



**Dinas a Sir Abertawe**

**Hysbysiad o Gyfarfod**

Fe'ch gwahoddir i gyfarfod

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

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

**Dyddiad:** Dydd Llun, 9 Rhagfyr 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, C E Lloyd, 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 - 12**
- 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 Monitro cyllideb Ch2 2019/20** **13 - 30**
- 7 Datganiad Cyllideb Canol Tymor 2019/20** **31 - 51**
- 8 Adroddiad ac Ymateb Swyddfa Archwilio Cymru - Effeithiolrwydd awdurdodau cynllunio lleol yng Nghymru** **52 - 64**
  - Ryan Thomas - Rheolwr Datblygu, Cadwraeth a Dylunio
  - Y Cynghorydd David Hopkins – Aelod y Cabinet dros Gyflwyno
- 9 Adroddiad Perfformiad Blynyddol Cynllunio ar gyfer 2018/19** **65 - 121**
  - Ryan Thomas - Rheolwr Datblygu, Cadwraeth a Dylunio
  - Y Cynghorydd David Hopkins – Aelod y Cabinet dros Gyflwyno
- 10 Cynllun Gwaith 2019/20** **122 - 123**

**Cyfarfod nesaf:** Dydd Llun, 20 Ionawr 2020 ar 10.00 am

*Huw Evans*

**Huw Evans**  
**Pennaeth Gwasanaethau Democrataidd**  
**Dydd Llun, 2 Rhagfyr 2019**  

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**Cyswllt: Craffu 637732**

Councillor Chris Holley  
Convenor  
Service Improvement & Finance Scrutiny  
Performance Panel

**BY EMAIL**

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/CM  
Your Ref:  
Date: 9 October 2019

Dear Councillor Holley

Thank you for your letter dated 24<sup>th</sup> September 2019. As requested we have queried the below:

*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?*

Please find below response to the query received from the Marina Management:

There are no previous charges details for previous financial years as both “28 Day Visitor Bundles” & “Air berth / Tender” charges are new initiatives for 2019/20. These charges are not benchmarked against other Marinas as Swansea are the first Marina to offer these services. However, all other Marina charges were included in Appendix A of the report (attached for reference).

28 Day Visitor Bundle - This charge offers visiting boat owners the chance to pay 28 days visitor berthing in advance and the boat owner can use the 28 days over two Summers. The boat owner will save by avoiding daily visitor charges and the Council will gain by guaranteed income for 28 days. The 28 day bundle rate is exactly the same as a standard 4 week charge. (This charge is benchmarked against Penarth, Burry Port and Neyland Marinas).

Air Berth – An Air Berth is a floating unit that the boat owner will purchase that will tie onto our Marina moorings. The boat owner will drive his boat up and onto the unit in order to keep the boat dry and out of the water. The boat owner is charged standard Marina berthing rates (Benchmarked against Penarth, Burry Port and Neyland Marinas) and in addition will pay an air berth charge.

**Page 2**

If you have any further requests then please do not hesitate to contact me.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Clive Lloyd', written in a cursive style.

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



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

*Please ask for:* Cllr Robert Francis-Davies  
*Direct Line:* 01792 63 7440  
*E-Mail:* [cllr.robert.davies@swansea.gov.uk](mailto:cllr.robert.davies@swansea.gov.uk)  
*Our Ref:* RFD/KH  
*Your Ref:*  
*Date:* 12 November 2019

**BY EMAIL**

Dear Councillor Holley

Thank you for your letter on behalf of the Service Improvement and Finance Performance Panel, regarding our meeting to hear about the work of West Glamorgan Archive Service, on 16<sup>th</sup> September. I apologise for the delay in responding, largely caused by the priority of budget setting and establishing our forthcoming Medium Term financial Plan, I do hope you understand.

