1. Can you explain the increase?**

I can confirm Mr Smith's advice at the meeting which was that these arose from increased electricity contract prices for street lighting.

**We discussed the Revenue Financial Outturn 2018/19 and it is clear that headroom still needs to be made in revenue to allow for financing of the capital programme borrowing.**

**2. Are you confident this is being achieved?**

Cabinet indeed endorses this position too and has recently resolved, on the basis of the S151 Officer advice, that all Directors must produce credible action plans to rebalance the 2019-20 position and up our pace and scale of delivery.

Furthermore the advice of the S151 Officer and resolutions of both Cabinet and Council, have been entirely consistent, with successive budgets and MTFPs presuming that revenue headroom will need to be found to deliver the Council's capital programme aspirations. This City needs substantial capital investment and the Council will undoubtedly have to lead the way in the continued face of austerity, despite the recently claimed largesse of the UK government.

**We discussed the amount of the Capital Equalisation Reserve. We considered this in light of the short fall in the revenue budget when we are closing/reducing some of our**

**services. We question if the amount we are putting in the fund is going to adversely impact the ongoing pressures on our revenue account.**

**3. We believe there will be an impact on revenue, and ask you how much impact you think there will be going forward?**

The only sums currently being set aside into the Capital Equalisation Reserve are underspends on capital financing due to capital programme slippage and the short term savings on the review of the Minimum Revenue Provision. Both are time limited one off savings for capital spend and financing that will come to pass in the future and I believe we are therefore being entirely prudent in following the S151 officer's clear advice. Indeed it would be imprudent to try and take this one off short term saving to artificially prop up revenue budgets in the light of austerity, however laudable the intention. The real impact on future revenue budgets is caused by the lack of funding from the UK government in the first place and I look forward, albeit with small hope and little optimism, that the rhetoric of the end of austerity is matched by funding that begins the long road to restoring the damage already caused.

**We also discussed the environment and it seems that there is still little financial commitment to this issue despite the new environmental objectives and legal obligations. We hope this improves going forward and will continue to monitor this.**

**4. Do you feel this area could be better financed?**

I would like to direct more resources to all priorities. I would also like UK and Welsh Government to match their warm words and legislation with clear identified funding to help pay for the costs of action. At present if this Council puts more into environmental priorities it must put less into other priorities.

**Regarding the Capital Outturn and Financing 18/19 report could we have some clarification on Appendix C HRA.**

**5. What does C1/C2/C3 represent in the Kitchen & Bathrooms columns?**

The Council appointed three contractors in September 2015 to undertake its kitchen & bathroom framework contract and the references C1/C2/C3 represent those individual contractors. Actual work allocation is based on the most advantageous tender submission based on a 70/30 cost/quality matrix and is divided up on a geographic area basis, the greater ratio of properties being allocated to the most competitive tenderer.

Yours sincerely



**COUNCILLOR ROB STEWART  
LEADER OF THE COUNCIL**





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

**BY EMAIL**

*Please ask for:  
Gofynnwch am:*

*Direct Line:  
Llinell Uniongyrchol:*

*e-Mail  
e-Bost:*

*Date  
Dyddiad:*

**Overview & Scrutiny**

**01792 636292**

**scrutiny@swansea.gov.uk**

**4<sup>th</sup> September 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 meeting on 19<sup>th</sup> August and the End of Year Performance Monitoring Report 17/18.

Dear Councillor Lloyd,

On the 19<sup>th</sup> August 2019 the Panel met to discuss the End of Year Performance Monitoring Report 17/18. The Panel are grateful to all who attended to provide information and answer questions.

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

### **Safeguarding**

We know there were challenges in relation to Performance Indicators AS8, Measure 18, Measure 19 and AS13. We are aware that the relevant scrutiny panels already look closely at these issues but will be referring these Performance Indicators to the scrutiny chairs for in depth review.

Regarding CFS18, we heard how there has been a 6% increase in Looked After Children compared to 17/18 but the trend is decreasing overall. Regarding SAFE 8b, we are very pleased that the number of elected members having received training in safeguarding is now 100%.

We observed that the length of time it takes for information to come to the panel is unacceptable. It can take months for the information to be reviewed and then a further delay in writing to the Cabinet Member and getting a response. We appreciate that this is linked to the reporting cycle of the Council but does make the timely scrutiny of the reports difficult.

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

**SWANSEA COUNCIL / CYNGOR ABERTAWE**

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

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However, even with the challenges we have identified, the panel are impressed that the current standard has been achieved given the severity of the financial cuts the directorate has faced.

## **Education and Skills**

You told us how the majority of these targets were met or within 5% of being met. We heard how EDCP18D showed a 12% increase in the number of NEETS (not in education, employment or training) compared to 17/18. The comments states that 3.9% of the year 11 cohort had a very high vulnerability profile. Is this 3.9% of the NEETS or 3.9% of year 11 overall?

EDCP18D – Refers to ‘known’ NEETS, but we do have a query about ‘unknown’ NEETS. Do you believe that there are unknown NEETS, and if so, can you tell us what the strategy is for supporting them?

Regarding BBMA4 which relates to the number of apprenticeships or trainee starts in the Council, we have not met this target. Given the financial restraints of the Council, should this target be reviewed to be more realistic?

You told us free school meals claims had missed target in both primary and secondary schools due to absence resulting from illness.

## **Economy and Infrastructure**

We heard how 86% of performance indicators here met target with 57% of those improving. You told us how EEF002, the measurement of carbon reduction across all CCS public building portfolio, had met its target but was 50% lower than 17/18. We also heard how EDS1, inward investments related to property based projects was missed due to delays getting on site with a major scheme and this should complete in 19/20.

Regarding the percentage of waste collected by us WMT009B, we heard how the target was met but due to changes in wood collection and a dry summer reducing garden waste the figure is down.

## **Tackling Poverty**

You told us how 62% of targets were met but 67% showed a decline in performance. Regarding HBCT01a/1b/2a/2b, which relate to the speed and processing of new and current claims of housing benefit and council tax reduction, was declining.

We are aware that the roll out of Universal Credit has had some influence on these delays, however reducing staff within these teams has directly impacted the Councils ability to deal with these issues. Our residents are directly affected by this decrease in staffing and we are losing valuable experience in this area of work. We feel this area needs to be resourced properly.

## **Transformation and Future Council**

CH002, the performance indicator which measures staff sickness has again missed its target. We feel that we are not getting to the bottom of this issue and this is an area for concern as staff are under pressure. You explained that there is not as much support from Human Resources anymore but there will be additional training for managers on sickness processes. We will be inviting the Deputy Chief Executive to speak to the Panel about what is being done to help staff who are dealing with reducing resources.

As has been identified previously, FINA6 still highlights the difficulties this Council has in balancing the budget. We will continue to monitor this closely.

## **National Indicators**

You told us there are a series of national indicators for Councils of which 61% met their targets and 52% improved compared to 17/18.

PAM20/21/22, which relate to the condition of roads all missed targets due to budget pressures and a reduction in condition of roads on a yearly basis will continue unless funding is increased.

We heard how PAM029 which relates to the percentage of children looked after on 31 March who have had three or more placements during the year has increased. This is due to the complex needs of the children providing challenges in creating stability.

We questioned how targets are set and you explained that departments set their own targets but the Strategic Delivery Unit review and challenge these where necessary. They then go on for approval at the Corporate Management Team meetings.

The national indicators seem to be changing year on year from Welsh Government/Welsh Local Government Association) and we do not feel this allows for effective compilation of data and trend analysis.

Given the sustained financial pressures and the service challenges facing the Council, we will be inviting various Heads of Service to this Panel in future meetings. We hope to discuss with them their plans and strategies for effective service delivery.

We are interested in any thoughts you may have but could you please respond to the following questions;

1. You told us how the majority of these targets were met or within 5% of being met. We heard how EDCP18D showed a 12% increase in the number of NEETS (not in education, employment or training) compared to 17/18. The comments states that 3.9% of the year 11 cohort had a very high vulnerability profile. Is this 3.9% of the NEETS or 3.9% of year 11 overall?

2. EDCP18D – Refers to ‘known’ NEETS, but we do have a query about ‘unknown’ NEETS. Do you believe that there are unknown NEETS, and if so, can you tell us what the strategy is for supporting them?
3. Regarding BBMA4 which relates to the number of apprenticeships or trainee starts in the Council, we have not met this target. Given the financial restraints of the Council, should this target be reviewed to be more realistic?

Could you please respond to this letter by 25<sup>th</sup> September 2019.

Yours sincerely,



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

Councillor Chris Holley  
Convenor  
Service Improvement & Finance Scrutiny  
Performance Panel

Please ask for: Councillor Clive Lloyd  
Direct Line: 01792 63 7443  
E-Mail: [cllr.clive.lloyd@swansea.gov.uk](mailto:cllr.clive.lloyd@swansea.gov.uk)  
Our Ref: CL/JW  
Your Ref:  
Date: 15 October 2019

**BY EMAIL**

Dear Councillor Holley

Thank you for your letter dated 4 September 2019.

In answer to your questions I respond as follows.

1. *You told us how the majority of these targets were met or within 5% of being met. We heard how EDCP18D showed a 12% increase in the number of NEETS (not in education, employment or training) compared to 17/18. The comments states that 3.9% of the year 11 cohort had a very high vulnerability profile. Is this 3.9% of the NEETS or 3.9% of year 11 overall?*

3.9% of year 11 overall.

2. *EDCP18D – Refers to ‘known’ NEETS, but we do have a query about ‘unknown’ NEETS. Do you believe that there are unknown NEETS, and if so, can you tell us what the strategy is for supporting them?*

All NEET Young People are tracked via Careers Wales from school leaver age through until the age of 18, this includes all colleges and training providers updating careers of any students dropping out of courses. All NEET young people are contacted by Careers Wales to ensure that they receive an offer of support for the most appropriate service to meet their needs. If contact via Careers Wales has not been possible the young person is automatically referred over to the local authorities NEETS Team, where two outreach workers are dedicated to locating these young people and making them an appropriate offer of support. This strategy has ensured that Swansea has always maintained a very low level of unknown young people and enables very accurate reporting of true NEET figures.



3. *Regarding BBMA4 which relates to the number of apprenticeships or trainee starts in the Council, we have not met this target. Given the financial restraints of the Council, should this target be reviewed to be more realistic?*

The 18/19 target of 50 apprenticeships/ traineeships for BBMA4 was found to be unrealistic, because in the current financial climate and the freeze on recruitment, service areas are unable to find the resources to take on apprentices. The 19/20 target has now been set at 16 as this is felt to be realistic and achievable, mainly through the annual Corporate Building Services apprentice recruitment.

Yours sincerely



**COUNCILLOR CLIVE LLOYD  
CABINET MEMBER FOR RESILIENCE  
& STRATEGIC COLLABORATION**



City and County of Swansea

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

Committee Room 5, Guildhall, Swansea

Monday, 16 September 2019 at 10.00 am

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

**Councillor(s)**

P Downing  
L James  
C E Lloyd

**Councillor(s)**

R Francis-Davies  
M H Jones  
I E Mann

**Councillor(s)**

P R Hood-Williams  
J W Jones

**Other Attendees**

Robert Francis-Davies  
Clive Lloyd

Cabinet Member - Investment, Regeneration & Tourism  
Cabinet Member - Business Transformation & Performance (Deputy Leader)

**Officer(s)**

Kim Collis  
Bethan Hopkins  
Tracey McNulty  
Chris Williams

County Archivist  
Scrutiny Officer  
Head of Cultural Services  
Head of Commercial Services

**Apologies for Absence**

Councillor(s): P K Jones, B J Rowlands and D W W Thomas

Other Attendees: Councillor Peter Black

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

- None

**2 Prohibition of Whipped Votes and Declaration of Party Whips**

- None

**3 Minutes**

- Approved

**4 Public Questions**

- None

## 5 Archives

- Archives is one of the few services which survived after the breakup of West Glamorgan
- Based in Civic Centre Swansea but with a branch in Neath
- There is a joint archives committee which is advisory and the focus is on the service itself which is very beneficial
- Sits within Cultural Services within the Council
- Meet with Neath Port Talbot (NPT) colleagues quarterly
- The relationship between Swansea and NPT works very well
- Records management is managed by legal services
- Welsh Government has requirements on accreditation standards for archives
- Archives hold magistrate court records on behalf of central government
- Archives are records of institutions and individuals – they can be administratively important or culturally important
- Archives are a hybrid service combining legal and cultural importance
- Often used by the public for boundary disputes
- Archives are a record of facts so are very useful in a world of conflicting perceptions of reality
- Half of the records in archives have been donated
- 2.5 miles of shelving in the Civic Basement
- Some high value items and one collection recognised by UNESCO
- 95% full and not in a position to accept a major collection
- Ongoing practical working relationship with the University
- Can't digitise records and get rid of the original documents – part of people's heritage
- Local authority are custodians of collections on behalf of all society
- Storage environment essential – must be temperature and humidity controlled, with protection against flood and fire. All of these are major risks
- University have the same storage requirements and standards as us
- 15<sup>th</sup> busiest archive in the UK – all over the UK attendance figures are declining and hence we have kept our position in the UK league table as ours have declined at the same rate.
- people access online services in line with the expansion of online information
- The service is very customer focused with very high satisfaction responses
- Team also do outreach in schools, social media information, special events and portable exhibitions
- These are very successful and inspiring
- Team also produces publications, latest is on the post war re-building of Swansea)
- Send data to CIPFA but Council is no longer a member of CIPFA due to budget restrictions
- If only taking small items, there is about 5 years left of storage in Civic basement
- Civic Centre is under review and Corporate Property along with Cultural Services are looking at future options for archives

- Open to relocation to create a more sustainable service but must have proper storage – paramount for future generations and in line with the Wellbeing of Future Generations Act 2015
- There needs to be a proper timescale and plan to create a more sustainable and public facing archive service
- Does not necessarily have to be City Centre – just be correct storage conditions
- Purpose built may be the only option due to the building specifications required
- There is currently no specific project or dedicated timeline to address the issue of archives – budget restrictions
- There needs to be proper plan in the event that the Council move from Civic
- Suggestions a project board is in place to start to explore and apply for external funding now
- The archive service and support needs to be in the same building as the documents themselves
- No realistic scope to fully control the family history resources online due to the cost and infrastructure needed to load all of the information online initially

## **6 Charges**

- Increases of charges are kept as reasonable as possible
- Always looking for potential ways to produce additional income
- Social services has a separate policy and separate legislation which governs its charges
- Each department is responsible for its own fees and charges
- There is lots of legislation which needs to be considered when a council sets its charges
- Discussed boat charges and will send last year's response to the Panel
- Marina berthing fees discussed – who is this cost benchmarked with? Have these fees changed payment structure as no information is available for 15/16, 16/17 and 17/18. - Request info in letter
- Swansea still offer free garden waste collection where other Councils do not
- Council tax does not extend to pay for everything
- Internal charging –open dialogue between departments is promoted to resolve issues if any arise
- Moving toward digitalising payment services to reduce transaction costs

## **7 Exclusion of the Public**

## **8 Charges**

- Exempt items discussed

## **9 Work Plan 2019/20**

- Potential Commissioning Review scoping reports to go to panel
- Potential for another completed Commissioning Review update in a future meeting

The meeting ended at 11.40 am

**Chair**



**To/  
Councillor Robert Francis-Davies  
Cabinet Member for Investment,  
Regeneration and Tourism**

**BY EMAIL**

*Please ask for:  
Gofynnwch am:*

*Direct Line:  
Llinell Uniongyrchol:*

*e-Mail  
e-Bost:*

*Date  
Dyddiad:*

**Overview & Scrutiny**

**01792 636292**

**scrutiny@swansea.gov.uk**

**1<sup>st</sup> October 2019**

**Summary:** This is a letter from the Service Improvement and Finance Performance Panel to the Cabinet Member for Investment, Regeneration and Tourism following the meeting of the Panel on 16<sup>th</sup> September 2019. The letter concerns the report on Archives.

Dear Councillor Francis-Davies,

On the 16<sup>th</sup> September 2019, the Panel met to discuss the Archives Service.

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 heard how archives is one of the few services which survived the beak up of West Glamorgan. We were told the Archive Service is based in Civic Centre in Swansea with a branch in Neath and the service comes under Cultural Services. We heard how there 2.5 miles of shelves of filing in the Civic Basement with some high value items and one collection recognised by UNESCO.

You told us that there is an advisory joint archive committee and the focus of the group is on the service which is very positive. We heard how the relationship with colleagues in Neath Port Talbot was very good and quarterly meetings take place to discuss any issues.

We were told that Archives is a hybrid of legal services and cultural services. It stores records of institutions such as magistrates court records and minutes but also individual items of historical or cultural significance. Because Archives are a records of fact, they are particularly important to maintain, and can be used for a range of research and queries such as boundary disputes.

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

**SWANSEA COUNCIL / CYNGOR ABERTAWE**

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

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

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

We heard how Welsh Government has requirements relating to Archive storage standards. The environment is essential and there must be protection against humidity, water damage and fire which are all risks. You explained how we have an ongoing relationship with the University to share some of the storage requirements. We were assured that the University and anywhere else who stores archives have to meet the same storage standards.

We asked about the capacity of the current Archive Service and were told that currently the storage space is 95% full and there is no capacity currently to accept a major collection. Many items which need archiving are now digitally stored such as Magistrates Court records but others cannot be made digital and we need to keep items of historical and cultural importance.

You told us how we have approximately the 15<sup>th</sup> busiest archive service in the UK and the busiest in Wales and although attendance figures are declining, user figures are maintaining as people access online services in line with the expansion of online information. This is very encouraging and shows the public continue to be interested in archives.

It was interesting to hear that half of the records within the Archive Service have been donated and it is important to note that we as a Council are the custodians of these works on behalf of the public. It was pleasing to hear that the service is very customer focused with very high satisfaction responses from the public which demonstrates the passion and knowledge of the team. We were told that the team undertakes outreach in schools, cascades information on social media and runs special events and portable exhibitions and publications. It is most impressive that one of these exhibitions was recognised by the National Assembly. It is encouraging that the team try and recognise issues of both local and national importance such as the post-war rebuild of Swansea and the suffragette movement. We look forward to seeing more of these inspiring works in the future.

We discussed the future prospects of the Archive Service and you told us that Civic Centre and its future are under ongoing review by Corporate Property. As a result, the future venues for the Archives Service is under constant consideration. We heard how a relocation would not necessarily be negative but the new venue would have to create sustainable storage and meet the correct requirements.

The future venue need not be in the City Centre but a purpose built building may be the only solution due to the strict physical requirements of the rooms (e.g. no mains water pipes can run over the top of the buildings). We also feel that the archives themselves and the team who support this service should be in the same building so members of the public can have support to access the resource. This also fits in with requirements under the Well-being of Future Generations Act 2015.

We are concerned about the pace at which the future of the Archives Service is being addressed. Although we were told about an officers working group which is continuously looking at potential options, we feel there should be a dedicated team of people looking at the issue. A plan and timescale needs to be put in place to deal with the relocation of the Archive Service and an established project board could

start to research and apply for external grant funding to support this. If a decision is made about Civic Centre, there may not be adequate time to find a suitable venue for archives and this may jeopardise the future of the service.

Could a working group be established now to explore funding applications and potential venues ahead of any decisions being made on the future of Civic Centre?

We would be grateful if you could respond to this letter by 22<sup>nd</sup> October 2019 and welcome any thoughts you may have.

Yours sincerely,

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

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





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

**BY EMAIL**

*Please ask for:  
Gofynnwch am:*

*Direct Line:  
Llinell Uniongyrchol:*

*e-Mail  
e-Bost:*

*Date  
Dyddiad:*

**Overview & Scrutiny**

**01792 636292**

**scrutiny@swansea.gov.uk**

**24<sup>th</sup> September 2019**

**Summary:** This is a letter from the Service Improvement and Finance Performance Panel to the Cabinet Member for Business Transformation and Performance following the meeting of the Panel on 16<sup>th</sup> September 2019. The letter concerns the report on Charges.

Dear Councillor Lloyd,

On the 16<sup>th</sup> September 2019, the Panel met to discuss Charges.

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.

The report we received was extremely thorough and we appreciate the effort that went into compiling it. From a scrutiny perspective we found it helpful to have an overview contained within the written report which could then highlight any major changes which need to be brought to our attention. Spreadsheets can be provided on an exceptional basis if there is anything the Panel needs to see.

You told us how each department is responsible for their own fees and charges and any increase is kept as reasonable as possible. We heard there is a lot of legislation which needs to be considered when a Council sets charges. You also explained social services have a separate policy and separate legislation which covers its charges.

We heard how the commercial team are always looking for new ways to produce additional income.

We were told how Council Tax does not cover all of the expenses the Council has so there has to be ways to cover costs. You told us how Swansea still does not charge for garden waste collection when other Councils do.

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

**SWANSEA COUNCIL / CYNGOR ABERTAWE**

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

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

We discussed the issue of Marina Berthing Fees and we would like to know who this cost is benchmarked with? Can you also tell us have the fees changed payment structure as there is no information available for 15/16, 16/17 and 17/18. If so, can you provide us the previous payment information?

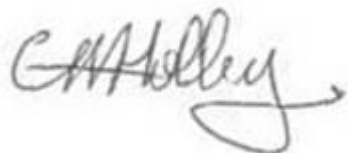
We have asked previously about the effectiveness of internal charging and you assured us that there is an open dialogue between departments to resolve any issues if they arise. We hope this continues to make this process as efficient as possible.

You said that there will be a move toward digitising payment services going forward to reduce transaction costs. Whilst simplifying services is important, we hope that there is consideration of the people using them as not everyone is computer literate. We also want to see reasonableness applied, for example, automatically generated letters, for tiny amounts (£1 for example) are reviewed before they are sent to assess the cost/benefit ratio.

We would be grateful if you could respond to the following question by 15<sup>th</sup> October 2015 and welcome any thoughts you may have.