In the first instance, may I take the opportunity to correct one of your observations, which is detailed on page 2, in that the Archive Service is the 15<sup>th</sup> busiest in the UK, not Wales. A positive correction amongst your many positive comments, thank you. Secondly, I note your concern about the pace of establishing a future base for the Archive Service. I am grateful for the interest of the Panel in its future and welcome any volunteers to assist in signposting and advocating for its future, but am not able to accept your recommendation to establish a dedicated working group to look at the relocation needs of one service, in isolation of the wider agenda.

As you are aware, decanting the Civic Centre involves the relocation of a number of services, hubs, partnerships and public resources, and I am assured that the needs of the Archive Service is being considered in a timely way, as part of an integrated and managed programme. I am concerned that a group focusing on just one aspect could unwittingly create a disjointed response and risk an optimum outcome.

I appreciate this may be disappointing, but it is perhaps worth remembering that there is already a governance structure in place to safeguard the future provision of the Service – which is a joint service with Neath Port Talbot, in the form of an independent committee, overseen by Welsh Govt. This committee sits alongside our own internal checks and balances and reporting systems for the service, as well as a structure for overseeing the various projects and regeneration schemes in the City Centre, including the Civic Centre relocation.

In this respect, whilst I also welcome the interest in fundraising for a new facility, the above structures also including coordinating a pipeline of funding applications, which mean we avoid duplication and risk of rejection on the basis of perceived clash and lack of matched resources. The Archives are very much part of this consideration and stand



a much stronger chance of an exciting and enterprising future, with sustainable revenue costs fully considered, as a result.

Please do be assured of my gratitude and appreciation of your concerns and interest but reciprocally, I hope you can appreciate that whilst in many circumstances a dedicated working group can be a solution to solve challenges for specific services, I believe an integrated management approach is essential at this time, due to the scale of change and opportunity presenting itself.

Yours sincerely



**COUNCILLOR ROBERT FRANCIS-DAVIES  
CABINET MEMBER FOR INVESTMENT, REGENERATION & TOURISM**

**To/**  
**Councillor David Hopkins**  
**Cabinet Member for Delivery and**  
**Performance**

*Please ask for:*  
*Gofynnwch am:*

*Direct Line:*  
*Llinell Uniongyrochol:*

*e-Mail*  
*e-Bost:*

*Date*  
*Dyddiad:*

Overview & Scrutiny

01792 636292

scrutiny@swansea.gov.uk

**BY EMAIL**

19 November 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 21 October 2019 and the Quarter 1 Corporate Performance Monitoring.

Dear Councillor Hopkins,

On the 21 October 2019, the Panel met to discuss the Quarter 1 Performance Monitoring Report 18/19. The Panel are grateful to Corporate Performance Manager for attending to discuss the report.

Some of the individual indicators we discussed include:

- AS13a – Number of carers (18+) who received a carer’s assessment in their own right. This has declined by 18.8% from this time last year. The Panel were told that assessments have been offered but it is the carers right to decline. However, they are trying to encourage carers to improve uptake.
- Measure 19 - Delayed transfers of care. This shows that there has been a significant increase in the number of DTOCs when comparing with the same period last year (nearly a 68% increase). This attributes to a lack of provider availability that should improve with the recommissioning work going on, along with the regional work being done on hospital to home.
- CFS2 – Number of Looked After Children at the end of the period. This is declining meaning more children in care up by 7% (36 children) on this time last year. However, the rate of LAC as measured by CFS18 is showing improvement – it shows a second consecutive fall in the rate of children becoming LAC. Numbers of children in need and children on the CPR have fallen compared to the same period last year.
- SAFE27 – Total number of staff who have completed the corporate mandatory safeguarding awareness training. This fell short of the target, although it is unclear if this is to do with non-compliance or ever diminishing returns as more staff are trained. Work is currently underway to reinforce the importance of completing this training.

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

**SWANSEA COUNCIL / CYNGOR ABERTAWE**

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

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

- SAFE28 – Percentage of Elected Members who have received training in safeguarding vulnerable people. The Panel were pleased to see this figure was 100%.
- POV07 - training and employment weeks created by BBM. The target was missed and there is nearly a 53% drop in performance compared to Q1 last year. The Panel heard about delays starting projects, which has affected the number of training and employment weeks available.
- EDU015b – Percentage of final statements of SEN issued within 26 weeks. The Panel heard this has not met target but that only equates to only one statement.
- POV6 – Average number of days all homeless families with children spend in Bed and Breakfast. The Panel heard that this is a volatile indicator than can have occasional spikes.
- POV10 and POV11 – Swansea Working employment gained and qualifications achieved. Targets were missed and results were the lowest achieved since results started being recorded at the beginning of last year. The Panel heard about low engagement numbers and other factors affecting performance due to the newness of the programme; this is expected to improve as the programme matures.
- HBCT01a and HBCT02a - the time taken to process both Housing Benefit and Council Tax Benefit new claims has increased compared to the same period last year. The Panel were told that the report states that it is expected that performance will improve as the year progresses.
- EC2 – Percentage of all major applications within an economic imperative that are approved. The Panel heard that this target would have been met but for two approvals refused due to not meeting Council policy.
- CHR002 – Number of working days/shifts per full time employee equivalent lost due to sickness absence. This figure is high this quarter and highlighted as Red on the RAG status. The Panel noted that the management of absence policy is being reviewed. Specific targets are to be included in Directorate objectives and specific support provided to high absence sections.
- FINA6 - Percentage of identified forecast General Fund Revenue savings and income for the year compared to originally approved budget. The Panel were pointed to the comment, which reflects the ongoing risks to balancing the budget.
- We heard that currently only one indicator under Nature and Biodiversity but there will be four others that will be reported upon annually.

We are interested in any thoughts you may have but on this occasion do not require a written response.

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)





**To/  
Councillor Mark Thomas  
Environment and Infrastructure  
Management**

**BY EMAIL**

*Please ask for:  
Gofynnwch am:*

*Direct Line:  
Llinell Unigyrochol:*

*e-Mail  
e-Bost:*

*Date  
Dyddiad:*

Overview & Scrutiny

01792 636292

scrutiny@swansea.gov.uk

19 November 2019

**Summary:** This is a letter from the Service Improvement and Finance Performance Panel to the Cabinet Member for Environment and Infrastructure. The letter concerns the meeting on 21 October 2019 and the Recycling and Landfill Annual Performance Monitoring Report 2018/19.

Dear Councillor Thomas,

On the 21 October 2019, the Panel met to discuss the Recycling and Landfill Annual Performance Monitoring Report 2018/19. The Panel are grateful to you and the Group Leader for Waste for attending to provide information and answer questions.

We have some thoughts and observations to share with you.

The Panel were pleased to hear that Swansea Council was well on target to achieving the 64% recycling measure and that the the council will not incur any of the substantial fines that can be incurred. It also importantly means less waste overall going to landfill. We heard the increase in the recycling figure is partly due to the 'keep it out campaign' where a stronger approach to enforcing what is put out at the kerbside had been progressed. With 90,000 properties having black bags checked and in this process, only two have required fixed penalty notices.

We also heard that one of the key reasons we need the plastic collected to be 'cleaner' is that we can get much better financial returns on already sorted plastic waste. We understand the reasons for this change and agree that it is also the right thing to do as it will help in the drive to improve our recycling rates, especially given the target for recycling in 2024/25 is 70%.

You told us about the next steps for waste and recycling including looking at ways of working collaboratively with other councils in order to dispose of waste as will only have space in the Tir John landfill site until 2022. We will then need to move to a different option. We heard there will continue to be a push with plastics segregation at doorstep, so the public understand what is/isn't recyclable.

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

**SWANSEA COUNCIL / CYNGOR ABERTAWE**

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

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To receive this information in alternative format, or in Welsh please contact the above

We were interested to hear that Welsh Government is introducing waste targets for private waste disposal contractors, which should put us all on a more even playing field and may enable us to better compete on some aspects of waste and recycling.