- We discussed the issue of Marina Berthing Fees and we would like to know who this cost is benchmarked with? Can you also tell us have the fees changed payment structure as there is no information available for 15/16, 16/17 and 17/18. If so, can you provide us the previous payment information?

Yours sincerely,



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

Councillor Chris Holley  
Convenor  
Service Improvement and Finance Scrutiny  
Performance Panel

**BY EMAIL**

*Please ask for:* Councillor Rob Stewart  
*Direct Line:* 01792 63 7427  
*E-Mail:* [cllr.rob.stewart@swansea.gov.uk](mailto:cllr.rob.stewart@swansea.gov.uk)  
*Our Ref:* RS/CM  
*Your Ref:*  
*Date:* 10<sup>th</sup> October 2019

Dear Councillor Holley

Further to my letter of 18<sup>th</sup> September 2019 you have asked for further clarification on street lighting cost increases.

In Wales all apart from four of the North Wales Local Authorities are part of the National Procurement Service arrangement.

Each pricing period runs for twelve months, from 1st April to the 31st March. As we recently switched to a different trading strategy customers are currently committed until 31st March 2021.

There has been a significant cost increase for April 2019 due to market prices during the 1st October 2018 and 31st March 2019 purchasing window. The market is similar to the stock market and is impacted by political concerns such as Brexit, a weak pound, issues with nuclear generators coming offline and issues with gas production which has a knock on effect on how much it costs to generate electricity etc.

Yours sincerely



**COUNCILLOR ROB STEWART**  
**LEADER OF THE COUNCIL**





## Report of the Section 151 Officer

Council – 24 October 2019

### Review of Revenue Reserves

<b>Purpose:</b>	To undertake a mid-year review of the Revenue Reserves position and to agree any suggested reclassification of reserves based on current requirements.
<b>Policy Framework:</b>	Sustainable Swansea Budget Plan 2019/20
<b>Consultation:</b>	Cabinet Members, Corporate Management Team, Legal and Access to Services.
<b>Recommendation(s):</b>	It is recommended that:  1) The recommendations made in this report at Sections 3.11 and 3.12 are considered and approved.
<b>Report Author:</b>	Ben Smith
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Tracey Meredith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1. Introduction and Context

- 1.1. Local Authorities have a corporate responsibility to operate within available resources and to remain financially sound over the short, medium and longer term.
- 1.2. One of the key tools available to Authorities in managing its affairs is the creation and use of both General and Earmarked reserves to assist in delivering services over a period longer than one financial year.

- 1.3. In terms of guidance on the review and management of reserves, the Chartered Institute of Public Finance and Accountancy (CIPFA), via the Local Authority Accounting Panel, issued a bulletin in July 2014 (LAAP 99) intended to give guidance to Local Authorities on the management and review of reserves. This bulletin is considered best practice in terms of Local Authority financial administration and effectively must be followed. A copy of the bulletin is at Appendix 1 to this report.
- 1.4. Within the existing statutory and regulatory framework, it is the responsibility of Chief Financial Officers to advise Local Authorities about the level of reserves that should be held and to ensure there are clear protocols for their establishment and use. Reserves should not be held without a clear purpose.
- 1.5. It is the duty of the Chief Financial Officer to specifically report on the robustness of estimates and reserves when the Council considers its budget requirement, as such the Revenue Budget approved by Council in February 2019 made specific references to the adequacy of reserves at that time.
- 1.6. Notwithstanding that specific statutory requirement, it is the duty of the Chief Finance Officer to regularly review the position regarding available reserves of the Authority having specific regard to:
  - The original and current need for each category of reserve held
  - An assessment of current and future risks (both operationally and financially) facing the Council
  - The impact of known and predicted funding levels likely to impact on the Council going forward.
- 1.7. Swansea Council's Chief Finance Officer is the Section 151 Officer and Chief Finance Officer.
- 1.8. This report considers the position regarding both General and Earmarked reserves as at 31<sup>st</sup> March 2019 and makes specific recommendations in respect of reclassification of elements of those specific reserves.

## 2. Position as at 31<sup>st</sup> March 2019

- 2.1. The Statement of Accounts 2018/19 presented to our external Auditors included the following entries in respect of reserves as at 31<sup>st</sup> March 2019:

Usable Reserves	£'000	Purpose
General Fund	9,352	Used as an overall contingency to cushion the impact of unexpected events or emergencies and as a means of smoothing out annual budgets where there is significant change
Earmarked Revenue Reserves	67,670	Consisting of sums set aside for specific purposes to support Corporate and Service needs
Capital Receipts	9,310	Capital monies received by the Council

Reserve		set aside for funding ongoing Capital schemes per the Capital Programme. These sums are committed to current schemes and <b>cannot be used to support Revenue expenditure</b>
Capital Grants Unapplied Account	15,455	Relates to committed funding on Capital schemes and <b>cannot be used to support Revenue expenditure</b>
Housing Revenue Account	6,156	Exists to support expenditure for Housing Revenue Account purposes only and <b>cannot be used to support General Fund Council Revenue or Capital expenditure</b>
<b>Total Usable Reserves</b>	<b>107,943</b>	

- 2.2. Useable reserves are cash-backed and can be used to support expenditure – albeit occasionally with some specific rules around the type of expenditure that they can be used for. For example the Housing Revenue Account Reserve has been created from rents received, it is a cash reserve, however it is ring-fenced for use within the Housing Revenue Account only; it can only be spent on items relating to Council Housing.
- 2.3. In addition the Council holds a net £135.137m in unusable reserves arising purely from accounting technicalities (this includes capital financing and pensions liabilities). These reserves are not cash-backed and therefore cannot be spent, they tend to arise from entries that have to be made for accounting purposes, but which are not permitted to affect the taxpayer. **These cannot be used to support revenue or capital expenditure of the Council in any form and as such are not part of this review.**
- 2.4. The HRA reserve and the Capital reserves detailed above are ring-fenced and are regularly reviewed as part of business planning. As such they are provided for general information only, no further review is proposed at this time.
- 2.5. The General Fund Balance of the Council as detailed above takes account of decisions made by Cabinet based on the 2018/19 Revenue Outturn position considered on 18<sup>th</sup> July 2019.
- 2.6. Comparisons with other Welsh Councils show that, as a percentage of Gross Revenue Expenditure, the level of the General Fund reserve is below the All Wales average (as at 31<sup>st</sup> March 2018) and as such no planned use of the balance is recommended. Indeed the view of the Section 151 Officer is that, should the opportunity arise, consideration should be given to increasing the level of the General Fund Reserve as this is deemed to be low both in absolute and proportionate terms both historically and compared to all other Councils in Wales. For Members to achieve that aim, whilst trying to maintain

services in the face of continued austerity and significant budgetary constraint is accepted by the Section 151 to be exceptionally equally difficult to consider.

- 2.7. The Statement of Accounts as agreed by our external Auditors (Wales Audit Office) and presented to Council on 29<sup>th</sup> August 2019 included an analysis of earmarked reserves with the proviso that each reserve was subject to strategic review by the Section 151 Officer based on an analysis of current need and changing Council risks.
- 2.8. This report is the result of that strategic review.

### **3. Outcomes and recommendations**

- 3.1. The Medium Term Financial Plan approved by Council on 28<sup>th</sup> February 2019 forecast a cumulative deficit on General Fund Revenue Expenditure of some £63m by 2022/23 with an immediate savings requirement of £25m for 2020/21. This is in addition to the current year Directorate savings requirement of £12.6m. More recent forecasts indicate an even larger savings requirement will be likely, predominantly as a result of ongoing unfunded pay pressures and continued demographic pressures as well as the already planned and ultimately significant additional capital investment and the associated costs of borrowing. Brexit introduces yet greater uncertainty into the financial landscape.
- 3.2. Equally, there is clear and compelling evidence that savings planned in the areas of Education, Social Services and Resources are unlikely to be fully achieved in the current year, which puts future years' savings in jeopardy.
- 3.3. To put it into context, if all planned savings for 2019/20 are achieved it still leaves a minimum gap of £25m to be addressed for 2020/21.
- 3.4. The Council's strategy for dealing with ongoing budget reductions and Service reforms – Sustainable Swansea – is ongoing and it is clear that, whether as a result of commissioning reviews or emergency action being required to produce a balanced budget going forward, there is likely to be considerable cost in relation to change, together with potential significant investment in digital technology solutions.
- 3.5. Dealing with the cost of future structural change is a significant financial risk facing the given the scale and pace of budget reductions to be addressed by the Council.
- 3.6. Traditionally exit costs in relation to downsizing the organization have been dealt with through the use of the annual contingency fund. However, in 2019/20, whilst the contribution to the contingency fund has been substantially increased (to £7.072m), this has been predominantly earmarked to cover any overspend on the Council's budget.



- 3.7. In assessing both the level and use of Earmarked and General reserves, the LAAP bulletin sets out some of the factors that should be considered, including:-
- The treatment of demand led pressures
  - The treatment of planned efficiency savings/productivity gains
  - The financial risks inherent in any significant new funding partnerships or changes in service delivery
  - The general financial climate to which the Authority is subject.
- 3.8. Having considered the above, and in the context of a medium term financial plan that shows ongoing and sustained budget reductions, it is the opinion of the Section 151 Officer that the Council needs to continue to prepare for significant change in service delivery that will inevitably impact on direct employment levels going forward.
- 3.9. Changes on such a scale will inevitably come with substantial up-front costs and it is important at this time that the Council plans operationally and financially to meet these changes. Although originally it was thought that this year any exit costs would have to be funded from the savings made by Departments, because the outturn was better than expected the Section 151 Officer proposed in the 2018/19 Outturn Report to Cabinet that for 2019/20 exit costs could now be funded centrally from the Restructure Reserve (up to £3m).
- Whilst in previous years the Budget report approved by Council has included the proposal that Schools would also be able to specifically access the Restructure Reserve, this is no longer the case.
- 3.10. It is vitally important that the Restructuring Reserve is protected as much as possible to enable the Council to carry out any necessary restructuring as it continues to transform under the Sustainable Swansea programme.
- 3.11. As recommended previously a capital equalisation reserve was created from the underspending on debt charges and the fundamental review by council last year of our approach to the Minimum Revenue Provision calculation. The recommendation continues to be that this reserve is topped up to help with any timing issues around the need to fund any City Deal projects in advance of receipt of funding from other bodies. In particular, as reported in the Quarter 1 Budget Monitoring Report to Cabinet on 15<sup>th</sup> August the S151 Officer has identified that £2.648m can be transferred from the Insurance Reserve to the Capital Equalisation Reserve. The Leisure Services Equalisation Reserve is being utilised as planned for the timing of payments due on the Leisure Centres contract.
- 3.12. **To this extent, and following a review of current earmarked reserves, the following re-classification of earmarked reserves is recommended:-**

<b>Category of Earmarked Reserve</b>	<b>Current Balance 31/03/19 £'000</b>	<b>Proposed Change £'000</b>	<b>Recommended Position £'000</b>
Technical/third party	1,854	0	1,854
Insurance	17,395	-2,648	14,747
Transformation and efficiency	85	0	85
Schools delegated reserves	8,600	0	8,600
Equalisation reserves	16,246	2,648	18,894
Commuted sums	6,613	0	6,613
Repair and renewal funds	1,884	0	1,884
Profit share on joint ventures	560	0	560
Service earmarked reserves	5,583	0	5,583
Capital reserves	5,850	0	5,850
Restructuring costs reserve	3,000	0	3,000
<b>Total Earmarked Reserves</b>	<b>67,670</b>	<b>0</b>	<b>67,670</b>

#### **4. Valuation of reserve requirements**

- 4.1. A number of the reserves highlighted above have been set aside for specific purposes; these include the insurance reserve set aside to meet the potential cost of excess payments should a claim on external insurers materialise or should the Council have to meet claims from its own resources. Repair and renewal funds set aside to meet future major repair and renewal costs on strategic assets (for example Wales National Pool, Quadrant Bus Station), and reserves set aside for profit share on disposals of assets where reclamation has been funded by the WDA/Welsh Government.
- 4.2. It is essential that monies set aside for the above purposes are regularly reviewed in order to confirm their accuracy and relevance.
- 4.3. To that extent formal assurance will be sought on the adequacy of these reserve levels as part of the annual budget setting process.
- 4.4. As part of the budget setting process for 2019/20 a formal review of the Insurance reserve was completed and it was further determined that a take from the reserve of £700k per annum could be extended until 2022/23. This has already been built into planning assumptions.
- 4.5. As part of the budget setting process for 2020/21 a formal review will be carried out again of all service earmarked reserves to test their continued relevance and value.

#### **5. Legal implications**

- 5.1. There are no direct legal implications arising from this report. However, Section 151 of the Local Government Act 1972 requires each Local Authority to make arrangements for the proper administration of its financial affairs and that the Chief Finance Officer (in our case the Head of Financial Services and the Service Centre) has responsibility for those affairs.
- 5.2. Under guidance detailed at Appendix A to this report the Chief Finance Officer is required at all times to monitor the purpose and use of reserves.

## **6. Equality and 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.

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

- 6.2. Having assessed the current planned use of earmarked reserves there are no significant equalities implications arising from these changes. An EIA screening form has been attached at Appendix 2.

**Background Papers:** None

### **Appendices:**

Appendix 1 – LAAP Bulletin 99 – Local Authority Reserves and Balances

Appendix 2 – EIA Screening Form

# LAAP BULLETIN 99

## Local Authority Reserves and Balances

*July 2014*

The Local Authority Accounting Panel issues LAAP Bulletins to assist practitioners with the application of the requirements of the Code of Practice on Local Authority Accounting, SeRCOP and Prudential Code, and to provide advice on emerging or urgent accounting issues. Bulletins provide influential guidance that is intended to be best practice, but are not prescriptive and do not have the formal status of the Code, SeRCOP or Prudential Code.

Please address any queries to CIPFA Technical Enquiry Service for CIPFA members and students  
[technical.enquiry@cipfa.org.uk](mailto:technical.enquiry@cipfa.org.uk)

The Chartered Institute of Public Finance and Accountancy  
Registered with the Charity Commissioners of England and Wales Number  
231060

CIPFA, the Chartered Institute of Public Finance and Accountancy, is the professional body for people in public finance. Our 14,000 members work throughout the public services, in national audit agencies, in major accountancy firms, and in other bodies where public money needs to be effectively and efficiently managed. As the only UK professional accountancy body to specialise in public services, CIPFA's qualifications are the foundation of a career in public finance. They include the benchmark professional qualification for public sector accountants as well as a postgraduate diploma for people already working in leadership positions. Our in-house CIPFA Education and Training Centre delivers the range of our programmes at locations across the UK, and works with other places of learning to provide our courses locally. We also champion high performance in public services, translating our experience and insight into clear advice and practical services. They include information and guidance, courses and conferences, property and asset management solutions, consultancy and interim people for a range of public sector clients. Globally, CIPFA shows the way in public finance by standing up for sound public financial management and good governance. We work with governments, accounting bodies and the public sector around the world to advance public finance and support its professionals.

## INTRODUCTION AND BACKGROUND

1. LAAP Bulletin 55 (Guidance note on local authority reserves and balances) was issued in February 2003. This was followed by its replacement in 2008 by LAAP Bulletin 77. LAAP Bulletin 77 included a number of events and changes that occurred including the publication of the Prudential Code and the beginnings of the financial downturn. Since the issue of LAAP Bulletin 77, the IFRS-based Code<sup>1</sup> has been published and this bulletin has been updated to reflect the new requirements of that Code. In addition, during a period of financial austerity for the public sector, the Local Authority Accounting Panel considers that it is necessary to update the guidance on local authority reserves and balances.
2. The “New Reporting Framework” described in LAAP Bulletin 55 has now largely been overtaken by statutory requirements, but is included in Appendix A for information.
3. The advice previously provided by LAAP Bulletin 77 which focussed on the financial impact of flooding is included in Appendix B.
4. Further resources and information are provided at Appendix C.
5. Relevant extracts from the IFRS-based Code are provided at Appendix D.

## PURPOSE

6. This bulletin provides guidance to local authority chief finance officers in England, Northern Ireland, Scotland and Wales on the establishment and maintenance of local authority reserves and balances.

## APPLICATION

7. In England, Scotland and Wales the guidance is applicable to local authorities, joint committees and joint boards of principal authorities.
8. In England and Wales the guidance is applicable to Police and Crime Commissioners, Chief Constables and fire and rescue authorities.
9. In Northern Ireland the guidance applies to all district councils.
10. The general principles set out in this guidance apply to an authority’s General Fund, Council Fund, Police Fund and, where appropriate, to the Housing Revenue Account (HRA).
11. The advice in this bulletin relates to reserves, not provisions. The Code definitions of provisions and reserves are included in Appendix D to this bulletin for information.
12. This bulletin replaces LAAP Bulletin 77.

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<sup>1</sup> *Code of Practice on Local Authority Accounting in the United Kingdom* (the Code).

## LEGISLATIVE / REGULATORY FRAMEWORK

13. The requirement for financial reserves is acknowledged in statute. Sections 31A, 32 42A and 43 of the Local Government Finance Act 1992 require billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement. Section 93 of the 1992 Act requires Scottish authorities, in calculating council tax, to take into account 'any means by which those expenses may otherwise be met or provided for'. This includes reserves.
14. In Scotland there are explicit statutory powers under schedule 3 of the Local Government (Scotland) Act 1975 permitting certain local authorities to establish a renewal and repair fund, an insurance fund and a capital fund alongside a requirement, as in England and Wales, to maintain a General Fund (section 93 of Part VII of the Local Government (Scotland) Act 1973). LASAAC has published guidance on reserves which is available from the LASAAC website. In Northern Ireland, Section 9 of the Local Government Finance Act (Northern Ireland) 2011 enables councils to maintain other funds in addition to the General Fund. Local authorities may however 'earmark' specific parts of the General Fund reserve. This earmarking of a proportion of the General Fund is referred to in this Bulletin as Earmarked Reserves.
15. There are also a range of safeguards in place that help to prevent local authorities over-committing themselves financially. These include:
  - the balanced budget requirement:
    - England, sections 31A, 42A of the Local Government Finance Act 1992, as amended
    - Wales, sections 32 and 43 and Scotland, 93 of the Local Government Finance Act 1992 and
    - section 85 of the Greater London Authority Act 1999
  - chief finance officers' duty to report on robustness of estimates and adequacy of reserves (under section 25 of the Local Government Act 2003) when the authority is considering its budget requirement (England and Wales)
  - chief finance officers' duty to report on the robustness of estimates and the adequacy of reserves (under sections 4 and 6 of the Local Government and Finance Act (Northern Ireland) 2011)
  - the legislative requirement for each local authority to make arrangements for the proper administration of their financial affairs and that the chief finance officer / proper officer has responsibility for the administration of those affairs section 151 of the Local Government Act 1972, section 95 of the Local Government (Scotland) Act 1973 and section 1 of the Local Government and Finance Act (Northern Ireland) 2011
  - the requirements of the Prudential Code.
16. These requirements are reinforced by section 114 of the Local Government Finance Act 1988 which requires the chief finance officer in England and Wales to report to all the authority's councillors if there is or is likely to be unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the authority will not have the resources to meet its expenditure in a particular financial year. The issue of a section 114 notice cannot be taken lightly and has serious operational implications. Indeed, the authority's full council must meet within 21 days to consider the s114 notice and

during that period the authority is prohibited from entering into new agreements involving the incurring of expenditure.

17. Whilst it is primarily the responsibility of the local authority and its chief financial officer to maintain a sound financial position, external auditors will confirm that there are no material uncertainties about going concern. Even where as part of their wider role auditors have to report on an authority's financial position, it is not their responsibility to prescribe the optimum or minimum level of reserves for individual authorities or authorities in general.
18. CIPFA's Prudential Code requires chief finance officers in local authorities to have full regard to affordability when making recommendations about the local authority's future capital programme. Such consideration includes the level of long term revenue commitments. Indeed, in considering the affordability of its capital plans, the authority is required to consider all of the resources available to it/estimated for the future, together with the totality of its capital plans and revenue forecasts for the forthcoming year and the following two years.

#### ROLE OF THE CHIEF FINANCE OFFICER (PROPER OFFICER IN SCOTLAND)

19. Within the existing statutory and regulatory framework, it is the responsibility of chief finance officers (proper officer in Scotland) to advise local authorities about the level of reserves that they should hold and to ensure that there are clear protocols for their establishment and use. Reserves should not be held without a clear purpose.
20. CIPFA and the Local Authority Accounting Panel consider that local authorities should establish reserves including the level of those reserves based on the advice of their chief finance officers. Authorities should make their own judgements on such matters taking into account all the relevant local circumstances. Such circumstances vary. A well-managed authority, for example, with a prudent approach to budgeting should be able to operate with a level of general reserves appropriate for the risks (both internal and external) to which it is exposed. In assessing the appropriate level of reserves, a well-managed authority will ensure that the reserves are not only adequate but are also necessary. There is a broad range within which authorities might reasonably operate depending on their particular circumstances.
21. Section 26 of the Local Government Act 2003 gives Ministers in England and Wales a general power to set a minimum level of reserves for local authorities. However, the government has undertaken to apply this only to individual authorities in the circumstances where an authority does not act prudently, disregards the advice of its chief finance officer and is heading for serious financial difficulty. This accords with CIPFA's view that a generally applicable minimum level is inappropriate, as a minimum level of reserve will only be imposed where an authority is not following best financial practice (including the guidance in this bulletin).

#### TYPES OF RESERVE

22. When reviewing their medium term financial plans and preparing their annual budgets local authorities should consider the establishment and maintenance of reserves. These can be held for three main purposes:
  - a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves;
  - a contingency to cushion the impact of unexpected events or emergencies – this also forms part of general reserves;

- a means of building up funds, often referred to as earmarked reserves (or earmarked portion of the general fund in Scotland - see below), to meet known or predicted requirements; earmarked reserves are accounted for separately but remain legally part of the General Fund.