We congratulated the waste management and recycling team for the work they are doing in student areas to increase compliance. We also heard about the work needed in the many blocks of flats across Swansea to ensure sufficient space and facilities to recycle. You told us that this can be complex with different blocks requiring different solutions. We were glad to hear that you are working with individual blocks to find bespoke solutions.

We are interested in finding out a little more about the return we receive for different recyclables. We would therefore ask that you provide us with a written response by 3 December 2019 that details the income we receive and can you break this down into the different recycling materials? (We do recognise this will only be a snapshot in time due to the volatility of markets).

Yours sincerely,

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

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



City and County of Swansea

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

Committee Room 5, Guildhall, Swansea

Monday, 21 October 2019 at 10.00 am

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

**Councillor(s)**

P Downing  
I E Mann

**Councillor(s)**

P R Hood-Williams  
M Thomas

**Councillor(s)**

J W Jones  
D W W Thomas

**Other Attendees**

Mark Thomas

Cabinet Member - Environment & Infrastructure  
Management

**Officer(s)**

Jeffrey Dong

Deputy Chief Finance Officer / Deputy Section 151  
Officer.

Mathew Perkins

Group Leader Waste

Michelle Roberts

Scrutiny Officer

Richard Rowlands

Strategic Delivery & Performance Manager

**Apologies for Absence**

Councillor(s): L James, M H Jones, P K Jones, C E Lloyd and B J Rowlands

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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**

Agreed

**4 Public Questions**

None

**5 Review of Revenue Reserves**

The Panel thanked the Deputy Chief Finance and Deputy 151 Officer for attending the meeting to present the report and answer questions. The following was noted.

- The review and management of reserves (as outlined in the appendix to the report LAAP Bulletin 99) is a key tool to maintaining financial resilience.
- The report shows the position as at 31 March 2019.

- It is the responsibility of the Chief Financial Officers to advise Local Authorities about the level of reserves that should be held and to ensure that there are clear protocols to the establishment and use. Reserves should not be held without a clear purpose.
- It is the duty of the Chief Finance Officer to regularly review the position regarding the available reserves held.
- Reason for reserves is to act as a 'buffer' to spend. The Local Authority has many cost pressures and some of these are from unexpected quarters.
- Insurance reserve – risks to Council broad and wide and liability is great. The Council largely self-insures unless it is over the councils excess and then the insurers step in.
- A table of usable reserves showing a total £107,943m, it was explained that these are used to support expenditure. The Panel felt that the wording around this could be confusing to the public and could be explained better but did understand that these are the formal wording for such financial aspects. Some other terms like sinking funds were used in the report, which for the public, could be better explained.
- The Panel heard that in addition the council holds a net £135,137m that are unusable which are arising purely from accounting technicalities. These cannot be used to support capital or revenue expenditure.
- The Panel heard that all revenue reserves are actively managed in order to get the best returns but in line with the principles of security, liquidity, yield and return.

## **6 Recycling and Landfill - Annual Performance Monitoring 2018/19**

The Panel thanked the Cabinet Member and the Waste Services Manager for presenting the report and answering their questions.

- The Panel were pleased to hear that Swansea Council was well on target to achieving the 64% recycling measure. This was important because the council will not incur substantial fines if breached, but it also meaning less waste overall going to landfill.
- They heard that increase in recycling figure is partly due to the 'keep it out campaign' where a stronger approach to enforcing what is put out at the kerbside had been progressed. 90,000 properties have had black bags checked and in this process, only two have required fixed penalty notices.
- One of the key reasons that we need plastic collected to be 'cleaner' is we can get much better financial returns on already sorted plastic waste.
- It was heard how critical it is to change and how it is the right thing to do. We much improve our rates continuously, as the target for recycling in 2024/25 is 70%.
- Next steps include looking for at ways of working collaboratively with other councils to dispose of waste. We will have space in the Tir John landfill site until 2022 when we need to move to a different option. The collaborative partnership with Bridgend around food waste was discussed.
- The Panel asked why it takes so long to develop collaborative options and did recognise the complexity of these options. Successful collaboration with Bridgend around food waste but was a long a complex process before it came to fruition.

- Council will move away from landfill, as Tir John will be filled by 2022. Options for the best way forward are being looked at all. It was recognised that the South West region needs a waste energy strategy, with possibly a waste to energy plant and Welsh Government recognise this. We will need an answer for here in Swansea, about what we are going to do after 2022, within the next 12 months. The council is working on this.
- Continuing to push with plastics segregation at doorstep, so the public understand what is/isn't recyclable.
- Welsh Government is introducing waste targets for private waste disposal contractors, which will put us all on a more even playing field so may be able to compete better.
- Panel congratulated team for work they are doing in student areas to increase compliance.
- Flats and ensuring sufficient space and facilities to recycle was raised, it was recognised that this is complex because every block is different and require different solutions. We are looking at individually to find bespoke solutions but is time consuming. Panel pleased to hear about this good work.
- Panel would like to see a breakdown in cost of what we get for different recyclables. We recognise this will only be a snapshot in time as the markets vary massively.

## 7 **Q1 2018/19 Performance Monitoring Report**

The Councils Corporate Performance Manager attending the meeting to discuss the quarter 1, performance monitoring report. He said the overall picture was the majority of indicators have met the targets in Quarter 1. With 56 improved or staying the same compared to last year's 67.

Some of the individual indicators highlighted include:

- AS13a – Number of carers (18+) who received a carer's assessment in their own right. This has declined by 18.8% from this time last year. The Panel were informed that assessments have been offered but it is the carers right to decline. However, they are trying to encourage carers to improve uptake.
- Measure 19 - Delayed transfers of care - shows that there has been a significant increase in the number of DTOCs when comparing with the same period last year (nearly a 68% increase), which the comment attributes to a lack of provider availability that should improve with the recommissioning work going on, along with the regional work being done on hospital to home.
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- SAFE28 – Percentage of Elected Members who have received training in safeguarding vulnerable people. The Panel were pleased to see this figure was 100%.
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- POV10 and POV11 – Swansea Working employment gained and qualifications achieved - targets were missed and results were the lowest achieved since results started being recorded at the beginning of last year. The Panel heard about low engagement numbers and other factors affecting performance due to the newness of the programme; this is expected to improve as the programme matures.
- HBCT01a and HBCT02a - the time taken to process both Housing Benefit and Council Tax Benefit new claims has increased compared to the same period last year. The Panel were told that the report states that it is expected that performance will improve as the year progresses.
- EC2 – Percentage of all major applications within an economic imperative that are approved. The Panel heard that this target would have been met but for two approvals refused due to not meeting council's policy.
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- FINA6 - Percentage of identified forecast General Fund Revenue savings and income for the year compared to originally approved budget – the Panel were pointed to the comment, which reflects the ongoing risks to balancing the budget.

## **8 Work Plan 2019/20**

The work plan was noted. The Panel were about the invitation for Panel members to attend the Development and Regeneration Scrutiny Panel on the 18 November 2019 where they will be looking at the FPR7 report.

The meeting ended at 11.30 am



## Report of the Cabinet Member for Economy & Strategy

Cabinet – 21 November 2019

### Revenue and Capital Budget Monitoring 2nd Quarter 2019/20

<b>Purpose:</b>	To report on financial monitoring of the 2019/20 revenue and capital budgets, including the delivery of budget savings.
<b>Policy Framework:</b>	Budget 2019/20 Transformation and Future Council (Sustainable Swansea –fit for the future)
<b>Consultation:</b>	Cabinet Members, Corporate management Team, Legal Services and Access to Services.
<b>Recommendation:</b>	<ol style="list-style-type: none"><li>1. It is recommended that the comments and variations in this report, and the actions in hand to address these, are noted.</li><li>2. That Director's plans to assure Cabinet that service budgets can be sustainably brought back into line for 2019-20 and beyond are noted and implemented by 1 April 2020, and earlier still where possible.</li><li>3. That no officer may consider any material further spending commitments until those savings plans , as outlined above to address service overspending are assured and delivered.</li></ol>
<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. Background and Introduction