Category of Earmarked Reserve	Rationale
Sums set aside for major schemes, such as capital developments or asset purchases, or to fund major reorganisations	Where expenditure is planned in future accounting periods, it is prudent to set aside resources in advance.
Insurance reserves (note that the Insurance Fund is a statutory fund in Scotland)	Self-insurance is a mechanism used by a number of local authorities. In the absence of any statutory basis (other than in Scotland) sums held to meet potential and contingent liabilities are reported as earmarked reserves where these liabilities do not meet the definition of a provision under the requirements of the Code's adoption of IAS 37 <i>Provisions, Contingent Assets and Liabilities</i> ).
Reserves of trading and business units	Surpluses arising from in-house trading may be retained to cover potential losses in future years, or to finance capital expenditure.
Reserves retained for service departmental use	Authorities may have internal protocols that permit year-end underspendings at departmental level to be carried forward.
Reserves for unspent revenue grants	Where revenue grants have no conditions or where the conditions are met and expenditure has yet to take place. The Code Guidance Notes recommend that these sums are held in earmarked reserves (see paragraph 29 below).
Schools balances	These are unspent balances of budgets delegated to individual schools.

## FINANCIAL REPORTING FOR RESERVES

23. The IFRS-based *Code of Practice on Local Authority Accounting in the United Kingdom* (the Code) introduced the Movement in Reserves Statement to local authority financial statements in the 2010/11 financial year. This Statement presents the movement in the year of the reserves of the authority analysed into usable reserves, (eg General Fund, HRA Balances and earmarked reserves) and unusable reserves (see paragraph 24 below).
24. Unusable reserves arise out of the interaction of legislation and proper accounting practice either to store revaluation gains or as adjustment accounts to reconcile accounting requirements driven by reporting standards to statutory requirements.



These reserves<sup>2</sup>, which are not resource-backed and cannot be used for any other purpose, are described below:

#### *Revaluation Reserves*

- The Revaluation Reserve - this is a reserve that records unrealised gains in the value of property, plant and equipment. The reserve increases when assets are revalued upwards, and decreases as assets are depreciated or when assets are revalued downwards or disposed of. Local authorities might benefit from these gains in the future from the continued use of the assets or from their sale. The Reserve contains only revaluation gains accumulated since 1 April 2007, the date that the Reserve was created. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account.
- The Available-for-Sale Financial Instruments Reserve – this is a reserve that records unrealised revaluation gains arising from holding available-for-sale investments, plus any unrealised losses that have not arisen from impairment of the assets. Local authorities might benefit in the future from the gains when the investments mature or are sold or they might be lost in falls in value.

#### *Adjustment Accounts*

- The Pensions Reserve – this is a specific accounting mechanism used to reconcile the payments made for the year to various statutory pension schemes in accordance with those schemes' requirements and the net change in the authority's recognised liability under the Code's adoption of IAS 19 – *Employee Benefits*, for the same period. A transfer is made to or from the pensions reserve to ensure that the charge to the General Fund reflects the amount required to be raised in taxation. For example, the debit balance on the Reserve shows that an authority has made commitments to fund pensions that the Government has permitted it to fund from contributions to be made in future years.
- The Capital Adjustment Account - this is a specific accounting mechanism used to reconcile the different rates at which assets are depreciated under proper accounting practice and are financed through the capital controls system. Statute requires that the charge to the General Fund is determined by the capital controls system. For example, the credit balance on the Account shows that an authority has generally financed capital investment in advance of receiving the benefits of that investment. The Account also contains revaluation gains accumulated on Property, Plant and Equipment before 1 April 2007, the date that the Revaluation Reserve was created to hold such gains.
- The Financial Instruments Adjustment Account – this is a specific accounting mechanism used to reconcile the different rates at which gains and losses (such as premiums on the early repayment of debt) are recognised under proper accounting practice and are required by statute to be met from the General Fund. For example, the debit balance on the Account shows that an authority has incurred expenses on borrowings that the Government has permitted it to spread over future years.

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<sup>2</sup> In addition to the Reserves included in this list authorities may hold the deferred capital receipts reserve and the accumulated absences account. Further details on these reserves are included in the *Code of Practice on Local Authority Accounting in the United Kingdom Guidance Notes for Practitioners 2013/14 Accounts*.

- The Unequal Pay Back Pay Account - this is a specific accounting mechanism used to reconcile the different rates at which payments in relation to compensation for previous unequal pay are recognised under proper accounting practice and are required by statute to be met from the General Fund. This account is not applicable to Scotland.
  - Collection Fund Adjustment Account – this is a specific accounting mechanism used to reconcile the differences arising from the recognition of council tax and non-domestic rates income (England)) in the Comprehensive Income and Expenditure Statement to those amounts required to be charged by statute to the General Fund. For example, the credit balance on the Account shows that more tax has been collected on behalf of the authority and the precepting bodies (and central government in England for non-domestic rates income) than an authority is permitted to transfer out of the Collection Fund by 31 March. This account is not applicable to Scotland.
25. Other such reserves may be created in future where developments in local authority accounting result in timing differences between the recognition of income and expenditure under proper accounting practice and under statute or regulation.
26. In addition authorities will hold the following two usable reserves:
- a Major Repairs Reserve (England and Wales), where relevant – in England this reserve records the unspent amount of HRA balances for capital financing purposes in accordance with statutory requirements for the Reserve. In Wales this represents the amounts unspent from the Major Repairs Allowance capital grant.
  - a Capital Receipts Reserve (Capital Fund in Scotland<sup>3</sup>) – this reserve holds the proceeds from the sale of assets, and can only be used for those purposes specified in the capital finance and accounting regulations<sup>4</sup> in England, Northern Ireland and Wales and for capital purposes in Scotland.
27. The Code recommends that earmarked reserves are reported on the face of the Movement in Reserves Statement. Particularly significant movements might need to be reported individually on the face of the Statement to ensure key messages are presented clearly to users. However, effective reporting may either as an alternative or as a supplementary report necessitate similar disclosures in the notes to the financial statements (see paragraphs 3.4.2.41 and 3.4.2.42 of the Code which are also included in Appendix D for ease of reference).
28. When establishing reserves, local authorities need to ensure that they are complying with the Code and in particular the need to distinguish between reserves and provisions. Definitions of reserves and provisions are included in Appendix D of this Bulletin.
29. The introduction of the IFRS-based Code on 1 April 2010 has meant that grant income should be recognised in the Comprehensive Income and Expenditure Statement (and therefore against the General (Council) Fund or HRA Balances for

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<sup>3</sup> *The Statutory Basis for Accounting and Disclosing Reserves in Local Authorities in Scotland* [LASAAC, 2005] states "Useable capital receipts reserves are considered to be allowable under the power contained within Schedule 3, para 22 of the 1975 Act. Such a reserve effectively acts as a subset of the capital reserve specifically permitted by legislation."

<sup>4</sup> The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, as amended, The Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003, as amended and the Local Government (Capital Finance and Accounting) Regulations (Northern Ireland) 2011.

revenue grants) where grant payment is unconditional or grant conditions have been satisfied<sup>5</sup>. The Code Guidance Notes recommend<sup>6</sup> that where these grants have been received prior to the expenditure having taken place authorities should consider establishing earmarked reserves. This will ensure that amounts are set aside from the General (or Council) Fund and HRA balances in earmarked reserves to provide financing to meet the requirements of the grant. The amounts set aside will be posted back from earmarked reserves to meet General Fund and HRA expenditure in future years. It is likely therefore that since the introduction of the IFRS-based Code there is an increased tendency to hold earmarked reserves.

30. The statutory reporting regime described earlier and effective financial management underpin the need for clear, transparent reporting arrangements for reserves and therefore in addition to the financial reporting requirements above, LAAP recommends that for each earmarked reserve (earmarked portion of the general fund in Scotland) held by a local authority there should be a clear protocol setting out:
- the reason for / purpose of the reserve;
  - how and when the reserve can be used;
  - procedures for the reserve's management and control; and
  - a process and timescale for review of the reserve to ensure continuing relevance and adequacy.

#### PRINCIPLES TO ASSESS THE ADEQUACY OF RESERVES

31. In order to assess the adequacy of unallocated general reserves when setting the budget, chief finance officers should take account of the strategic, operational and financial risks facing the authority. Where authorities are being reorganised, this assessment should be conducted on the basis that the services will continue to be provided, and adequate reserves will therefore be required by successor authorities. The assessment of risks should include external risks, such as flooding, as well as internal risks, for example, the ability to deliver planned efficiency savings. In England and Wales, statutory provisions require authorities to review at least once in a year the effectiveness of their system of internal control, which will include risk management. The CIPFA/SOLACE framework *Delivering Good Governance in Local Government* details an approach to giving assurance that risk, control and governance matters are being addressed in accordance with best practice.
32. The Codes of Audit Practice in England, Wales, Scotland and Northern Ireland make it clear that it is the responsibility of the audited body to identify and address its operational and financial risks, and to develop and implement proper arrangements to manage them, including adequate and effective systems of internal control. The financial risks should be assessed in the context of the authority's overall approach to risk management.

Budget Assumptions	Financial standing and management assessment/impact
The treatment of inflation and interest rates	The overall financial standing of the authority (level of borrowing, debt outstanding, council tax collection rates

<sup>5</sup> See Code of Practice on Local Authority Accounting in the United Kingdom Section 2.3.

<sup>6</sup> See *Code of Practice on Local Authority Accounting in the United Kingdom Guidance Notes for Practitioners 2013/14 Accounts*, paragraphs C39 and C40.

	etc.). Rises in the prices of some commodities, eg fuel, highlight the relevance of using a number of inflation rates in the budget and financial strategy, and considering whether general reserves are adequate to deal with unexpected increases. Volatility in the financial markets also points to the need to consider investment and borrowing risks and their impact on income.
Estimates of the level and timing of capital receipts	The authority's track record in budget and financial management including the robustness of the medium term plans. Authorities will also need to take into account changes in the property market, and adjust estimates and assumptions for reserves accordingly.
The treatment of demand led pressures	The authority's capacity to manage in-year budget pressures, and its strategy for managing both demand and service delivery in the longer term.
The treatment of planned efficiency savings/ productivity gains	The strength of the financial information and reporting arrangements. The authority should also be in a position to activate contingency plans should the reporting arrangements identify that planned savings or gains will either not be achieved or be delayed.
The financial risks inherent in any significant new funding partnerships, major outsourcing arrangements or major capital developments	The authority's virement and end of year procedures in relation to budget under/overspends at authority and department/directorate level. Risk management measures in relation to partnerships, including consideration of risk allocation. Contract provisions designed to safeguard the authority's position in the event of problems arising from outsourcing arrangements.
The availability of reserves, government grants and other funds to deal with major contingencies and the adequacy of provisions	The adequacy of the authority's insurance arrangements to cover major unforeseen risks. When considering insurance cover, the structure of the cover as well as the overall level of risk should be taken into account. Risk assessments should be used when balancing the levels of insurance premiums and reserves.
The general financial climate to which the authority is subject	External factors, such as future funding levels expected to be included in Spending Reviews and expected referenda principles and limits, will influence an authority's ability to replenish reserves once they have been used. Any plans for using reserves will

<p>Whist many of these factors relate to</p>	<p>need to consider the need and ability of the authority to replenish the reserves, and the risks to which the authority will be exposed whilst replenishing the reserves.</p>
<p>setting the annual budget, the level of risk and uncertainty associated with these factors will be relevant in determining an appropriate level of reserves.</p>	

33. Authorities have been faced by increasing financial pressures since 2008. This has been followed by a period of significant reduction in government funding which is anticipated to continue for some time, ie the spending review 2013 announced that the government will reduce total spending in 2015/16, 2016/17 and 2017/18 in real terms at the same rate as during the spending review 2010 period. Demands on local government services continue to increase. In addition to reduction in government funding other pressures include:

- councils striving to constrain council tax increases,
- reductions of income,
- new service demands and responsibilities such as:
  - the transfer of public health functions
  - the localisation of non-domestic rates retention, council tax freezes and council tax benefits/support
- severe weather and floods.

Furthermore, events such as the losses in Icelandic banks and the problems in global financial markets are likely to mean that Councils will focus on cautious investment strategies. Council budgets and reserves have remained under pressure and are likely to continue to do so for some time.

34. The many factors involved when considering appropriate levels of reserves can only be assessed properly at a local level. A considerable degree of professional judgement is required. The chief finance officer may choose to express advice on the level of balances in cash and/or as a percentage of budget (to aid understanding) so long as that advice is tailored to the circumstances of the authority. The Audit Commission Report (December 2012) *Striking a Balance* makes a number of recommendations to both Chief Finance Officers and elected members to better assist councils in their decision making. Similarly the Accounts Commission in its report *An overview of local government in Scotland 2014*<sup>7</sup> commented that more needs to be done to provide information on why reserves are held, how this fits with the councils financial strategy and how they will be used. The principles and financial reporting established in this and the previous LAAP bulletins on reserves will provide for the information requirements and an appropriate framework for this.
35. The advice should be set in the context of the authority's risk register and medium term plans and should not focus exclusively on short-term considerations. Balancing the annual budget by drawing on general reserves may be viewed as a legitimate short-term option. However, it is not normally prudent for reserves to be deployed

<sup>7</sup> Issued by the Accounts Commission in March 2014

to finance recurrent expenditure. CIPFA has commented<sup>8</sup> that Councils should be particularly wary about using one off reserves to deal with shortfalls in current funding. Where such action is to be taken, this should be made explicit, and an explanation given as to how such expenditure will be funded in the medium to long term. Advice should be given on the adequacy of reserves over the lifetime of the medium term financial plan, and should also take account of the expected need for reserves in the longer term.

36. Events such as the floods and severe weather that occurred earlier this year (2014) and previously in the floods during the summers of 2007 and 2008 have emphasised the need for authorities to be prepared for major unforeseen events. Adequate insurance cover combined with appropriate levels of reserves will enable authorities to manage the demands placed on them in such circumstances. However, these arrangements need to take account of all possible scenarios. An example quoted in the Audit Commission report *Staying Afloat* is that the total cost of the flooding was reduced where authorities had specifically considered the impact of a wide scale, serious event affecting many assets, and had taken appropriate action, for example, negotiating insurance policies that capped the total excesses linked to one event.
37. Part of the risk management process involves taking appropriate action to mitigate or remove risks, where this is possible. This in turn may lead to a lower level of reserves being required, and it would be appropriate to consider reducing the level of balances held where appropriate action to mitigate or remove risks has been successfully undertaken. A balance will need to be found between maintaining adequate levels of reserves and investing in risk reduction measures. This balance should form part of the risk management process and be considered as part of the annual budget process.
38. Emergency financial assistance from central government may be available to assist authorities in dealing with the immediate consequences of major unforeseen events, normally under the Emergency Financial Assistance to Local Authorities scheme (commonly known as the 'Bellwin' scheme). However, there is no automatic entitlement to financial assistance, and where financial assistance is given, it will not cover all of the costs even in exceptional circumstances. Further details of the scheme are available on the relevant government web sites (links can be found in Appendix C of this bulletin). Authorities should plan to have access to sufficient resources (through reserves, insurance or a combination of both) to cover the costs of recovering from events that are likely to be unavoidable.
39. When considering the level of reserves, it would be appropriate for authorities to take into account the likely level of Government support that would be available, and to consider how the balance would be funded in the event of an unforeseen event occurring.
40. Flooding, the effects of severe weather and the impact of the problems experienced by the global financial markets are examples of external risks which local authorities may need to take into account in setting levels of reserves and wider financial planning. An assessment of external risks should not be limited to those issues, but should range more widely, to take account of all significant external risks identified through the authority's risk management processes.

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<sup>8</sup> See comments by CIPFA Chief Executive *Building up council reserves to protect the public from future financial problems is good financial management* – CIPFA  
<http://www.cipfa.org/about-cipfa/press-office/latest-press-releases/building-up-council-reserves>

EXTRACT FROM LAAP BULLETIN 55

7 A New Reporting Framework

- 7.1 The finance director has a fiduciary duty to local taxpayers, and must be satisfied that the decisions taken on balances and reserves represent proper stewardship of public funds.
- 7.2 The level and utilisation of reserves will be determined formally by the Council, informed by the advice and judgement of the finance director<sup>9</sup>. To enable the Council to reach its decision, the finance director should report the factors that influenced his or her judgement, and ensure that the advice given is recorded formally. Where the finance director's advice is not accepted this should be recorded formally in the minutes of the council meeting.
- 7.3 It is recommended that:
- the budget report to the Council should include a statement showing the estimated opening general reserve fund balance for the year ahead, the addition to/withdrawal from balances, and the estimated end of year balance. Reference should be made as to the extent to which such reserves are to be used to finance recurrent expenditure
  - this should be accompanied by a statement from the finance director on the adequacy of the general reserves and provisions in respect of the forthcoming financial year and the authority's medium term financial strategy
  - a statement reporting on the annual review of earmarked reserves (including schools' reserves) should also be made at the same time to the Council. The review itself should be undertaken as part of the budget preparation process. The statement should list the various earmarked reserves, the purposes for which they are held and provide advice on the appropriate levels. It should also show the estimated opening balances for the year, planned additions/withdrawals and the estimated closing balances.

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<sup>9</sup> LAAP Bulletin 99 normally refers to Chief Finance Officers – previous editions of this Bulletin referred to Finance Directors.

EXTRACT FROM LAAP BULLETIN 77

27. "...Alternative arrangements, for example mutual aid agreements, may help to reduce the reliance on reserves or insurance. The Pitt Review into the 2007 floods, although specifically focused on England, will be of relevance to all local authorities. This recommended that "Local authorities should continue to make arrangements to bear the cost of recovery for all but the most exceptional emergencies, and should revisit their reserves and insurance arrangements in light of last summer's floods." The Government's position remains that it is primarily the local authority's responsibility to bear such costs, and authorities should note this position when considering the appropriate level of reserves."

28 "... However, both the Pitt Review and Staying Afloat noted that most central government assistance provided to local authorities in relation to the 2007 floods was ad hoc in nature. The government has been keen to stress that they should not be seen as setting a precedent and should not be relied on in the future. Authorities will therefore need to make their own assessments of the likely level of support. "



FURTHER INFORMATION:

*The Pitt Review* can be downloaded from:

[http://webarchive.nationalarchives.gov.uk/20100807034701/http://archive.cabinetoffice.gov.uk/pittreview/thepittreview/final\\_report.html](http://webarchive.nationalarchives.gov.uk/20100807034701/http://archive.cabinetoffice.gov.uk/pittreview/thepittreview/final_report.html)

*Staying Afloat* can be downloaded from:

[http://archive.audit-commission.gov.uk/auditcommission/SiteCollectionDocuments/AuditCommissionReports/NationalStudies/StayingAfloat\\_REP14Dec07.pdf](http://archive.audit-commission.gov.uk/auditcommission/SiteCollectionDocuments/AuditCommissionReports/NationalStudies/StayingAfloat_REP14Dec07.pdf)

Both reports provide additional advice to local authorities on planning for and managing the financial impacts of exceptional events.

LASAAC Guidance on Reserves in Scotland can be downloaded from:

<http://www.cipfa.org/regions/scotland/policy-and-technical/local-authority-scotland-accounts-advisory-committee/guidance-and-publications/accounting-for-interest-on-reserves>

Details of the Emergency Financial Assistance (Bellwin) Scheme can be downloaded from:

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/210953/The\\_Bellwin\\_Scheme\\_of\\_Emergency\\_Financial\\_Assistance\\_to\\_Local\\_Authorities.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/210953/The_Bellwin_Scheme_of_Emergency_Financial_Assistance_to_Local_Authorities.pdf)

<http://www.scotland.gov.uk/Topics/Government/local-government/17999/Bellwin>

<http://wales.gov.uk/topics/localgovernment/finandfunding/emergency/publications/efas-guidance-notes-14-15/?lang=en>

The Audit Commission Report *Striking a Balance* can be downloaded from:

<http://www.audit-commission.gov.uk/2012/12/striking-a-balance-improving-councils-decision-making-on-reserves/>

Accounts Commission *An overview of local government in Scotland 2014* (March 2014) can be accessed at:

[http://www.audit-scotland.gov.uk/docs/local/2014/nr\\_140327\\_local\\_government\\_overview.pdf](http://www.audit-scotland.gov.uk/docs/local/2014/nr_140327_local_government_overview.pdf)

CODE OF PRACTICE ON LOCAL AUTHORITY ACCOUNTING IN THE UNITED KINGDOM  
DEFINITIONS (AND RELEVANT EXTRACTS OF) RESERVES AND PROVISIONS

CHAPTER TWO: CONCEPTS AND PRINCIPLES

**2.1.2.25 Reserves** – the residual interest in the assets of the authority after deducting all its liabilities. The Movement in Reserves Statement shows the true economic cost of providing the authority's services, represented by the line 'Surplus or (deficit) on the provision of services'. Some income and expenditure is required to be recognised on a different basis or in a different accounting period (ie in accordance with legislation) in the General Fund and Housing Revenue Account. These differences are shown in the line 'Adjustments between accounting basis and funding basis under regulations'. Voluntary transfers to or from the General Fund Balance and Housing Revenue Account Balance also affect the amount to be funded from council tax or council dwelling rents; these are shown in the line 'Transfers to or from reserves available to fund services'. The Movement in Reserves Statement also shows Other Comprehensive Income and Expenditure, for example revaluation gains.