- 1.1 This report details forecast variations from the agreed budget for 2019/20, including the latest assessment of the delivery of savings.
- 1.2 In respect of Revenue Budgets, this report provides a consolidated forecast which combines:
- projected variations (mainly shortfalls) in relation to budget savings agreed by Council in February 2019
  - Variations arising from other service pressures not directly linked to specific savings plans (e.g. increased service demand, price and pay inflation, increased, but most often unfunded, regulatory obligations and burdens from both UK and Welsh governments)
- 1.3 The report includes comments from Directors in relation to the variations highlighted and the action that is in hand or proposed as appropriate.
- 1.4 The report also includes the latest completed Savings tracker summary in Appendix C that indicates the current overall forecast delivery % of the various savings streams by the services is at 80%. Any shortfalls in achieving savings will be reflected in the table at 2.3 and in Appendix A.

## 2 Revenue Outturn Forecast Based on 2nd Quarter Position

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

### ***DIRECTORATE***

	<b>FORECAST VARIATION 2019/20 £000</b>	<b>SAVINGS VARIATION 2019/20 £000</b>	<b>OTHER VARIATION 2019/20 £000</b>
RESOURCES	-65	1,757	-1,822
PEOPLE - SOCIAL SERVICES	986	975	11
PEOPLE - EDUCATION	1,986	0	1,986
PLACE	0	701	-701
<b><i>NET DIRECTORATE EXPENDITURE</i></b>	<b>2,907</b>	<b>3,433</b>	<b>-526</b>



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

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

2.6 Whilst continuing to improve, the above potential service overspend remains a significant risk and needs to be addressed on a whole Council basis as it remains unsustainable in the medium term to continuously spend more than budgeted, especially so given the position is helped only temporarily by one off grant funding sources . A number of the overspend areas follow on from the outturn position for 2018/19 and need to be considered in the light of the forecast savings going forward within the 2019/20 budget, Medium Term Financial Plan, and the cumulative effect of non-achievement of savings going forward.

2.7 Corporate Management Team has re-enforced the current arrangements for budget monitoring in particular :-

- focus on a range of corrective actions;
- targeted immediate spend reduction action;
- spending control on all vacancies and contracts;
- a continued reminder that **no Responsible Officer is authorised to overspend their budget in line with Financial Procedure Rules;**
- and consequently that Directors have brought forward to Cabinet and Corporate Management Team detailed and realistic mitigation plans to contain service overspending.

2.8 Offsetting opportunities do exist to temporarily ameliorate the currently identified service demand and price pressures as follows.

- £1m was set aside in the budget for the potential costs relating to the impact of the Apprenticeship Levy. The final costs relating to this levy will only be known once final employee related costs are calculated at the year end. Should the full allocation not be required then any saving will be proposed to be used to mitigate service pressures at year end.
- £2m was also set aside to meet any specific and significant inflationary increases arising in year. A Commercial savings target was held corporately in 2018/19 and initially 2019/20. Any actual contract/procurement savings were delivered within services and not allocated to this central target. For 2019/20 this total has been allocated to services and is funded from the Inflationary provision to avoid double counting against previous contract procurement savings. Given the overall financial projection at this stage it is proposed by the S151 officer that £1.1m is allocated to services to cover commercial pricing pressures as outlined in the 1<sup>st</sup> Quarter report and the remaining £0.9m be conserved for now as a hedge against potential service over spending . The most likely area needing further budgetary support in year for inflation costs continues to be Social Services given a range of contract renewals and re-tenders and continued fragility of some providers in the market.

- Use of the Contingency Fund as detailed below.