CHAPTER THREE: FINANCIAL STATEMENTS

**3.4.2.41** The classification of reserves presented in the Movement in Reserves Statement shall include the following items; authorities may choose to present additional items on the face of the statement:

- a) General Fund Balance (in Scotland, includes earmarked portion of General Fund Balance)
- b) Earmarked General Fund Reserves (not Scotland) (recommended but not mandatory)
- c) Housing Revenue Account Balance (in Scotland, includes earmarked portion of Housing Revenue Account Balance)
- d) Earmarked Housing Revenue Account Reserves (not Scotland) (recommended but not mandatory)
- e) Major Repairs Reserve (England and Wales)
- f) Revenue statutory funds (Scotland)
- g) Capital Receipts Reserve (England and Wales); Capital statutory funds (Scotland)
- h) Capital Grants Unapplied Account
- i) Total usable reserves
- j) Unusable reserves
- k) Total reserves of the authority
- l) Authority's share of the reserves of subsidiaries, associates and joint ventures (Group Accounts only)
- m) Total reserves (Group Accounts only).

**3.4.2.42** A local authority shall present, either in the Movement in Reserves Statement or in the notes, an analysis of the amounts included in each item of the classification of reserves required by paragraph 3.4.2.41. This analysis shall present amounts held for capital purposes separately from those held for revenue purposes, and shall separately identify the total reserves held by schools.

CHAPTER EIGHT: LIABILITIES

**8.2.2.9** A **provision** is a liability of uncertain timing or amount.

**8.2.2.12** A provision shall be recognised when:

- an authority has a present obligation (legal or constructive) as a result of a past event
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation, and
- a reliable estimate can be made of the amount of the obligation.

8.2.2.13 If the above conditions are not met, no provision shall be recognised.

8.2.2.14 In some cases it is not clear whether there is a present obligation. In these cases, a past event is deemed to give rise to a present obligation if, taking account of all available evidence, it is more likely than not that a present obligation exists at the reporting date. A past event that leads to a present obligation is called an obligating event.

## Equality Impact Assessment Screening Form - Appendix 2

**Please ensure that you refer to the Screening Form Guidance while completing this form. If you would like further guidance please contact the Access to Services team (see guidance for details).**

### Section 1

Which service area and directorate are you from?

Service Area: Financial Services and the Service Centre

Directorate: Resources

### Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<input type="checkbox"/>	<b>X</b> <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**(b) Please name and describe here:**

S151 Officer's recommendation/review of reserves held by the Council

### Q2(a) WHAT DOES Q1a RELATE TO?

Direct front line service delivery	Indirect front line service delivery	Indirect back room service delivery
<input type="checkbox"/> (H)	x <input type="checkbox"/> (M)	<input type="checkbox"/> (L)

### (b) DO YOUR CUSTOMERS/CLIENTS ACCESS THIS...?

Because they need to	Because they want to	Because it is automatically provided to everyone in Swansea	On an internal basis i.e. Staff
<input type="checkbox"/> (H)	<input type="checkbox"/> (M)	<input type="checkbox"/> (M)	x <input type="checkbox"/> (L)

### Q3 WHAT IS THE POTENTIAL IMPACT ON THE FOLLOWING...

	High Impact (H)	Medium Impact (M)	Low Impact (L)	Don't know (H)
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>

## Equality Impact Assessment Screening Form - Appendix 2

### Q4 WHAT ENGAGEMENT / CONSULTATION / CO-PRODUCTIVE APPROACHES WILL YOU UNDERTAKE?

Please provide details below – either of your planned activities or your reasons for not undertaking engagement

None - this is a proposed review and one off release from existing reserves to continue to discharge Council and S151 Officer duties to maintain a balanced budget.

### Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?

High visibility <input type="checkbox"/> (H)	Medium visibility <input type="checkbox"/> (M)	Low visibility X <input type="checkbox"/> (L)
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### (b) WHAT IS THE POTENTIAL RISK TO THE COUNCIL'S REPUTATION? (Consider the following impacts – legal, financial, political, media, public perception etc...)

High risk <input type="checkbox"/> (H)	Medium risk <input type="checkbox"/> (M)	Low risk x <input type="checkbox"/> (L)
---	---	--

### Q6 Will this initiative have an impact (however minor) on any other Council service?

☐ Yes      x ☐ No      If yes, please provide details below

### Q7 HOW DID YOU SCORE? Please tick the relevant box

MOSTLY H and/or M → HIGH PRIORITY → ☐ EIA to be completed  
Please go to Section 2

MOSTLY L → LOW PRIORITY / NOT RELEVANT → X ☐ Do not complete EIA  
Please go to Q8 followed by Section 2

### Q8 If you determine that this initiative is not relevant for an EIA report, you must provide a full explanation here. Please ensure that you cover all of the relevant protected groups.

This is a review of accumulated reserves and recommended release from reserves to maintain a balanced budget and enable the Council to function lawfully. It has no otherwise direct ongoing impact on any service user. Failure to review reserves and act as necessary to draw necessary sums would fail to ensure there is a balanced budget which could necessitate statutory intervention and then have a direct impact on current and future service users.

## Equality Impact Assessment Screening Form - Appendix 2

### Section 2

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email – no electronic signatures or paper copies are needed.

<b>Screening completed by:</b>
<b>Name:</b> Ben Smith
<b>Job title:</b> Chief Finance Officer, Head of Financial Services and the Service Centre, Section 151 Officer
<b>Date:</b> 07/09/2018
<b>Approval by Head of Service:</b>
<b>Name:</b> : Ben Smith
<b>Position:</b> Chief Finance Officer, Head of Financial Services and the Service Centre, Section 151 Officer
<b>Date:</b> 07/09/2018

# Agenda Item 7



## Report of the Cabinet Member for Environment & Infrastructure Management

Service Improvement and Finance Performance Panel – Monday 21 October 2019

### Recycling and Landfill Annual Performance Monitoring Report 2018/19

<b>Purpose:</b>	To monitor and challenge performance and action plan for meeting statutory targets.
<b>Content:</b>	This report explains the statutory recycling and landfill targets, performance to date and actions to meet statutory targets.
<b>Councillors are being asked to:</b>	Consider the report
<b>Lead Councillor:</b>	Councillor Mark Thomas, Cabinet member for Environment & Infrastructure Management
<b>Lead Officer &amp; Report Author:</b>	Chris Howell Matthew Perkins Tel: 01792 796886 E-mail: <a href="mailto:matthew.perkins@swansea.gov.uk">matthew.perkins@swansea.gov.uk</a>

#### 1. Background

- 1.1 The Waste (Wales) Measure 2010 and the Welsh Governments National Strategy 'Towards Zero Waste' sets out a 70% recycling and composting target for 2025. It also sets out targets to reduce the amount of biodegradable waste sent to landfill.
- 1.2 Council adopted a Waste Strategy in 2012 which sets out a range of principles and actions to achieve the statutory targets set out in Welsh Governments plans. In addition the service was subject to a comprehensive 'Commissioning Review' in 2016 which looked at how the service can move forward in the most cost effective manner whilst meeting the statutory targets.
- 1.3 In 2018/19 the Council exceeded the statutory recycling target of 58% by achieving 62.88%; this was a slight drop of 0.68% on the previous year. The drop resulted from changes to the classification in wood recycling which were in place for the full year this time. The magnitude

of this drop was partially counteracted by the commencement of the Keep it Out campaign reducing recyclable material being sent to landfill.

- 1.4 This performance far exceeded the statutory target and it meant that the Council provisionally sits 10<sup>th</sup> in a league table of performance for the whole of Wales. As in previous years, it should be noted that most LAs in Wales are sending their residual waste for incineration, which means that they are also able to claim recycling tonnage for the residue ash produced. This usually increases the recycling rate by around 6%, so as we are incinerating very little at this time, our ranking is artificially low. Once we fill Tir John and then send our residual waste to Energy from Waste, our ranking will improve potentially into the first quartile, although we are unlikely to be able to compete with the rural LAs such as Monmouth, Ceredigion, and Pembroke etc. as we have a number of factors which adversely affect our recycling rate. These include:
- A large commercial sector being a city authority
  - A large student population
  - A large number of flats and other high density housing with less room to recycle.
- 1.5 The Council continues to send the highest percentage of residual waste to landfill, as opposed to Energy from Waste, in Wales. This again is solely due to the fact that we are one of the few LAs who still run a landfill site, with most LAs sending waste for incineration. The PI is not an indication of “good” performance, more a result of disposal strategy. This has been recognised by Welsh Government and this indicator has been replaced by a measure of the residual waste produced per head of population.
- 1.6 We need to fill Tir John with material to achieve the planned profile prior to closure and landscaping. Diverting all our residual waste from landfill to Energy from Waste would not only leave the landfill site short of material (which would subsequently need to be bought in), it would also cost approx. £750K per year. We are currently engaged with other Councils and Welsh Government to procure a long term regional solution for the disposal/treatment of our residual waste.
- 1.7 Last year’s statutory recycling and composting target of 58% has risen to 64% this year. In addition to these targets the Authority also has a target to meet in relation to the amount of biodegradable waste it can send to landfill. Should either of their targets not be achieved the Authority could face fines of £200 for every tonne that the targets is missed, which represents £250k for every 1% short of the target.
- 1.8 Based on our current recycling and composting rate for the first quarter of this year the authority is likely to achieve a full year figure of around



64 - 65% for 2019/20. This increase is due to the full year impact of the Keep it Out campaign.

1.9 The priority improvement areas to enable the Council to meet the statutory target will include:

- Continuing to promote and enforce the Keep it Out campaign.
- Segregating nappies and adult hygiene products out of the residual waste stream.
- Continuing to promote recycling.
- Waste minimisation
- Increasing the recycling rates of waste collected from commercial premises.
- Energy from waste

## **2 How did we meet our targets last year?**

- 2.1 Restrictions on residual waste continue to play a major role. The three bag limit positively impacts recycling participation at the kerbside; converting three HWRCs to recyclable only and the policy of no recyclable items in the non-recyclable skip significantly improved recycling performance at HWRCs.
- 2.2 The introduction of the Keep it Out Campaign replicated the HWRC prohibition of recyclables from residual waste containers, but at the kerbside, and resulted in a significant reduction in residual waste tonnages.
- 2.3 The Council continues to look at options to get more recycling out of non-recyclable waste. We are working with Welsh Government to secure a national Absorbent Hygiene Products recycling facility and, if successful, roll out AHP separate collections.
- 2.4 An on-going advertising and communications plan is in place together with a range of initiatives to encourage more participation in the extensive kerbside collection services that are provided. This will have medium and long term benefits by changing attitudes towards recycling for those who do not yet participate.
- 2.5 Commercial waste customers have increased their level of recycling, particularly food waste, and work to increase this further is on-going. The Welsh Government is currently consulting on the introduction of compulsory separate collection of recyclables for commercial waste, which could have a significant impact on the marketplace.
- 2.6 The Reuse Shop continues to generate more throughput and provides essential household items for low income families.
- 2.7 A clean up of our household plastics collections has increased the value of the material, and made its disposal far more robust,

particularly important for disposal within the UK. This helps to protect our recycling performance.

- 2.8 Changing markets have also forced us to de-bag and quality check our paper and card collections, which comes at a high cost, but is also essential to make its disposal far more robust, and to protect our recycling performance.

### **3 What's next?**

- 3.1 The Commissioning review approved by Council in July 2016 contained recommendations to enable the council to meet the statutory targets. The majority of the recommendations have now been implemented.

- 3.2 In order to meet the statutory recycling target increase to 64% in 2019/20, initiatives which will be explored include:

- Continue work on leading the procurement of a regional energy from waste solution.
- Continue to improve the quality of materials from recycling bags to protect both recycling performance and the budget position.
- Continue to review the commercial waste service offer/pricing structure so it is appropriate for all customers.
- Continue to implement the Keep it Out campaign at communal collection point (e.g. flats) where there appears to be a higher percentage of recyclable items in the black bag.

- 3.3 The service will continue to monitor recycling performance and levels of residual waste. The service will continue to review new recycling technologies and markets to ensure it maximises recycling performance within available budgets.

- 3.4 Welsh Government are reviewing the definition of what is considered recycling. This may negatively impact the recycling performance for each Welsh LA.

### **4 Legal Implications**

- 4.1 There are no additional legal implications to those already set out in the report.

## **5 Financial Implications**

- 5.1 Without continual review and change the service would require an increase in annual budget. The service has a circa £12.3m annual budget comprising of £19.0m costs and £6.7m income. £5.4m income is generated through commercial contracts or the sale of certain recyclables; £1.3m of the income currently comes via grants from Welsh Government. The £19.0m costs principally comprise of staff, vehicles and waste/recyclable treatment/disposal costs.
- 5.2 Welsh Government did not reduce the level of grant 19/20, although the service was subjected to an effective reduction in budget of circa £185K due to an increase in landfill tax, and only a partial covering of the annual salary uplift. The level of income from the sale of certain recyclables fluctuates on a monthly basis as they are commodities traded on a global basis. The £19.0m in costs are liable to rise each year due to inflation etc.

**Background papers:** Waste Management Commissioning Review

**Appendices:** None

# Agenda Item 8



## Report of the Convener

To the Service Improvement and Finance Scrutiny Performance Panel – 21<sup>st</sup>  
October 2019

### Quarter 1 Performance Monitoring Report 19/20

<b>Purpose:</b>	To brief the Scrutiny Performance Panel on Quarter 1 Performance Monitoring Report 19/20.
<b>Content:</b>	A update on the Quarter 1 Performance Monitoring Report 19/20.
<b>Councillors are being asked to:</b>	Consider the information provided and to forward views to the Cabinet Member via a letter from the Panel Convener.
<b>Lead Councillor:</b>	Councillor Chris Holley, Panel Convener.
<b>Lead Officer &amp; Report Author:</b>	Bethan Hopkins – Scrutiny Officer. Tel: 01792 637732 E-mail: Bethan.hopkins@swansea.gov.uk

#### 1. Background

- 1.1 The Quarterly Performance Monitoring Reports come to this Panel for scrutiny as part of their work plan.
- 1.2 The Q1 report went to Cabinet on 19<sup>th</sup> September 2019.

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

- 2.1 The report presents the performance results for Quarter 1 2019/20 delivering the Council's Well-being Objectives (priorities) described in the Corporate Plan 2018/22 Delivering a Successful & Sustainable Swansea.

#### 3. Conclusions

- 3.1 The Panel are asked to review the report and feedback any comments to the relevant Cabinet Member via a letter from the Panel Convener.

#### 4. Legal implications: None

#### 5. Finance: None

**Background papers:** None

**Appendices:** None



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

Cabinet – 19 September 2019

### Quarter 1 2019/20 Performance Monitoring Report

<b>Purpose:</b>	To report corporate performance for Quarter 1 2019/20.
<b>Policy Framework:</b>	<i>Delivering a Successful &amp; Sustainable Swansea</i> Corporate Plan 2018/22 <i>Sustainable Swansea – Fit for the Future</i>
<b>Consultation:</b>	Access to Services, Finance, Legal.
<b>Recommendation(s):</b>	It is recommended that:  1) The performance results are noted and reviewed to help inform executive decisions on resource allocation and, where relevant, corrective actions to manage and improve performance and efficiency in delivering national and local priorities.
<b>Report Author:</b>	Richard Rowlands
<b>Finance Officer:</b>	Paul Roach
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1. Introduction

- 1.1 This report presents the performance results for Quarter 1 2019/20 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 2019/20 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. 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. Outturn**

- 3.1 The Corporate Plan performance indicators measure progress meeting the following key objectives:
  - i) Safeguarding people from harm.
  - ii) Improving education and skills.
  - iii) Transforming our economy & infrastructure.
  - iv) Tackling poverty.
  - v) Transformation & future Council development.
  - vi) Maintaining and enhancing Swansea's natural resources and biodiversity.
- 3.2 The outturn for Quarter 1 2019/20 shows that **36 out of 57 (63%)** Corporate Plan performance indicators (that had targets and where there was data) met their targets. **25 out of 53 (47%)** comparable Corporate Plan performance indicators also showed improvement compared to Quarter 1 2018/19.
- 3.3 The performance tables in Appendix A also set out an overview of performance for each Corporate Plan priority provided by Directors and Heads of Service who are the responsible leads; these overviews are set out in para 4.0.

## **4. Context: Overviews of Performance in Quarter 1 2019/20**

- 4.0.1 The following overviews provided by responsible departments describe the context to the performance meeting the Council's key objectives as at the Quarter 1 2019/20.

#### 4.1 *Safeguarding people from harm*

- 4.1.1 It is difficult to judge whether the continued reduced rate of take up of corporate safeguarding training reflects non-compliance with a mandatory training requirement or simply that the numbers of new staff for whom training is required is much lower than in the past. Improvements to the corporate training database to develop a better understanding are scheduled but are unlikely to be implemented this financial year.
- 4.1.2 Performance in children services remains strong despite high levels of demand that are impacting on capacity to meet the Council's challenging stretch targets. Looked after children numbers have levelled off and are expected to begin reducing again this year.
- 4.1.3 Adult services performance is similarly impacted by both increased demand and the increasing complexity of that demand. The most obvious area of concern remains the availability of timely recourse to personal care for individuals at home and the consequent impact on delayed transfers of care for individuals from hospital back into the community.

#### 4.2 *Improving education & skills*

- 4.2.1 Swansea's performance was above the expected benchmark level at key stage 4. 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.
- 4.2.2 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 number 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. Attendance in Swansea remains comparatively high.
- 4.2.3 Partneriaeth Sgiliau Abertawe/Swansea Skills Partnership (PSA) meets regularly and has two, clear workstreams - digital capacity and advice, information and guidance for vocational education and careers.
- 4.2.4 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.



- 4.2.5 Measures of inclusion such as attendance, exclusions and numbers of learners who are educated otherwise than at school continues to be monitored. There is 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 The vast majority of targets have been met this quarter. However, the Percentage of all major applications with an economic imperative that are approved has missed target owing to two applications that were unjustified development in the countryside and within a floodplain respectively. Negotiation would not have resulted in a positive outcome as the schemes were unacceptable in principle.
- 4.3.2 A new PI, EC7, has been added for 2019/20 and it was very pleasing to see this PI, which measures the average turnaround time for land charge searches completed in the period, over-achieving against the target. This is a new area of work for the Planning & City Regeneration Service following the commissioning review.
- 4.3.3 Turning to the major regeneration priorities, Swansea Central Phase 1 has made excellent progress with the start of the enabling works contract. The main contract will be awarded subject to Cabinet approval in Q2. The Kingsway infrastructure project continues to make good progress on site, and the multi-disciplinary consultants appointed for the Employment Hub building have now completed Stage 2 of their design process. We envisage a planning application will be submitted later this year.
- 4.3.4 At Hafod Copperworks, the HLF Stage 2 Powerhouse project procurement is underway. The Morfa bascule lifting bridge repair programme has also commenced. Further discussions have taken place with the Skyline project team and a board decision is envisaged in Quarter 2.
- 4.3.5 The Mariner Street student development works contract finally commenced on site which, on completion, will have a major effect on footfall at High Street. The Felindre inward investment being delivered by DpD is making excellent progress on site and is due for completion in Quarter 3. Preparations are in hand to progress the marketing exercise for strategic development sites which has seen an encouraging response to the Council's initial PIN notice.
- 4.3.6 Quarter 1 saw us celebrate the reopening of the newly refurbished Plantasia, following a £1m capital investment by our operating partners Parkwood Leisure. This work took place as part of our long term sustainability strategy for leisure and recreation, which also includes the city's Leisure Centres benefiting from a £5m capital investment, currently underway. In relation to this, as a result of collaboration with Education, further investment was also secured for Cefn Hengoed's community and leisure facilities and a work programme agreed accordingly. Over the

course of the forthcoming year work initiated this quarter will come to fruition and be reported on as it unfolds.

- 4.3.7 Continuing the celebratory theme, the Council is leading on celebrating Swansea's 50th anniversary of city status, the celebration of which was launched, with partners, at the Liberty Stadium, with a new brand and programme rolled out across the city, including street dressing, community events, theatre productions, and a Royal Visit during the first week of July.
- 4.3.8 Our annual programme of events continued to grow as Croeso Festival opened the season with Welsh music and dance and street food, which was further enhanced in May with the second - and largest yet - Pride Festival taking place alongside the Street Food Festival. May also saw our annual Tourism Summit taking place, which was better attended than ever and our key messages and campaign news was well received by our partners in the tourism and hospitality industry, all of whom buy into and benefit from our strategic marketing campaigns to raise the profile of and drive visits to the destination. This work is invaluable to the business case for Skyline and other developments and we continued to work with partners to ensure the data and case for investment is robust.
- 4.3.9 Ongoing activities to promote artist involvement in the city centre regeneration continues, helping secure the planning consent for Phase 1 of Swansea Central and we continue to deliver on wider regeneration and tackling poverty priorities, including the recruitment of apprentices and work placements in our theatre and museums - in partnership with Creative & Cultural Skills and Gower College.
- 4.3.10 The quarter concluded with the announcement that our partnership with Race Council Cymru had secured a quarter million grant to invest in the creation of a cultural hub in the Arts Wing of the Grand Theatre, and the lead in to the Wales Airshow - which was delivered successfully to a larger audience than ever, with the inclusion of a special 50th night time event, prior to the delivery of the iconic 20th anniversary Stereophonics gig at Singleton Park to an audience of 35,000 plus. We will report further on this and the rest of the summer programme in the next quarter report.
- 4.3.11 The Council's More Homes Programme, focussed on providing new build Council housing, continues to move 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 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.

- 4.3.12 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.
- 4.3.13 Two 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 25 new 3 Bedroom Houses. 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 We know that levels of poverty in Wales remain persistently high, particularly for working age people and those under 18 years of age and the risk of poverty has increased for working and workless households. In-work poverty where somebody in the household is working, is more common than workless poverty.
- 4.4.2 The roll out of cuts to the welfare system has had a significant impact on people experiencing poverty and people that are at risk of poverty. Across the UK and in Swansea we have seen a rise in the demand for foodbanks and an increase in rising debt including rent arrears. Joseph Rowntree Foundation's Poverty in Wales report (2018) identifies that the drivers of rising poverty across the country are reductions to working age benefits, rising living costs, especially housing costs and poor quality work. The Council is committed to reducing poverty and the impacts poverty has upon its citizens.
- 4.4.3 We have been working with partners to implement the revised Poverty Strategy including working to establish a 'Swansea Poverty Truth Commission'. The Commission will bring together people with lived experience of poverty, with key decision makers. Together they will develop relationships and facilitate understanding and identification of issues that can be worked through to make change.
- 4.4.4 To help address the impacts of Welfare Reform, data is being utilised to target households with details of how to take up the Welsh Government's Child Care offer. Plans are in place to target lone parents whose youngest child is between 3 and 4 years old with an offer of employability support, prior to the child turning 5 years old and triggering a potential loss of entitlement.

- 4.4.5 There are also plans to utilise data to target a further cohort of households that could benefit from employment support via Swansea Working. Swansea Working continues to be embedded into working practices across the Council to provide a single entry point for employability support.
- 4.4.6 Work has begun to develop a pilot programme that will support prison leavers prior to and following their release, to include housing, welfare benefits and employability support. Accredited training in key employment sectors continues to be offered with further courses planned in health and social care, construction, health and safety, security, hospitality and customer service.
- 4.4.7 We continue to facilitate key forums focussing on tackling poverty including the internal Poverty Forum which is currently developing actions around the themes of Employability, Financial Inclusion and Data Sharing, the Swansea Poverty Partnership Forum and the Financial Inclusion Steering Group.
- 4.4.8 Plans are in place to carry out a Financial Inclusion review and Employability Support review to ensure there is appropriate accessible support, advice, guidance and coordination of resources to best meet the needs of citizens.

#### *4.5 Transformation & future Council development*

- 4.5.1 Progress continues to be made towards delivering the Corporate Plan Well-being Objectives. The revised Sustainable Swansea programme continues to deliver in Quarter 1 with:
- Digital: 50% of the Digital projects are already complete, enabling new ways of working and efficiency across the Council. The shift to digital channels continues to increase as demonstrated in the performance indicators CUST2a and b above, with more people choosing digital first. The Digital Inclusion Strategy is underway and will be completed by September.
  - Future Council: Areas of the organisational development strategy are now being delivered after months of development work, e.g. new cohorts of management training. Work also continues on the Well-being of Future Generations and corporate strategy. The Scrutiny Inquiry into Equalities and Diversity delivered its findings. Overall the report was positive however, there were several recommendations which are now being incorporated into the Council's future work plan and Strategic Equality Plan. Cabinet and senior managers have met to discuss the long-term strategic opportunities around regionalisation and shared services. Commercial opportunities continue to be monitored and pursued in line with the commercial plan.
  - Transformation: New re-shaping reviews are underway alongside new models of delivery and continuous improvement projects. These new areas are in addition to the 17 commissioning reviews and 4 cross-cutting reviews already in flight. Senior managers have also undertaken

a review of potential radical long-term options. Although progress on the delivery of savings shows an improvement in Quarter 1 compared to the same period last year the indicator FINA6 remains red. Directors, Corporate Management Team and Cabinet Members are delivering remedial actions to ensure overall net expenditure is held within the current budget as set by Council. New governance arrangements are in place to seek assurance around financial sustainability and that planned savings will be achieved. Projects to increase public engagement continue to develop including webcasting within the Council Chamber and the corporate co-production strategy. Further developments to Welsh Language delivery continue to be made with a review of training provision during the period.

#### *4.6 Maintaining and enhancing Swansea's natural resources and biodiversity*

4.6.1 Maintaining and enhancing Swansea's Natural Resources and Biodiversity is a new corporate priority adopted mid-year in October 2018 for which nearly all performance indicators are measured annually for the period 2019/20. The municipal waste recycling figures reported a quarter in arrears show that an upward trend was achieved over the course of 2018/19 and whilst marginally below target a further improvement is expected following the recent introduction of new recycling campaign.

4.6.2 Swansea is one of the most ecologically rich and diverse counties in the UK. Its unique variety of habitats and species and wonderful range of parks, greenspaces, nature reserves, beaches and landscapes needs to be maintained, enhanced and sustainably managed for the benefit of everyone now and into the future. The Council has a duty to maintain and enhance this biodiversity across all its services, reduce its carbon footprint and improve knowledge and understanding of the natural environment, thus benefitting health and well-being.

4.6.3 To this end we have been working with partners to develop a Green Infrastructure Strategy for Swansea and develop and implement opportunities to enhance biodiversity and improve ecological connectivity. We have identified initiatives that will increase Swansea's urban tree canopy cover and are in the process of preparing a Council tree policy. Recent negative public reaction to tree felling on public and private land is testimony to the value that Swansea residents attach to trees. Unfortunately a substantial number of trees will need to be felled across the County over the next few years due to Ash Dieback - a disease which destroys trees and for which there is no cure. This means the planting of new trees will become increasingly important and steps have already been taken to support this planting through partnership working with Swansea Trees, the Woodland Trust, Trees for Cities and volunteers.

4.6.4 The Local Biodiversity Action Plan is under review and we continue to develop and deliver the Nature Recovery Action Plan, for example, by working with Education to support schools to enhance their grounds for biodiversity. Primary schoolchildren have been provided with the opportunity to access and learn about their natural environment and

there have been a number of public events held to improve awareness and understanding of our natural environment.

- 4.6.5 Actions have been taken that help to control invasive non-native species and there have been enhancements to greenspace as part of an environmental works programme to meet our commitment to the Welsh Housing Quality Standard. We continue to minimise our use of non-recyclable products and materials, and recycle more waste.
- 4.6.6 Ongoing commitments include working towards creating a low carbon economy, which promotes renewable energy and taking actions to reduce our carbon footprint. We also continue to participate in and support Low Carbon Swansea initiatives and deliver a programme of wildflower planting and management.
- 4.6.7 Planned actions over the course of this year include beginning to map existing Green Infrastructure assets and ecosystem service provision and identifying areas which provide the best opportunities for improvement. We also plan to undertake a preliminary biodiversity audit of Council owned land and where possible will be seeking to manage our corporate assets for the benefit of biodiversity and natural resources. This supports ongoing work towards improving access to and maintaining the quality of our parks and greenspaces and engaging with local communities to encourage volunteering and to support them taking action to enhance and maintain their local greenspaces and wildlife sites.

## **5. Considerations**

- 5.1 When making comparisons between previous quarters and 2018/19, 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. 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.
- 6.1.1 Our Equality Impact Assessment (EIA) process ensures that we have paid due regard to the above.
- 6.1.2 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. 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. Legal Implications**

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

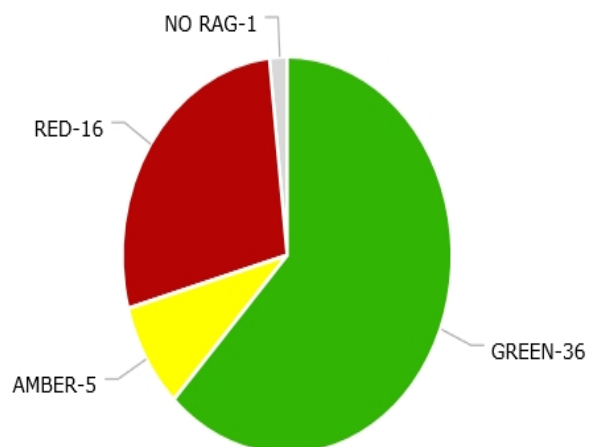
**Background Papers:** None.

**Appendices:** Appendix A – Quarter 1 2019/20 Performance Monitoring Report.

## Corporate Performance Management Report Q1 2019/2020

### Performance against Target - Overall Council Summary

2019/2020 Quarter 1

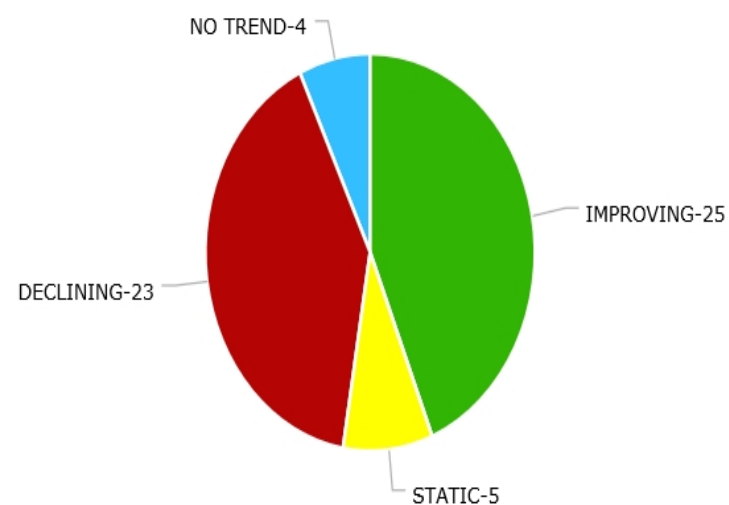


#### Performance against the target:

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

### Performance compared to same Period of previous year

2019/2020 Quarter 1

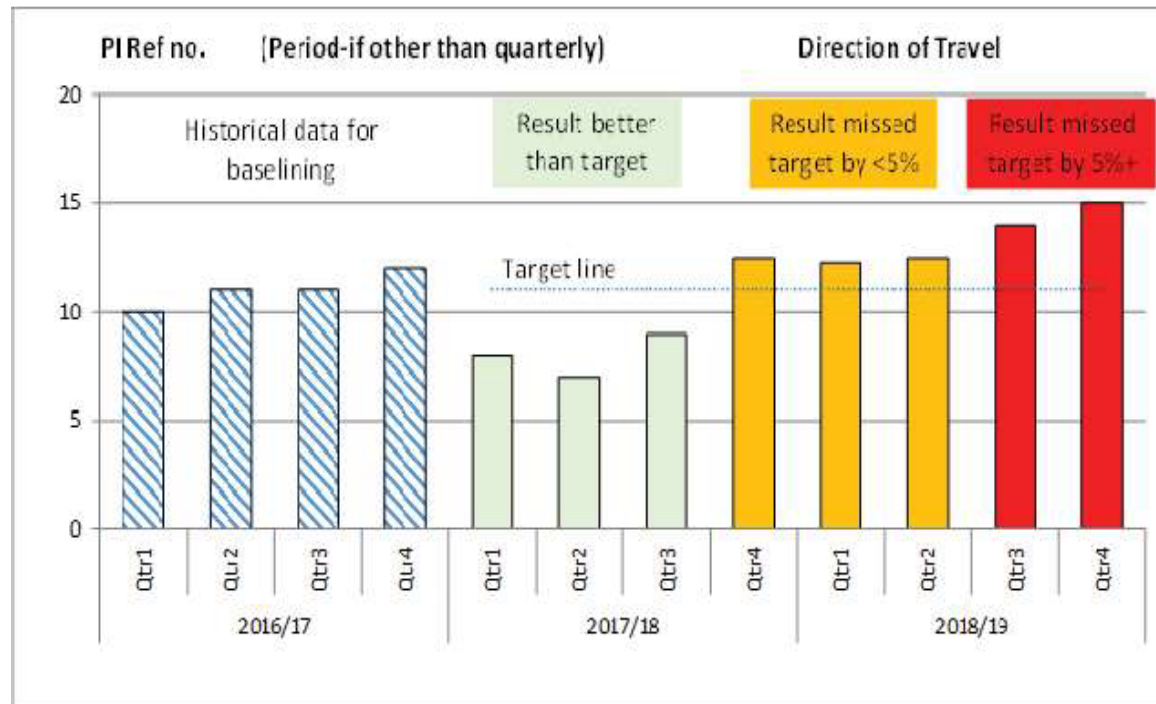


#### Performance compared to the same period of the previous year:

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



# KEY TO GRAPHS



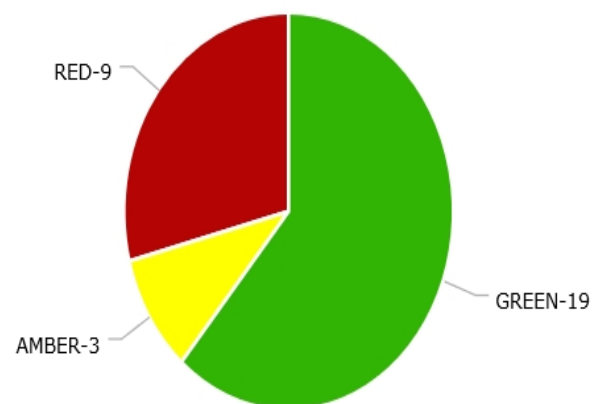
It is difficult to judge whether the continued reduced rate of take up of corporate safeguarding training reflects non compliance with a mandatory training requirement or simply that the numbers of new staff for whom training is required is much lower than in the past. Improvements to the corporate training database to develop a better understanding are scheduled but are unlikely to be implemented this financial year.

Performance in children services remains strong despite high levels of demand that are impacting on capacity to meet the Council's challenging stretch targets. Looked after children numbers have levelled off and are expected to begin reducing again this year.

Adult services performance is similarly impacted by both increased demand and the increasing complexity of that demand. The most obvious area of concern remains the availability of timely recourse to personal care for individuals at home and the consequent impact on delayed transfers of care for individuals from hospital back into the community.

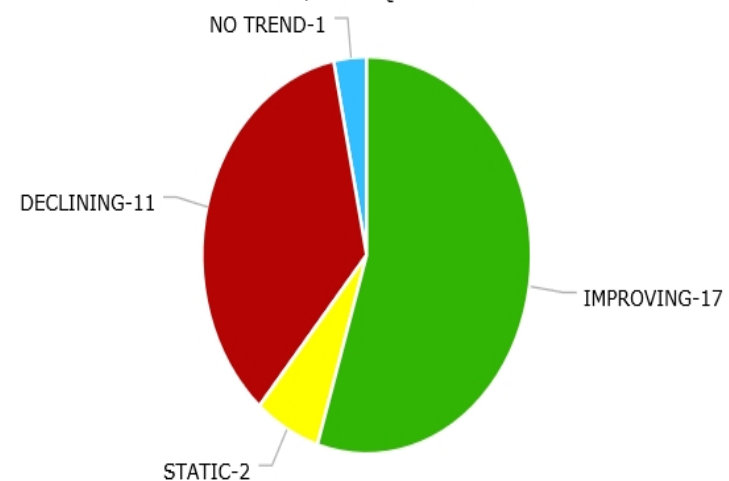
### Performance against Target

2019/2020 Quarter 1


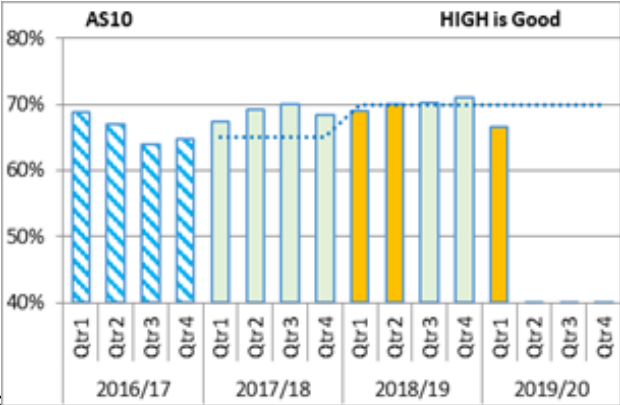
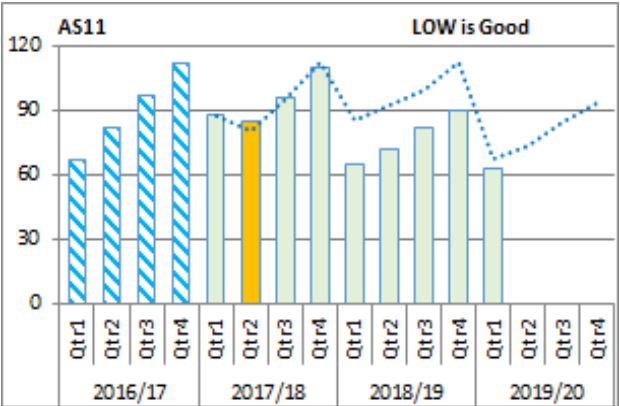


### Performance compared to same Period of previous year

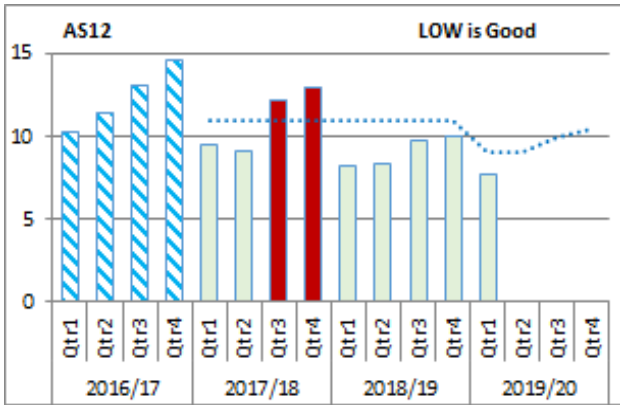
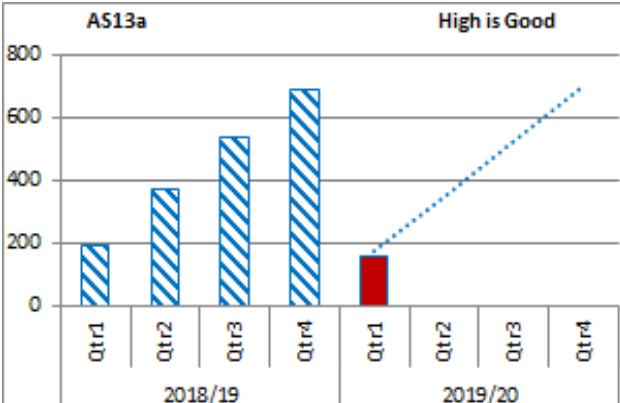
2019/2020 Quarter 1





## Safeguarding 17-22

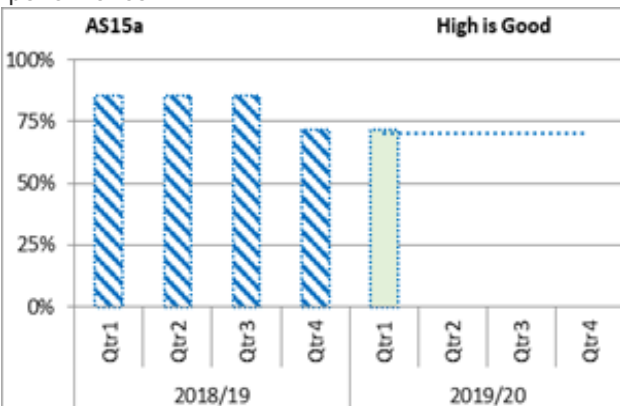
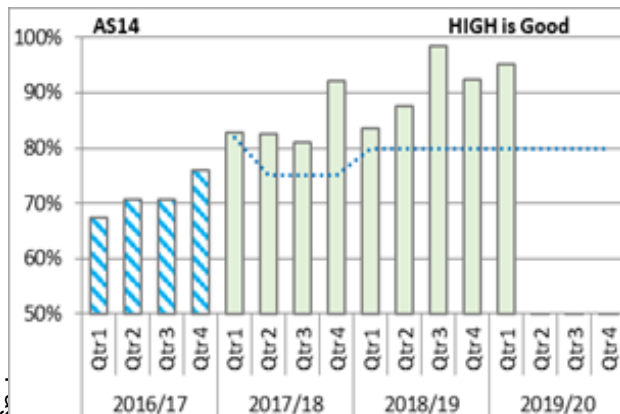
Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
<b>AS10</b>  Percentage of annual reviews of care and support plans completed in adult services	RAG	GREEN	AMBER	AMBER	There continues to be variation across teams. Some teams have improved but there is a cumulative impact of a number of teams performing below their typical rate. To address this issue a reviewing team is going to be established as part of the Adult Services restructure.
 <p><b>AS10</b> <b>HIGH is Good</b></p>	Result	67.37%	68.98%	66.65%	
	Target	65.00%	70.00%	70.00%	
	Trend	DECLINING	IMPROVING	DECLINING	
	Num	4105	4058	3621	
	Den	6093	5883	5433	
<b>AS11</b>  Rate of adults aged 65+ receiving care and support to meet their well-being needs per 1,000 population	RAG	GREEN	GREEN	GREEN	
 <p><b>AS11</b> <b>LOW is Good</b></p>	Result	87.70	64.78	62.74	
	Target	88.00	86.00	68.00	
	Trend	DECLINING	IMPROVING	IMPROVING	
	Num	4141	3080	2983	
	Den	47220	47549	47549	

# Safeguarding 17-22


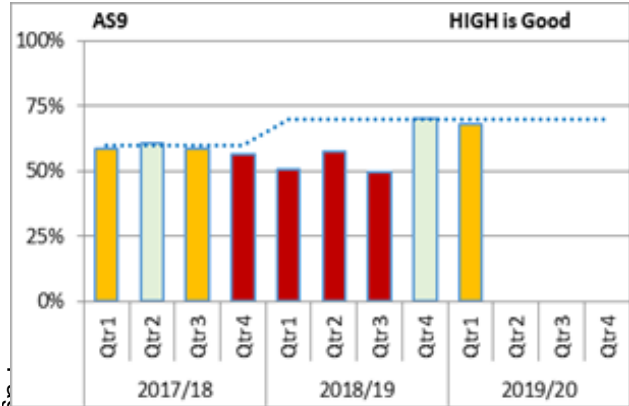

Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
<p>AS12 ↴</p> <p>Rate of adults aged 18-64 receiving care and support to meet their well-being needs per 1,000 population</p>  <p>AS12 LOW is Good</p>	<p>RAG</p> <p>Result</p> <p>Target</p> <p>Trend</p> <p>Num</p> <p>Den</p>	<p>GREEN</p> <p>9.47</p> <p>11.00</p> <p>IMPROVING</p> <p>1420</p> <p>149958</p>	<p>GREEN</p> <p>8.28</p> <p>9.00</p> <p>IMPROVING</p> <p>1248</p> <p>150659</p>	<p>GREEN</p> <p>7.74</p> <p>9.00</p> <p>IMPROVING</p> <p>1166</p> <p>150659</p>	<p>Improved signposting at our Front Door, i.e. to 3rd Sector. Potential intervention from Local Area Coordinators keeping potential clients from our front door.</p> <p>-9.3%</p> <p>-9.3%</p>
<p>AS13a ↱</p> <p>Number of carers (aged 18+) who received a carer's assessment in their own right during the financial year</p>  <p>AS13a High is Good</p>	<p>RAG</p> <p>Result</p> <p>Target</p> <p>Trend</p> <p>Num</p> <p>Den</p>		<p>197</p> <p>No data</p> <p>197</p>	<p>RED</p> <p>160</p> <p>175</p> <p>DECLINING</p> <p>160</p>	<p>Whilst carers' assessments are being offered, it a carer's right to decline an assessment. However, we are trying to encourage and change the language of the offer to carers to try to improve take up</p> <p>-18.8%</p> <p>-18.8%</p>