### 3 Contingency Fund Provision for 2019/20

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

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

<b>Contingency Fund 2018/19</b>	<b>Prediction</b>
	<b>2019/20 (£m)</b>
Budgeted contribution for year.	7.072
One off interim support arrangements for Chief Executive and ongoing regional working.	-0.030
One off support to a range of events celebrating the 50 <sup>th</sup> anniversary of the granting of city status to Swansea .	-0.158
Support for Swansea Community Awards.	-0.003
Key Cities Subscription.	-0.010
High Street Multi Story Car Park urgent lift works.	-0.135
Swansea Market urgent works	-0.075
New Depot : CTU equipment(previous service earmarked reserve fully used in extremis to balance budget 18-19. Anticipated spend now funded in 19-20)	-0.314
Western Powerhouse subscription	-0.020
Equalities consultation and co-production support	-0.005
ER/VR in year costs if ultimately exceeding balance on Restructure Reserve of £3m (this is currently not expected to be needed on basis of levels of ER/VRS).	0.000
Service overspend mitigation £2.007m and mitigation for future spend risks/demand and regulatory pressures/inflation £4.315m	-6.322
<b>Balance 31st March 2020</b>	<b>0</b>

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

As set out in the 2018-19 Revenue outturn report to members some £3m remained within the Restructure Reserve to contribute toward ER/VR costs in 2019-20. The S151 officer proposes that any such costs over and above this £3m will be funded via

the contingency. The final costs of ER/VR will only be known towards the end of the year once all management actions re savings proposals etc are implemented. At this stage it is assumed that all ER/VR costs will be able to be contained within the sum left in the Restructure Reserve.

The S151 officer proposes that ,as set out in Appendix A, the forecast shortfall in the funding of service costs for 2019-20 of £2.007m (Service overspends of £2.907m less unallocated Inflation provision £0.9m) will be met in full from the Contingency fund. That the remaining balance on the Contingency Fund of £4.315m be provisionally allocated to mitigate any potential additional spend risks/ demand and regulatory pressures/ pay and price inflation arising in the financial year.

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

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

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

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

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

#### **4 Revenue Budget Summary**

4.4 The position reported above reflects the best known current position. A net £2.907m of shortfall in service revenue budgets, offset by £0.9m of identified additional savings from the non-allocation of the Inflation provision together with utilising £2.007m from the use of the Contingency Fund.

- 4.5 Corporate Management Team have reinforced the expectation that both service and overall net expenditure **must** be contained within the relevant limits of the current year budget as set by Council.
- 4.6 As previously mentioned, it is too early to provide an accurate forecast as to the potential outturn on corporate items such as Council Tax collection which is in itself potentially affected by the effects of welfare reform measures, but offset by an often increasing tax base.
- 4.7 Included in the projected budget for 2019/20 for other corporate items are capital finance charges. At this early stage no variance is forecast, in any case any underspending or overspending will be transferred at year end to or from the capital equalisation reserve, a strategy previously agreed by Council. This will be reviewed and updated during the year as various capital schemes/programmes progress.
- 4.8 The overall judgement at this point is that there remains an urgent need to identify and implement existing and additional budget savings across all Council Services to improve the 2019/20 position and beyond.
- 4.9 There remains a degree of confidence that some further inroads can continue to be made into the forecast overspend position by ongoing management and member action. Equally, the scale remains such, that it would be on balance very unlikely that spending can be fully contained in year without wide scale mitigation actions, including those set out in this report.
- 4.10 There continue to be increasing risks around general inflationary pay and price pressures (including potentially another higher than previously budgeted teachers' pay award from September). Nevertheless the Council simply cannot afford to fund them, unless additional grant support is forthcoming from Welsh Government, otherwise savings will have to be made elsewhere to meet such pressures.
- 4.11 Detailed monitoring of budgets will continue to be carried out and reported to Departmental Performance and Financial Management meetings on a monthly basis.
- 4.12 The Section 151 Officer has previously considered professional advice given as to funding levels within the Insurance Reserve and notwithstanding the ongoing modest draws from the reserve over the duration of the MTFP to help support the revenue budget, he is satisfied there is at least a further £2.648m of headroom (over funding) beyond that reasonably likely needed to meet future claims. This enables a transfer to be made between earmarked reserves and bolster the capital equalisation reserve yet further in anticipation of the substantial future capital spending which remains to be predominantly financed from unsupported borrowing. This transfer was approved by Council on the 24<sup>th</sup> October 2019 in the annual Review of Revenue Reserves report.
- 4.13 It is imperative that sustainable base budget savings are found to replace these in year one off actions to stabilise the 19-20 budget ahead of an anticipated extremely challenging and uncertain 2020-21 budget round.