# Safeguarding 17-22

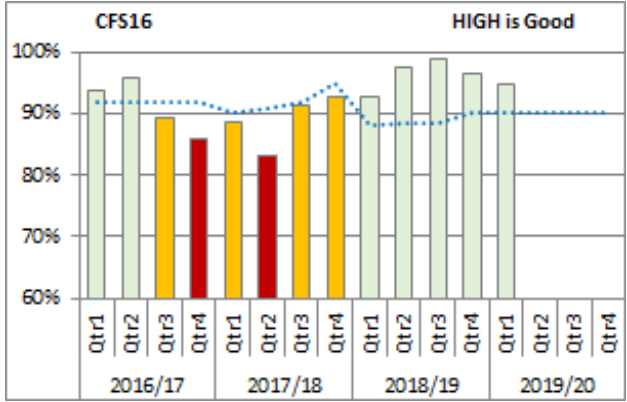
Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
<b>AS14</b>  The percentage of people who have completed reablement who were receiving less care or no care 6 months after the end of reablement.	RAG	GREEN	GREEN	GREEN	
	Result	82.79%	83.57%	95.10% +13.8%	
	Target	82.00%	80.00%	80.00%	
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	202	117	136 +16.2%	
	Den	244	140	143 +2.1%	
<b>AS15a</b>  The percentage of quantitative statutory performance indicators where performance is broadly maintained (within 5%) or improving compared to previous year's performance	RAG			GREEN	The ongoing challenge in relation to capacity to meet Domiciliary Care is impacting the performance of the Service
	Result		85.71%	71.43% -18.5%	
	Target			70.00%	
	Trend		No data	DECLINING	
	Num		6	5 -18.5%	
	Den		7	7	



# Safeguarding 17-22


Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
<div>AS9 </div> <div>The percentage of Deprivation of Liberty Safeguarding (DoLS) Assessments completed in 21 days or less.</div> <div></div>	RAG	AMBER	RED	AMBER	We are showing a significant & sustained improvement in performance and it looks likely to continue due to the revised organisational arrangements.
	Result	58.60%	50.60%	67.88% <div>+34.1%</div>	
	Target	60.00%	70.00%	70.00%	
	Trend	DECLINING	DECLINING	IMPROVING	
	Num	246	243	262 <div>+7.8%</div>	
	Den	420	480	386 <div>-19.6%</div>	
<div>FS11 </div> <div>The number of children on the Local Authority's Child Protection Register (CPR) at end of the period</div> <div>NO GRAPH DISPLAYED - FIRST YEAR OF FULL REPORTING</div>	RAG			GREEN	
	Result		252	231 <div>-8.3%</div>	
	Target			260	
	Trend		No Data	IMPROVING	
	Num		252	231 <div>-8.3%</div>	
	Den				

Safeguarding 17-22

Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
<div>CFS14 </div> <div>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.</div> <div></div>	RAG	GREEN	GREEN	GREEN	
	Result	100.00%	100.00%	100.00%	
	Target	100.00%	100.00%	100.00%	
	Trend	STATIC	STATIC	STATIC	
	Num	555	362	295	-18.5%
	Den	555	362	295	-18.5%
<div>CFS16 </div> <div>The percentage of initial core group meetings held within 10 working days of the initial child protection conference.</div> <div></div>	RAG	AMBER	GREEN	GREEN	This indicator remains above target. Performance in this area is exceptional and a small decrease is not a concern.
	Result	88.79%	92.71%	94.90%	+2.4%
	Target	90.00%	89.00%	90.00%	+1.1%
	Trend	DECLINING	IMPROVING	IMPROVING	
	Num	95	89	93	+4.5%
	Den	107	96	98	+2.1%




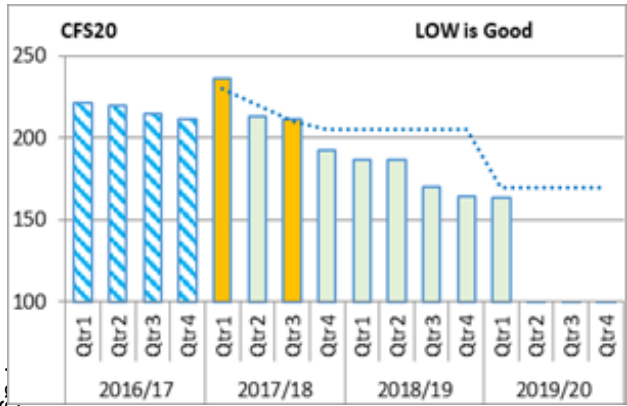

## Safeguarding 17-22

Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
<b>CFS18</b>  The rate of looked after children (LAC) per 10,000 of the 0-17 Swansea population at end of the period.	RAG	GREEN	GREEN	RED	The looked after population remains a challenge, however progress is positive and the measures put in place to progress the safe LAC reduction strategy are beginning to impact. Performance is still favourable on a national basis.
	Result	104.62	108.52	116.34	
	Target	110.00	109.00	110.00	
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	492	513	549	
	Den	47026	47272	47189	
					
<b>CFS19</b>  The rate of children on the Local Authority's Child Protection Register per 10,000 of the 0-17 Swansea population.	RAG	GREEN	GREEN	GREEN	
	Result	54.23	53.31	48.95	
	Target	60.00	55.00	55.00	
	Trend	DECLINING	IMPROVING	IMPROVING	
	Num	255	252	231	
	Den	47026	47272	47189	
					



# Safeguarding 17-22

Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
<p>CFS19a <span>⬆</span></p> <p>The percentage of visits to children on the Child Protection Register (CPR) which were not overdue.</p> <p>NO GRAPH DISPLAYED - FIRST YEAR OF FULL REPORTING</p>	RAG			GREEN	<p>This is a significant improvement and one of the indicators identified as requiring improvement from last year's CIW inspection.</p>
	Result		48.78%	95.77% +96.3%	
	Target			90.00%	
	Trend		No Data	IMPROVING	
	Num		120	204 +70.0%	
	Den		246	213 -13.4%	
<p>CFS2 <span>⬇</span></p> <p>The number of Looked After Children (LAC) at end of the period.</p> <p>NO GRAPH DISPLAYED - FIRST YEAR OF FULL REPORTING</p>	RAG			RED	<p>The looked after population remains a challenge, however progress is positive and the measures put in place to progress the safe LAC reduction strategy are beginning to impact. Performance is still favourable on a national basis.</p>
	Result		513	549 +7.0%	
	Target			520	
	Trend		No data	DECLINING	
	Num		513	549 +7.0%	
	Den				



# Safeguarding 17-22

Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
<b>CFS20</b>  The rate of Children in Need (CiN) with a care and support plan per 10,000 of the 0-17 Swansea population at end of the period.	RAG	AMBER	GREEN	GREEN	The impact of the front door arrangements and the development of the what matters conversation and diversion shows signs of embedding
	Result	236.46	186.58	163.81	-12.2%
	Target	230.00	205.00	170.00	-17.1%
	Trend	DECLINING	IMPROVING	IMPROVING	
	Num	1112	882	773	-12.4%
	Den	47026	47272	47189	-0.2%
					
<b>CFS20a</b>  The number of Children in Need (CiN) with a care and support plan at end of the period.	RAG			GREEN	
	Result		882	773	-12.4%
	Target			800	
	Trend		No Data	IMPROVING	
	Num		882	773	-12.4%
	Den				
NO GRAPH DISPLAYED - FIRST YEAR OF FULL REPORTING					

Safeguarding 17-22

Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
<div>CFS23a </div> <div>The percentage of contacts to the Child &amp; Family IAA (Information, Advice and Assistance) Hub that are subsequently passed on for formal assessment.</div> <div>NO GRAPH DISPLAYED - FIRST YEAR OF FULL REPORTING</div>	RAG			RED	Performance is very close to target and demonstrates the success of the IAA pilot. It is unlikely that this indicator will improve prior to the remodelling of early help.
	Result		12.60%	10.77%	
	Target			10.00%	
	Trend		No Data	IMPROVING	
	Num		362	295	
	Den		2872	2740	
<div>CFS23b </div> <div>The number of contacts to the Child &amp; Family IAA (Information, Advice and Assistance) Hub that are subsequently passed on for formal assessment.</div> <div>NO GRAPH DISPLAYED - FIRST YEAR OF FULL REPORTING</div>	RAG			RED	This is a very challenging target and is unlikely to improve prior to the remodelling of early help services.
	Result		362	295	
	Target			150	
	Trend		No Data	IMPROVING	
	Num		362	295	
	Den				

Safeguarding 17-22

Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
<div>CFS23c </div> <div>The percentage of referrals to Child &amp; Family Services that were received with 12 months of the previous referral.</div> <div>NO GRAPH DISPLAYED - FIRST YEAR OF FULL REPORTING</div>	RAG			GREEN	
	Result		13.54%	11.53%	-14.9%
	Target			15.00%	
	Trend		No Data	IMPROVING	
	Num		49	34	-30.6%
	Den		362	295	-18.5%
<div>CFS24 </div> <div>The total number of children with a care and support plan at the end of the period.</div> <div>NO GRAPH DISPLAYED - FIRST YEAR OF FULL REPORTING</div>	RAG			GREEN	
	Result		1623	1533	-5.5%
	Target			1600	
	Trend		No Data	IMPROVING	
	Num		1623	1533	-5.5%
	Den				


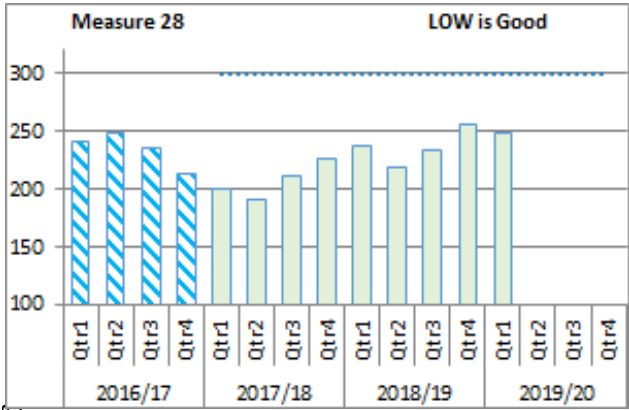

# Safeguarding 17-22

Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
Measure 18 <span>⬆</span> The percentage of adult protection enquiries completed within 7 days	RAG	GREEN	GREEN	GREEN	Whilst there is a slight variation in performance, the performance in this area remains strong.
<p><b>Measure 18</b> <b>HIGH is Good</b></p>	Result	92.92%	97.32%	94.88%	
	Target	90.00%	90.00%	90.00%	
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	302	291	241	
	Den	325	299	254	
Measure 19 (PAM025) <span>⬇</span> The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	RAG	GREEN	RED	RED	Delayed Transfers of Care continue due to a lack of providers' availability. However, recommissioning of providers is ongoing which will improve the situation as well as the regional work of hospital to home will hopefully improve the situation.
<p><b>Measure 19</b> <b>LOW is Good</b></p>	Result	0.92	1.69	2.82	
	Target	1.00	1.50	1.50	
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	20	37	62	
	Den	21672	21956	21956	

## Safeguarding 17-22

Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
Measure 24 (PAM028) <span>⬆</span> The percentage of assessments completed for children within statutory timescales	RAG	RED	AMBER	RED	This area continues to present challenges due to the number of assessments being undertaken and the number of follow up assessments. A specific piece of work is underway focusing on ensuring that assessments are proportionate.
<p><b>Measure 24</b> <b>HIGH is Good</b></p> <p>100% 80% 60% 40% 20% 0%</p> <p>Qtr1 Qtr2 Qtr3 Qtr4 Qtr1 Qtr2 Qtr3 Qtr4 Qtr1 Qtr2 Qtr3 Qtr4 Qtr1 Qtr2 Qtr3 Qtr4</p> <p>2016/17 2017/18 2018/19 2019/20</p>	Result	76.22%	86.41%	78.28% -9.4%	
	Target	86.00%	90.00%	90.00%	
	Trend	DECLINING	IMPROVING	DECLINING	
	Num	250	178	191 +7.3%	
	Den	328	206	244 +18.4%	
Measure 27 <span>⬇</span> The percentage of re-registrations of children on local authority Child Protection Registers (CPR) at end of the period.	RAG			RED	This is a focus for the service and we are beginning to see a small improvement in performance. Remedial action is being taken in terms of ensuring robust plans are in place that are sustainable going forward when a family has exited Child & Family Services.
NO GRAPH DISPLAYED - FIRST YEAR OF FULL REPORTING	Result		24.21%	22.51% -7.0%	
	Target			20.00%	
	Trend		No Data	IMPROVING	
	Num		61	52 -14.8%	
	Den		252	231 -8.3%	

Safeguarding 17-22


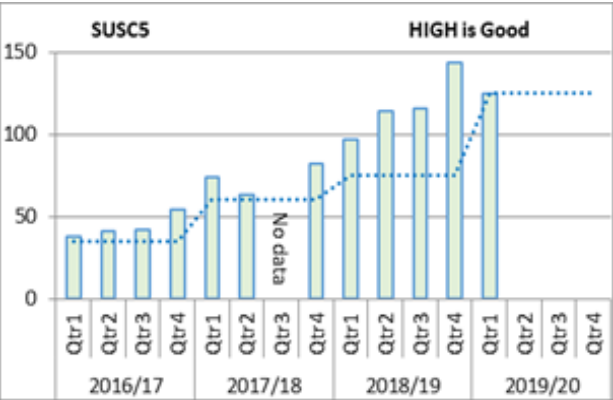



Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
<div>Measure 28 </div> <div>The average length of time for all children who were on the Child Protection Register (CPR) during the period</div> <div><p>Measure 28</p><p>LOW is Good</p><p>300</p><p>250</p><p>200</p><p>150</p><p>100</p><p>Qtr1 Qtr2 Qtr3 Qtr4</p><p>2016/17 2017/18 2018/19 2019/20</p></div>	RAG	GREEN	GREEN	GREEN	
	Result	199.00	247.73	248.34	+0.2%
	Target	300.00	300.00	300.00	
	Trend	DECREASING	INCREASING	INCREASING	
	Num	22330	20314	26076	+28.4%
	Den	112	82	105	+28.0%
<div>PAM029 (Measure 33) </div> <div>Percentage of Looked After Children (LAC) at end of the period who have had three or more placements during the year (formerly SCC004)</div> <div>NO GRAPH DISPLAYED - FIRST YEAR OF FULL REPORTING</div>	RAG			GREEN	No comment submitted
	Result		11.31%	11.66%	+0.2%
	Target			12.00%	
	Trend		No Data	DECLINING	
	Num		58	64	+0.2%
	Den		513	549	+0.2%



## Safeguarding 17-22

Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
<b>SAFE27</b> Total number of staff who have completed the corporate mandatory safeguarding awareness training (excludes school based staff)	RAG	RED	GREEN	RED	14 staff completed both adult and child e-learning modules: 36 staff completed one e-learning module: 10 staff completed face to face training. Results from e-learning and Oracle. This course has been reinforced as "Mandatory training".
	Result	176	201	60 -70.1%	
	Target	200	175	175	
	Trend	No Data	IMPROVING	DECLINING	
	Num	176	201	60 -70.1%	
	Den				
<b>SAFE8b</b> Percentage of Elected Members who have received training in safeguarding vulnerable people	RAG	GREEN	AMBER	GREEN	All elected Members have received Safeguarding Training. Target achieved.
	Result	47.22%	81.90%	100.00% +22.0%	
	Target	25.00%	85.00%	100.00% +17.6%	
	Trend	No Data	IMPROVING	IMPROVING	
	Num	34	59	72 +22.0%	
	Den	72	72	72	

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Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
<div>SUSC5 </div> <div>The number of new introductions recorded by Local Area Coordinators</div> <div></div>	RAG	GREEN	GREEN	GREEN	
	Result	74 	97 	125 	+28.9%
	Target	60	75	125	+66.7%
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	74	97	125	+28.9%
	Den				

Swansea's performance was above the expected benchmark level at key stage 4. 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.

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 number 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.

Attendance in Swansea remains comparatively high.

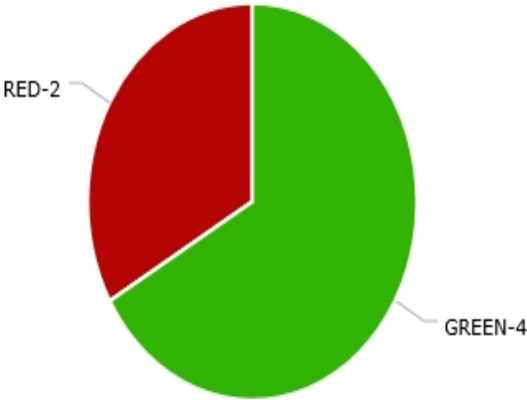
Partneriaeth Sgiliau Abertawe/Swansea Skills Partnership (PSA) meets regularly and has two, clear workstreams - digital capacity and advice, information and guidance for vocational education and careers.

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.

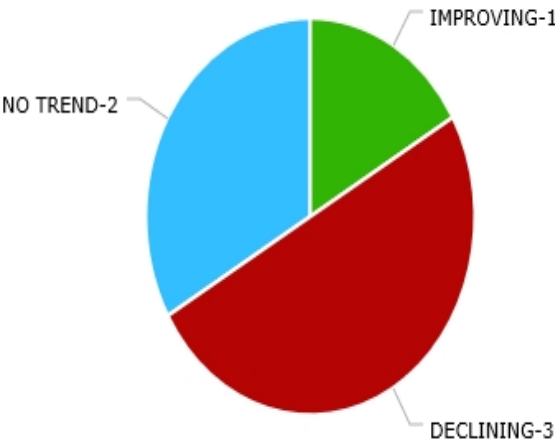
Measures of inclusion such as attendance, exclusions and numbers of learners who are educated otherwise than at school continues to be monitored.

There is an increasing emphasis on progress made and value added within a more localised curriculum and service offer.


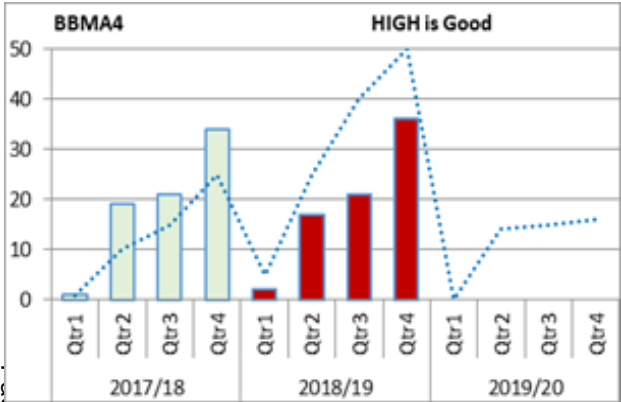

Performance against Target  
2019/2020 Quarter 1



Performance compared to same Period of previous  
year  
2019/2020 Quarter 1

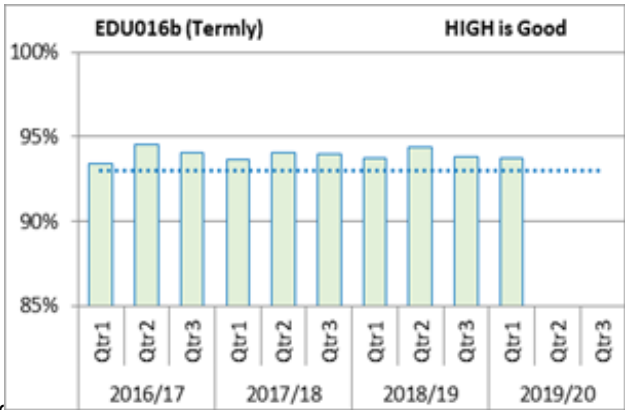
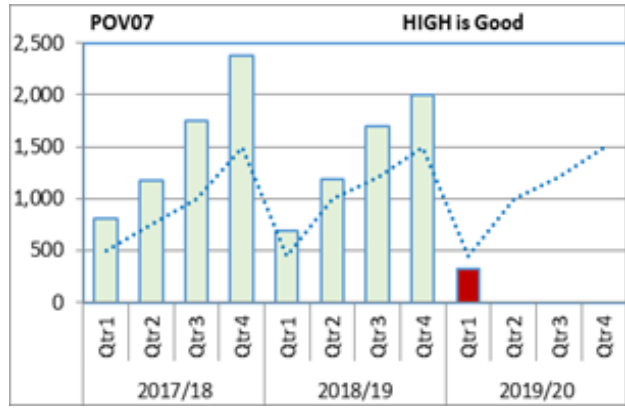


## Education & Skills 17-22

Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
<b>BBMA4</b>  The number of apprenticeships or trainee starts in the Council  	RAG	GREEN	RED	GREEN	Whilst targets are lower this year, owing to the current financial climate, we envisage that numbers will increase throughout the year.
	Result	1	2	0	
	Target	1	5	0	
	Trend	No Data	IMPROVING	DECLINING	
	Num	1	2	0	
	Den				
<b>EDU015a</b>  The percentage of final statements of Special Education Need (SEN) issued within 26 weeks including exceptions  NO GRAPH DISPLAYED - FIRST YEAR OF FULL REPORTING	RAG			GREEN	
	Result			8.16%	
	Target			5.00%	
	Trend			No Data	
	Num			4	
	Den			49	



## Education & Skills 17-22

Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
EDU016b (PAM008) <span>⬆</span> Percentage of pupil attendance in secondary schools	RAG	GREEN	GREEN	GREEN	Secondary school attendance is lower by 0.03% points in comparison to the same time in the previous year. In order to improve, consistent use of the attendance pack (guidance and resources) for secondary schools will be monitored further.
 <p>EDU016b (Termly) HIGH is Good</p>	Result	93.65%	93.74%	93.71%	
	Target	93.00%	93.00%	93.00%	
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	1407576	1161814	1491975	+28.4%
	Den	1503075	1239349	1592089	+28.5%
POV07 <span>⬆</span> The number of training and employment person weeks created by BBM for unemployed and economically inactive.	RAG	GREEN	GREEN	RED	There has been a delay in the start of a number of new projects, which has reduced the opportunities available for training and work.
 <p>POV07 HIGH is Good</p>	Result	806	688	326	
	Target	500	450	450	
	Trend	No Data	DECLINING	DECLINING	
	Num	806	688	326	-52.6%
	Den				



The vast majority of targets have been met this quarter. However, the Percentage of all major applications with an economic imperative that are approved has missed target owing to 2 applications that were unjustified development in the countryside and within a floodplain respectively. Negotiation would not have resulted in a positive outcome as the schemes were unacceptable in principle. A new PI, EC7, has been added for 2019/20 and it was very pleasing to see this PI, which measures the average turnaround time for land charge searches completed in the period, over-achieving against the target. This is a new area of work for the Planning & City Regeneration Service following the commissioning review.

Turning to the major regeneration priorities, Swansea Central Phase 1 has made excellent progress with the start of the enabling works contract. The main contract will be awarded subject to Cabinet approval in Q2. The Kingsway infrastructure project continues to make good progress on site, and the multi-disciplinary consultants appointed for the Employment Hub building have now completed Stage 2 of their design process. We envisage a planning application will be submitted later this year. At Hafod Copperworks, the HLF Stage 2 Powerhouse project procurement is underway. The Morfa bascule lifting bridge repair programme has also commenced. Further discussions have taken place with the Skyline project team and a board decision is envisaged in Quarter 2. The Mariner Street student development works contract finally commenced on site which, on completion, will have a major effect on footfall at High Street. The Felindre inward investment being delivered by DpD is making excellent progress on site and is due for completion in Q3. Preparations are in hand to progress the marketing exercise for strategic development sites which has seen an encouraging response to the Council's initial PIN notice.

Quarter 1 saw us celebrate the reopening of the newly refurbished Plantasia, following a £1m capital investment by our operating partners Parkwood Leisure. This work took place as part of our long term sustainability strategy for leisure and recreation, which also includes the city's Leisure Centres benefiting from a £5m capital investment, currently underway. In relation to this, as a result of collaboration with Education, further investment was also secured for Cefn Hengoed's community and leisure facilities and a work programme agreed accordingly. Over the course of the forthcoming year work initiated this quarter will come to fruition and be reported on as it unfolds. Continuing the celebratory theme, the Council is leading on celebrating Swansea's 50th anniversary of city status, the celebration of which was launched, with partners, at the Liberty Stadium, with a new brand and programme rolled out across the city, including street dressing, community events, theatre productions, and a Royal Visit during the first week of July. Our annual programme of events continued to grow as Croeso Festival opened the season with Welsh music and dance and street food, which was further enhanced in May with the second - and largest yet - Pride Festival taking place alongside the Street Food Festival. May also saw our annual Tourism Summit taking place, which was better attended than ever and our key messages and campaign news was well received by our partners in the tourism and hospitality industry, all of whom buy into and benefit from our strategic marketing campaigns to raise the profile of and drive visits to the destination. This work is invaluable to the business case for Skyline and other developments and we continued to work with partners to ensure the data and case for investment is robust. Ongoing activities to promote artist involvement in the city centre regeneration continues, helping secure the planning consent for Phase 1 of Swansea Central and we continue to deliver on wider regeneration and tackling poverty priorities, including the recruitment of apprentices and work placements in our theatre and museums - in partnership with Creative & Cultural Skills and Gower College. The quarter concluded with the announcement that our partnership with Race Council Cymru had secured a quarter million grant to invest in the creation of a cultural hub in the Arts Wing of the Grand Theatre, and the lead in to the Wales Airshow - which was delivered successfully to a larger audience than ever, with the inclusion of a special 50th night time event, prior to the delivery of the iconic 20th anniversary Stereophonics gig at Singleton Park to an audience of 35,000 plus. We will report further on this and the rest of the summer programme in the next quarter report.

The Council's More Homes Programme, focussed on providing new build Council housing, continues to move 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 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

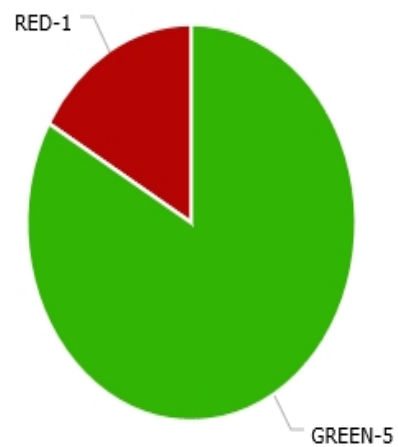
bricks to support biodiversity.

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.

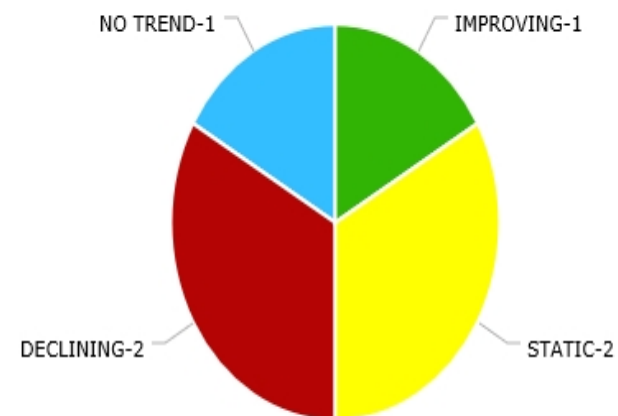
2 new family homes are also being developed in West Cross as part of a refurbishment of a former social services building and a further 24 homes are planned for a new development in Hill View Crescent & Beacons View Road in Clase, where a piece of land has been identified as suitable for 25 new 3 Bedroom Houses. 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**  
2019/2020 Quarter 1









**Performance compared to same Period of previous year**  
2019/2020 Quarter 1





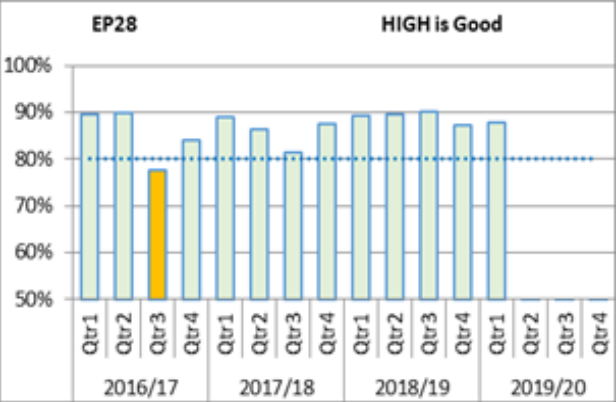
# Economy & Infrastructure 17-22

Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020																													
BBMA1	RAG	GREEN	GREEN	GREEN																														
The number of projects with social benefit clauses and Beyond Bricks & Mortar in their contracts	Result	3	5	5																														
<table><caption>BBMA1</caption><tr><th colspan="4">HIGH is Good</th></tr><tr><th>Qtr1</th><th>Qtr2</th><th>Qtr3</th><th>Qtr4</th></tr><tr><td>2017/18</td><td>3</td><td>6</td><td>12</td><td>19</td></tr><tr><td>2018/19</td><td>5</td><td>12</td><td>12</td><td>20</td></tr><tr><td>2019/20</td><td>5</td><td>12</td><td>12</td><td>20</td></tr></table>	HIGH is Good				Qtr1	Qtr2	Qtr3	Qtr4	2017/18	3	6	12	19	2018/19	5	12	12	20	2019/20	5	12	12	20	Target	2	4	5	+25.0%						
	HIGH is Good																																	
	Qtr1	Qtr2	Qtr3	Qtr4																														
	2017/18	3	6	12	19																													
2018/19	5	12	12	20																														
2019/20	5	12	12	20																														
Trend	No Data	IMPROVING	STATIC																															
Num	3	5	5																															
Den																																		
EC2	RAG	GREEN	GREEN	RED	Two major applications were refused as unjustified development in the countryside and within a floodplain respectively. Negotiation would not have resulted in a positive outcome as the schemes were unacceptable in principle.																													
The Percentage of all major applications with an economic imperative that are approved	Result	100.00%	100.00%	60.00%		-40.0%																												
<table><caption>EC2</caption><tr><th colspan="4">HIGH is Good</th></tr><tr><th>Qtr1</th><th>Qtr2</th><th>Qtr3</th><th>Qtr4</th></tr><tr><td>2016/17</td><td>75%</td><td>90%</td><td>90%</td><td>90%</td></tr><tr><td>2017/18</td><td>90%</td><td>90%</td><td>90%</td><td>90%</td></tr><tr><td>2018/19</td><td>90%</td><td>90%</td><td>90%</td><td>90%</td></tr><tr><td>2019/20</td><td>60%</td><td>60%</td><td>60%</td><td>60%</td></tr></table>	HIGH is Good					Qtr1	Qtr2	Qtr3	Qtr4	2016/17	75%	90%	90%	90%	2017/18	90%	90%	90%	90%	2018/19	90%	90%	90%	90%	2019/20	60%	60%	60%	60%	Target	85.00%	85.00%	90.00%	+5.9%
	HIGH is Good																																	
	Qtr1	Qtr2	Qtr3	Qtr4																														
	2016/17	75%	90%	90%	90%																													
2017/18	90%	90%	90%	90%																														
2018/19	90%	90%	90%	90%																														
2019/20	60%	60%	60%	60%																														
Trend	IMPROVING	STATIC	DECLINING																															
Num	4	9	3	-66.7%																														
Den	4	9	5	-44.4%																														

## Economy & Infrastructure 17-22

Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
<b>EC5</b>  Amount of commercial floorspace (measured by sq m) created within the TRI (Targeted Regeneration Investment) Programme target areas to accommodate job creation	RAG		GREEN	GREEN	Multiple schemes currently on site.
	Result		0 	0 	
	Target		0	0	
	Trend		No Data	STATIC	
	Num		0	0	
	Den				
NO GRAPH DISPLAYED - NO STATISTICAL TREND AVAILABLE					
<b>EC6</b>  Number of new housing units created in TRI target areas as a result of Targeted Regeneration Investment (TRI) Programme funding.	RAG		GREEN	GREEN	Multiple schemes are currently on site
	Result		0 	4  +100%	
	Target		0	4 +100%	
	Trend		No Data	IMPROVING	
	Num		0	4 +100%	
	Den				
NO GRAPH DISPLAYED - NO STATISTICAL TREND AVAILABLE					

# Economy & Infrastructure 17-22

Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
<div>EC7 </div> <div>Average Turnaround Time for Land Charge Searches completed in the period</div> <div>NO GRAPH DISPLAYED - FIRST YEAR OF FULL REPORTING</div>	RAG			GREEN	
	Result		6.94	5.00	-28.0%
	Target			10.00	
	Trend		No Data	No Data	
	Num		6.94	5.00	-28.0%
	Den				
<div>EP28 </div> <div>The percentage of all planning applications determined within 8 weeks.</div> <div> <div> <div>EP28</div> <div>HIGH is Good</div>  </div> </div>	RAG	GREEN	GREEN	GREEN	<div>Minor fluctuation in timescales for determination is anticipated due to the day to day nature of individual applications submitted.</div>
	Result	88.84%	89.35%	87.69%	-1.9%
	Target	80.00%	80.00%	80.00%	
	Trend	DECLINING	IMPROVING	DECLINING	
	Num	422	470	463	-1.5%
	Den	475	526	528	+0.4%

We know that levels of poverty in Wales remain persistently high, particularly for working age people and those under 18 years of age and the risk of poverty has increased for working and workless households. In-work poverty where somebody in the household is working, is more common than workless poverty.

The roll out of cuts to the welfare system has had a significant impact on people experiencing poverty and people that are at risk of poverty. Across the UK and in Swansea we have seen a rise in the demand for foodbanks and an increase in rising debt including rent arrears.

Joseph Rowntree Foundation's Poverty in Wales report (2018) identifies that the drivers of rising poverty across the country are reductions to working age benefits, rising living costs, especially housing costs and poor quality work.

The Council is committed to reducing poverty and the impacts poverty has upon its citizens. We have been working with partners to implement the revised Poverty Strategy including working to establish a 'Swansea Poverty Truth Commission'. The Commission will bring together people with lived experience of poverty, with key decision makers. Together they will develop relationships and facilitate understanding and identification of issues that can be worked through to make change.

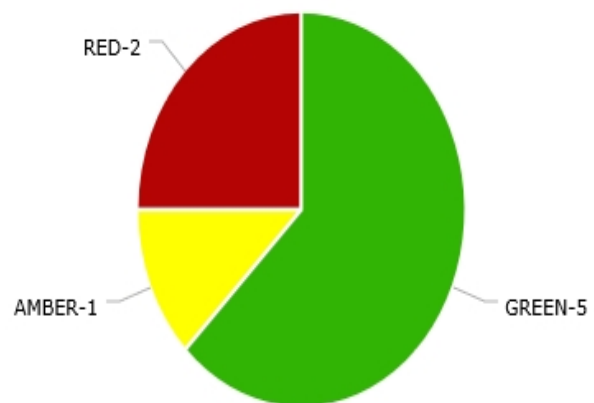
To help address the impacts of Welfare Reform, data is being utilised to target households with details of how to take up the Welsh Government's Child Care Offer. Plans are in place to target lone parents whose youngest child is between 3 and 4 years old with an offer of employability support, prior to the child turning 5 years old and triggering a potential loss of entitlement. There are also plans to utilise data to target a further cohort of households that could benefit from employment support via Swansea Working.

Swansea Working continues to be embedded into working practices across the Council to provide a single entry point for employability support. Work has begun to develop a pilot programme that will support prison leavers prior to and following their release, to include housing, welfare benefits and employability support. Accredited training in key employment sectors continues to be offered with further courses planned in health and social care, construction, health and safety, security, hospitality and customer service.

We continue to facilitate key forums focussing on tackling poverty including the internal Poverty Forum which is currently developing actions around the themes of Employability, Financial Inclusion and Data Sharing, the Swansea Poverty Partnership Forum and the Financial Inclusion Steering Group. Plans are in place to carry out a Financial Inclusion review and Employability Support review to ensure there is appropriate accessible support, advice, guidance and coordination of resources to best meet the needs of citizens.

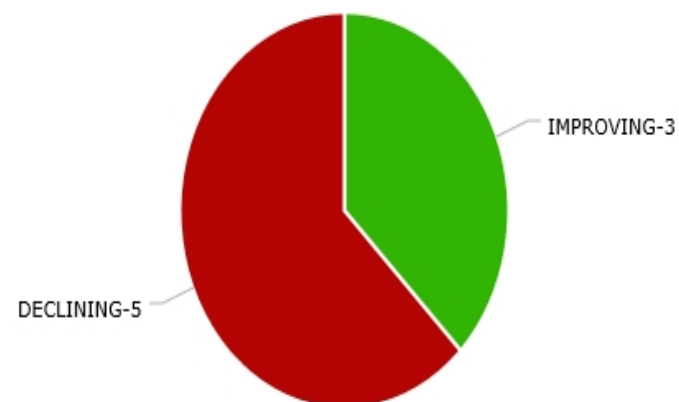
**Performance against Target**

2019/2020 Quarter 1



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

2019/2020 Quarter 1



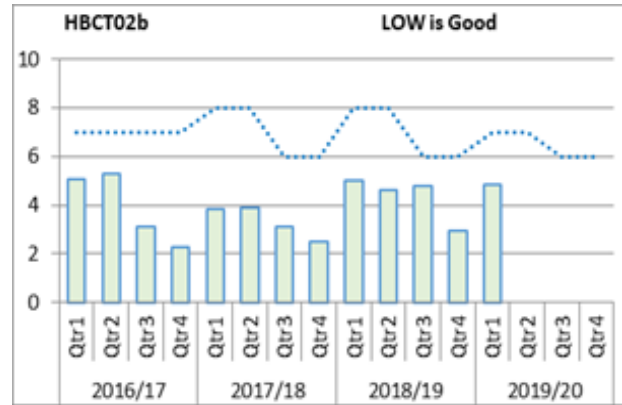




## Tackling Poverty 17-22

Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
<b>HBCT01a</b> ↴ Housing Benefit Speed of Processing: Average time for processing new claims.	RAG	GREEN	GREEN	GREEN	Outcome is higher than last year as expected due to reduced resources and changes in procedures designed to maximise CTR entitlement but still within target.
	Result	17.25	12.77	14.18	+11.1%
	Target	19.00	22.00	20.00	-9.1%
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	25484	7290	6993	-4.1%
	Den	1477	571	493	-13.7%
<b>HBCT01b</b> ↴ Housing Benefit Speed of Processing: Average time for processing notifications of change in circumstances.	RAG	GREEN	GREEN	GREEN	
	Result	6.06	7.80	4.92	-37.0%
	Target	7.00	8.00	7.00	-12.5%
	Trend	DECLINING	DECLINING	IMPROVING	
	Num	82434	87376	37413	-57.2%
	Den	13601	11196	7607	-32.1%




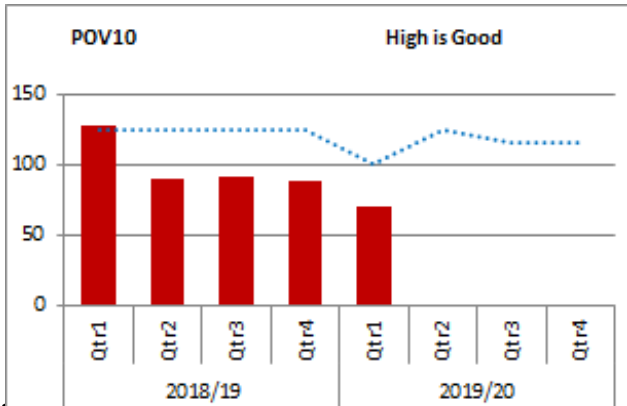



# Tackling Poverty 17-22

Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
<b>HBCT02a</b>  Council Tax Reduction Speed of Processing: Average time for processing new claims.	RAG	GREEN	GREEN	AMBER	Target is a stretch one for the whole year and it is expected that performance in year will improve from first quarter and trend back towards target by year end.
	Result	18.50	19.60	22.90	+16.7%
	Target	22.00	22.00	22.00	
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	28672	25924	36381	+40.3%
	Den	1550	1321	1588	+20.2%
					
<b>HBCT02b</b>  Council Tax Reduction Speed of Processing: Average time for processing notifications of change in circumstances.	RAG	GREEN	GREEN	GREEN	Target is appropriate level of service expectation and performance continues to comfortably exceed that target.
	Result	3.83	5.02	4.84	-3.5%
	Target	8.00	8.00	7.00	-12.5%
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	72777	84338	77790	-7.8%
	Den	19018	16810	16070	-4.4%
					

# Tackling Poverty 17-22

Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
POV05 <span>⬆</span> The amount of welfare benefits raised through securing rights and entitlements by the Welfare Rights Team (£)	RAG	RED	RED	GREEN	There have been 14 successful appeals this quarter and one unsuccessful, 233 enquiries have been dealt with and 3 training courses delivered to 68 participants.
	Result	175546.00	122941.00	296241.94 +141%	
	Target	200000	200000	175000 -12.5%	
	Trend	DECLINING	DECLINING	IMPROVING	
	Num	175546.00	122940.65	296241.94 +141%	
	Den				
<p>POV05 HIGH is Good</p> <p>£450,000</p> <p>£300,000</p> <p>£150,000</p> <p>£0</p> <p>Qtr1 Qtr2 Qtr3 Qtr4 Qtr1 Qtr2 Qtr3 Qtr4 Qtr1 Qtr2 Qtr3 Qtr4 Qtr1 Qtr2 Qtr3 Qtr4</p> <p>2016/17 2017/18 2018/19 2019/20</p>					
POV06 <span>⬇</span> The average number of days all homeless families with children spent in Bed and Breakfast accommodation	RAG	GREEN	GREEN	GREEN	The primary cause of homelessness for these families was domestic abuse where there was no suitable refuge accommodation available at the time of needing a place of safety. Robust case monitoring is in place for all families placed in B&B accommodation to reduce the stay to an absolute minimum.
	Result	1.50	0.00	4.50 +100%	
	Target	6.00	6.00	5.00 -16.7%	
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	3	0	27 +100%	
	Den	2	0	6 +100%	
<p>POV06 LOW is Good</p> <p>8</p> <p>6</p> <p>4</p> <p>2</p> <p>0</p> <p>Qtr1 Qtr2 Qtr3 Qtr4 Qtr1 Qtr2 Qtr3 Qtr4 Qtr1 Qtr2 Qtr3 Qtr4 Qtr1 Qtr2 Qtr3 Qtr4</p> <p>2016/17 2017/18 2018/19 2019/20</p>					

# Tackling Poverty 17-22

Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
POV10 	RAG		GREEN	RED	Engagement numbers on programmes have reduced year on year for quarter 1 and this has had an impact on the employment outcomes. Engagement plans and performance plans have now been put in place to counteract this trend.
Number of people gaining employment through Employability Support	Result		128 	70  -45.3%	
 <p>POV10 High is Good</p>	Target	125	100 -20.0%		
	Trend	No Data	DECLINING		
	Num	128	70 -45.3%		
	Den				
POV11 	RAG		RED	RED	Swansea Working training did not commence in Quarter 1 due to procuring the training. This has had an impact on numbers achieving accredited qualifications this quarter. Additional qualifications have been achieved through the Employability Programmes, but these can only claimed as a training outcome once the client has exited the provision. These will be included in later quarters.
Number of accredited qualifications achieved by adults with local Authority support	Result		117 	86  -26.5%	
 <p>POV11 HIGH is Good</p>	Target	200	100 -50.0%		
	Trend	No Data	DECLINING		
	Num	117	86 -26.5%		
	Den				

Progress continues to be made towards delivering the Corporate Plan well-being objectives.

The revised Sustainable Swansea programme continues to deliver in Qtr 1 with:

- Digital: 50% of the Digital projects already complete, enabling new ways of working and efficiency across the Council. The shift to digital channels continues to increase as demonstrated in the performance indicators Cust2a and b above, with more people choosing digital first. The Digital Inclusion Strategy is underway and will be completed by September.
- Future Council: Areas of the organisational development strategy are now being delivered after months of development work, e.g. New cohorts of management training. Work also continues on the well-being of future generations and corporate strategy. The Scrutiny Inquiry into Equalities and Diversity delivered its findings. Overall the report was positive however, there were several recommendations which are now being incorporated into the Council's future work plan and Strategic Equality Plan. Cabinet and senior managers have met to discuss the long-term strategic opportunities around regionalisation and shared services. Commercial opportunities continue to be monitored and pursued in line with the commercial plan.
- Transformation: New re-shaping reviews are underway alongside new models of delivery and continuous improvement projects. These new areas are in addition to the 17 commissioning reviews and 4 cross-cutting reviews already in flight. Senior managers have also undertaken a review of potential radical long-term options.

Although progress on the delivery of savings shows an improvement in qtr 1 compared to the same period last year the indicator Fina 6 remains red. Directors, corporate management team and Cabinet Members are delivering remedial actions to ensure overall net expenditure is held within the current budget as set by Council.

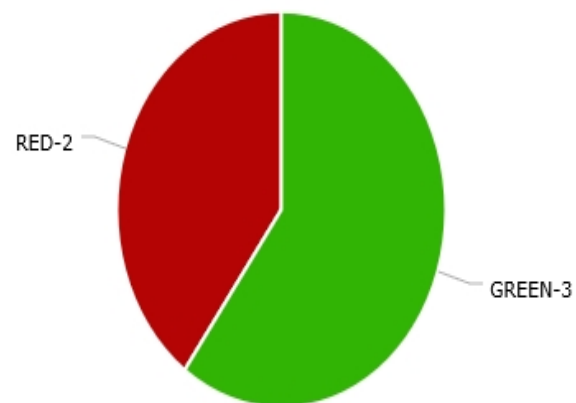
New governance arrangements are in place to seek assurance around financial sustainability and that planned savings will be achieved.

Projects to increase public engagement continue to develop including webcasting within the Council Chamber and the corporate co-production strategy.

Further developments to Welsh Language delivery continue to be made with a review of training provision during the period.

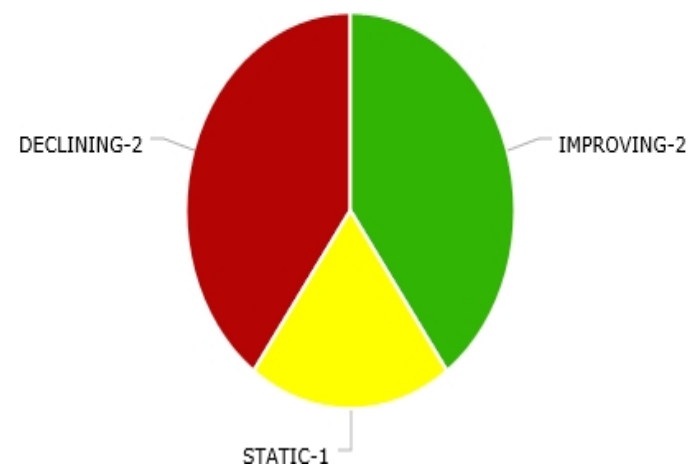
**Performance against Target**

2019/2020 Quarter 1

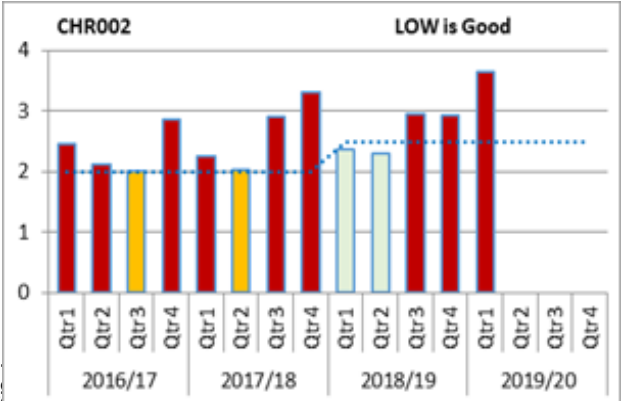
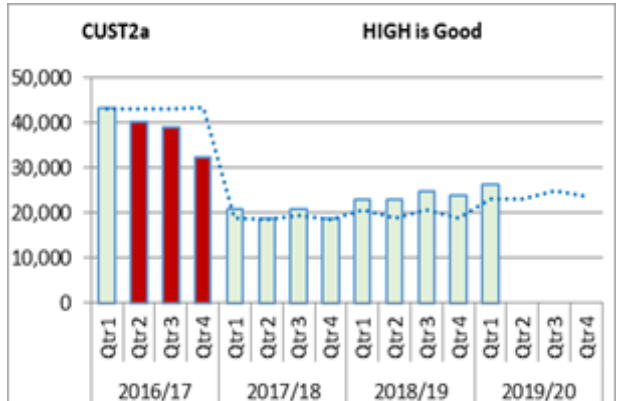


**Performance compared to same Period of previous year**


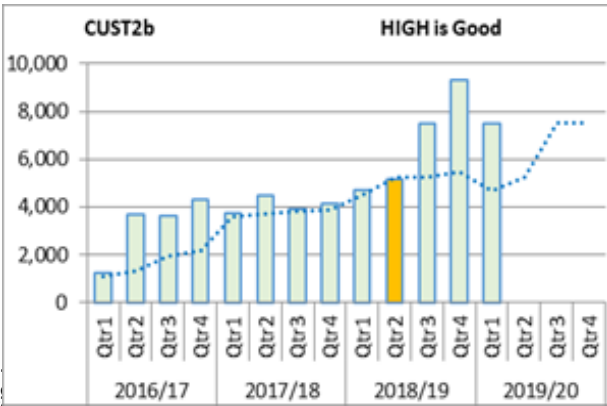

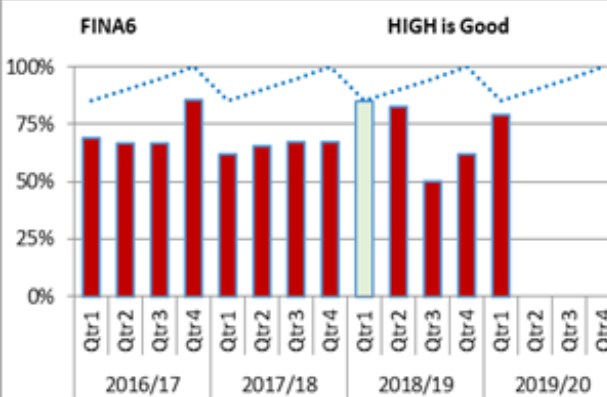
2019/2020 Quarter 1






# Transformation & Future Council 17-22

Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
<b>CHR002 (PAM001) ⚡</b> The number of working days/shifts per full time equivalent lost due to sickness absence	RAG	RED	GREEN	RED	Note from Corporate Performance Team - Data quality under review. Management of Attendance Policy to be consulted on with Trade Unions. Paper to CMT proposing specific targets to be included in Directorate objectives. Specific support to be provided to High absence sections in Place, Social Services and Education.
	Result	2.25	2.37	3.64 +53.8%	
	Target	2.00	2.50	2.50	
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	23145.00	21535.45	32404.50 +50.5%	
	Den	10299.00	9089.21	8892.36 -2.2%	
<b>CUST2a ⬆</b> Number of online payments received via City and County of Swansea websites	RAG	GREEN	GREEN	GREEN	Note from Corporate Performance Team - Data quality under review. Management of Attendance Policy to be consulted on with Trade Unions. Paper to CMT proposing specific targets to be included in Directorate objectives. Specific support to be provided to High absence sections in Place, Social Services and Education.
	Result	20697	22930	26390 +15.1%	
	Target	18750	20700	22950 +10.9%	
	Trend	DECLINING	IMPROVING	IMPROVING	
	Num	20697	22930	26390 +15.1%	
	Den				

# Transformation & Future Council 17-22

Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
<b>CUST2b</b>  Number of forms completed online for fully automated processes.	RAG	GREEN	GREEN	GREEN	
	Result	3748	4692	7502	+59.9%
	Target	3600	4500	4700	-4.4%
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	3748	4692	7502	+59.9%
	Den				
					
<b>FINA6</b>  Percentage of identified forecast General Fund Revenue savings and income for the year compared to originally approved budget (£000's)	RAG	RED	GREEN	RED	CMT have reinforced expectation that both service and overall net expenditure must be held within the relevant limits of the current year budget as set by Council. 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 19/20 position and beyond. There is confidence that some further inroads can be made into the forecast overspend by ongoing management and Member action.
	Result	62.09%	85.18%	79.00%	-7.3%
	Target	85.00%	85.00%	85.00%	
	Trend	DECLINING	IMPROVING	DECLINING	
	Num	11627	14081	9985	-29.1%
	Den	18727	16530	12640	-23.5%
					



Transformation & Future Council 17-22					
Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020
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	GREEN	
	Result		0 	0 	
	Target		0	0	
	Trend		No Data	STATIC	
	Num		0	0	
	Den				
NO GRAPH DISPLAYED - NO STATISTICAL TREND AVAILABLE					

Maintaining and enhancing Swansea's Natural Resources and Biodiversity is a new corporate priority adopted mid-year in October 2018 for which nearly all performance indicators are measured annually for the period 19/20. The municipal waste recycling figures reported a quarter in arrears show that an upward trend was achieved over the course of 18/19 and whilst marginally below target a further improvement is expected following the recent introduction of new recycling campaign.

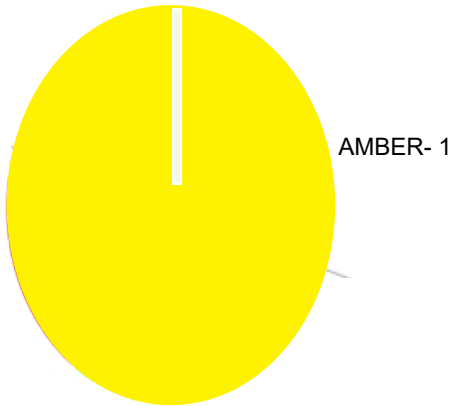
Swansea is one of the most ecologically rich and diverse counties in the UK. Its unique variety of habitats and species and wonderful range of parks, greenspaces, nature reserves, beaches and landscapes needs to be maintained, enhanced and sustainably managed for the benefit of everyone now and into the future. The Council has a duty to maintain and enhance this biodiversity across all its services, reduce its carbon footprint and improve knowledge and understanding of the natural environment, thus benefitting health and well-being

To this end we have been working with partners to develop a Green Infrastructure Strategy for Swansea and develop and implement opportunities to enhance biodiversity and improve ecological connectivity. We have identified initiatives that will increase Swansea's urban tree canopy cover and are in the process of preparing a Council tree policy. Recent negative public reaction to tree felling on public and private land is testimony to the value that Swansea residents attach to trees. Unfortunately a substantial number of trees will need to be felled across the County over the next few years due to Ash Dieback - a disease which destroys trees and for which there is no cure. This means the planting of new trees will become increasingly important and steps have already been taken to support this planting through partnership working with Swansea Trees, the Woodland Trust, Trees for Cities and volunteers.

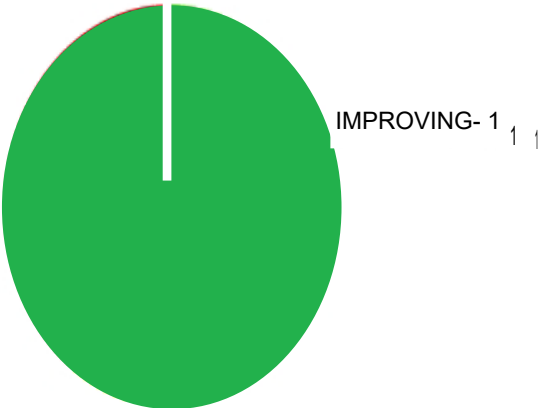
The Local Biodiversity Action Plan is under review and we continue to develop and deliver the Nature Recovery Action Plan, for example, by working with Education to support schools to enhance their grounds for biodiversity. Primary schoolchildren have been provided with the opportunity to access and learn about their natural environment and there have been a number of public events held to improve awareness and understanding of our natural environment. Actions have been taken that help to control invasive non-native species and there have been enhancements to greenspace as part of an environmental works programme to meet our commitment to the Welsh Housing Quality Standard. We continue to minimise our use of non-recyclable products and materials, and recycle more waste.

Ongoing commitments include working towards creating a low carbon economy, which promotes renewable energy and taking actions to reduce our carbon footprint. We also continue to participate in and support Low Carbon Swansea initiatives and deliver a programme of wildflower planting and management. Planned actions over the course of this year include beginning to map existing Green Infrastructure assets and ecosystem service provision and identifying areas which provide the best opportunities for improvement. We also plan to undertake a preliminary biodiversity audit of Council owned land and where possible will be seeking to manage our corporate assets for the benefit of biodiversity and natural resources. This supports ongoing work towards improving access to and maintaining the quality of our parks and greenspaces and engaging with local communities to encourage volunteering and to support them taking action to enhance and maintain their local greenspaces and wildlife sites.

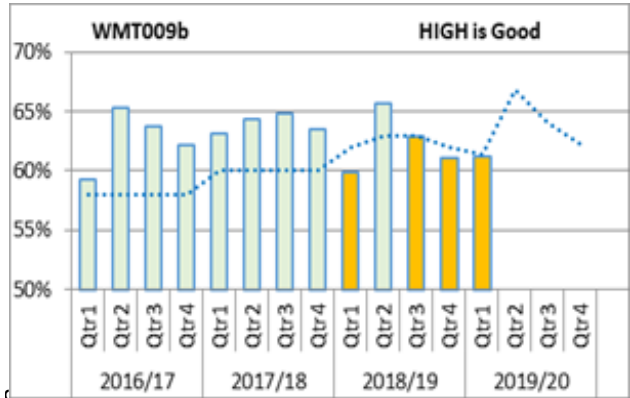
Performance against Target  
2019/2020 Quarter 1



Performance compared to same Period of previous  
year  
2019/2020 Quarter 1



Nature & Biodiversity 19-22																															
Performance Indicator	KEY	2017/2018 Quarter 1	2018/2019 Quarter 1	2019/2020 Quarter 1	Comment-2019/2020																										
<div>WMT009b (PAM030) <span>⬆</span></div> <div>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</div> <div><div><div>WMT009b</div><div>HIGH is Good</div><table><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>63.0%</td><td>62.0%</td></tr><tr><td>2017/18</td><td>63.0%</td><td>64.0%</td><td>64.0%</td><td>63.0%</td></tr><tr><td>2018/19</td><td>60.0%</td><td>65.0%</td><td>62.0%</td><td>61.0%</td></tr><tr><td>2019/20</td><td>61.0%</td><td>67.0%</td><td>64.0%</td><td>62.0%</td></tr></tbody></table></div></div>	Year	Qtr1	Qtr2	Qtr3	Qtr4	2016/17	59.0%	65.0%	63.0%	62.0%	2017/18	63.0%	64.0%	64.0%	63.0%	2018/19	60.0%	65.0%	62.0%	61.0%	2019/20	61.0%	67.0%	64.0%	62.0%	RAG	GREEN	AMBER	AMBER	As with previous returns due to the unavoidable delay in getting the data required to complete the return the figures quoted are one quarter in arrears. The figures quoted are for Q4 2018/19. The result is just below the target, however with the introduction of the Keep Recyclables Out campaign, there has been a stepped increase in performance in the following quarter.	
	Year	Qtr1	Qtr2	Qtr3	Qtr4																										
	2016/17	59.0%	65.0%	63.0%	62.0%																										
	2017/18	63.0%	64.0%	64.0%	63.0%																										
	2018/19	60.0%	65.0%	62.0%	61.0%																										
	2019/20	61.0%	67.0%	64.0%	62.0%																										
Result	63.15%	59.86%	61.24%	+2.3%																											
Target	58.00%	62.00%	61.41%	-1.0%																											
Trend	IMPROVING	DECLINING	IMPROVING																												
Num	16732.66	15325.89	15032.22	-1.9%																											
Den	26496.50	25603.75	24547.87	-4.1%																											



# Agenda Item 9

## Service Improvement and Finance Work Plan 2019-20

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

<p>16<sup>th</sup> September 2019</p>	<p><b>1. Archives</b></p> <ul style="list-style-type: none"> <li>• Tracey McNulty – Head of Cultural Services</li> <li>• Cllr Robert Francis-Davies – Cabinet Member for Investment, Regeneration and Tourism</li> </ul> <p><b>2. Charges Item</b></p> <ul style="list-style-type: none"> <li>• Chris Williams – Head of Commercial Services</li> <li>• Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance</li> </ul>
<p><b>Meeting 5</b></p> <p>21<sup>st</sup> October 2019</p>	<p><b>1. Reserve Update</b></p> <ul style="list-style-type: none"> <li>• Jeff Dong – Deputy Chief Finance and Deputy 151 Officer</li> </ul> <p><b>2. Recycling and Landfill - Annual Performance Monitoring 2018/19</b></p> <ul style="list-style-type: none"> <li>• Chris Howell – Head of Waste Management and Parks</li> <li>• Cllr Mark Thomas – Cabinet Member for Environment and Infrastructure Management</li> </ul> <p><b>3. Q1 Performance Monitoring Report 2019/20</b></p> <ul style="list-style-type: none"> <li>• Richard Rowlands – Corporate Performance Manager</li> <li>• Cllr Clive Lloyd – Cabinet Member fir Business Transformation and Performance</li> </ul>
<p><b>Meeting 7</b></p> <p>9<sup>th</sup> December 2019</p>	<p><b>1. Budget Update (Ahead of Proposals)</b></p> <ul style="list-style-type: none"> <li>• Ben Smith – Head of Financial Services and Service Centre</li> </ul> <p><b>2. Mid-Year Budget Statement 2019/20</b></p> <ul style="list-style-type: none"> <li>• Ben Smith – Head of Financial Services and Service Centre</li> </ul> <p><b>3. Q2 Budget Monitoring 2019/20</b></p> <ul style="list-style-type: none"> <li>• Ben Smith – Head of Financial Services and Service Centre</li> </ul> <p><b>4. Planning Annual Performance Report 2018/19 and Response to WAO Report</b></p> <ul style="list-style-type: none"> <li>• Ryan Thomas - Development Conservation and Design Manager</li> </ul>

	<ul style="list-style-type: none"> <li>• Cllr David Hopkins – Cabinet Member for Delivery</li> </ul>
<b>Meeting 8</b>  20 <sup>th</sup> January 2020	<b>1. Q2 Performance Monitoring Report 2019/20</b> <ul style="list-style-type: none"> <li>• Richard Rowlands – Corporate Performance Manager</li> <li>• Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance</li> </ul> <b>2. Budget Proposals</b> <ul style="list-style-type: none"> <li>• Ben Smith – Head of Financial Services and Service Centre</li> </ul>
<b>Meeting 9</b>  10 <sup>th</sup> February 2020	<b>1. Q3 Budget Monitoring 2019/20</b> <ul style="list-style-type: none"> <li>• Ben Smith – Head of Financial Services and Service Centre</li> </ul>
<b>Budget Meeting</b>	<b>1. Annual Budget 2020/21</b> <ul style="list-style-type: none"> <li>• Ben Smith – Head of Financial Services and Service Centre</li> <li>• Cllr Rob Stewart – Cabinet Member for Economy and Strategy</li> </ul>
<b>Meeting 10</b>  2 <sup>nd</sup> March 2020	<b>1. Corporate Complaints Annual Report 2018/19</b> <ul style="list-style-type: none"> <li>• Julie Nicholas Humphreys - Customer Services Manager</li> <li>• Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance</li> </ul>
<b>Meeting 11</b>  30 <sup>th</sup> March 2020	<b>1. Welsh Public Library Standards Annual Report 2018/19</b> <ul style="list-style-type: none"> <li>• Karen Gibbins - Principal Librarian for Information &amp; Learning</li> <li>• Cllr Andrew Stevens – Cabinet Member for Better Communities (Place)</li> </ul> <b>2. Q3 Performance Monitoring Report 2019/20</b> <ul style="list-style-type: none"> <li>• Richard Rowlands – Corporate Performance Manager</li> <li>• Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance</li> </ul>
<b>Meeting 12</b>  11 <sup>th</sup> May 2020	<b>1. Annual Review of Well-being Objectives and Corporate Plan 2018/22</b>

	<ul style="list-style-type: none"> <li>• Richard Rowlands – Corporate Performance Manager</li> <li>• Cllr Rob Stewart – Cabinet Member for Economy and Strategy</li> </ul>
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- WAO Reports
- Co-production Item (Briefing from Access To Services re: Consultation)
- Pre-Decision Items
- Data Unit Wales – Local Government Performance Bulletin