## 5 Capital Budget

5.1 Expenditure to 30<sup>th</sup> September 2019 is £41.81 million, summarised as follows:

<b>Directorate</b>	<b>Budget 2019/20</b>	<b>Actual to 30/09/19</b>	<b>% spend</b>
	£'000	£'000	
Corporate Services	6,522	695	10.7%
People	28,264	2,898	10.3%
Place (General Fund)	77,793	18,853	24.2%
Place (HRA)	60,746	19,364	31.9%
<b>Total</b>	<b>173,325</b>	<b>41,810</b>	<b>24.1%</b>

Expenditure on major capital schemes is detailed in Appendix D.

It should be noted that the actual spend to 30 Sept may only have 4 or 5 months costs relating to external invoices. In addition the budgets will be reviewed during October which will result in some budgets being re-profiled into later years. Nevertheless it remains highly likely that some capital expenditure slippage will ensure and this will help reduce the in-year revenue costs of capital financing.

## 6. Housing Revenue Account

6.1 There are no material budget issues to flag at this stage of the year. There are some anticipated underspends on employee costs (currently forecast at around £100K) and any slippage on the capital programme may lead to a reduction in capital finance costs however it is too early in the year to make an accurate forecast. Overall the current repairs forecast is a small overspend (£60k) and will continue to be monitored closely.

## 7. Legal Issues

7.1 There are no legal issues contained within this report.

## 8. Equality issues

8.1 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.

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

Background papers: - None

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

## REVENUE BUDGET PROJECTION QUARTER 2 2019/20

<b><u>DIRECTORATE</u></b>	<b>BUDGET 2019/20 £000</b>	<b>PROJECTED 2019/20 £000</b>	<b>VARIATION 2019/20 £000</b>
RESOURCES	45,598	45,533	-65
PEOPLE - SOCIAL SERVICES	121,080	122,066	986
PEOPLE – EDUCATION	170,679	172,665	1,986
PLACE	56,331	56,331	0
<b><i>NET DIRECTORATE EXPENDITURE</i></b>	<b>393,688</b>	<b>396,595</b>	<b>2,907</b>
SPECIFIC PROVISION FOR APPRENTICESHIP LEVY/INFLATION	1,850	950	-900
CONTINGENCY FUND	6,322	4,315	-2,007
<i>OTHER ITEMS</i>			
LEVIES			
SWANSEA BAY PORT HEALTH AUTHORITY	86	86	0
CONTRIBUTIONS			
MID & WEST WALES COMBINED FIRE AUTHORITY	12,971	12,971	0
<i>CAPITAL FINANCING CHARGES</i>			
PRINCIPAL REPAYMENTS	14,478	14,478	0
NET INTEREST CHARGES	18,119	18,119	0
<b><i>NET REVENUE EXPENDITURE</i></b>	<b>447,514</b>	<b>447,514</b>	<b>0</b>
<i>MOVEMENT IN RESERVES</i>			
GENERAL RESERVES	0	0	0
EARMARKED RESERVES	-4,588	-4,588	0
<b><i>TOTAL BUDGET REQUIREMENT</i></b>	<b>442,926</b>	<b>442,926</b>	<b>0</b>
DISCRETIONARY RATE RELIEF	400	400	0
<b><i>TOTAL CITY AND COUNTY OF SWANSEA REQUIREMENT</i></b>	<b>443,326</b>	<b>443,326</b>	<b>0</b>
COMMUNITY COUNCIL PRECEPTS	1,465	1,465	0
<b><i>TOTAL REQUIREMENT</i></b>	<b>444,791</b>	<b>444,791</b>	<b>0</b>
<b><i>FINANCING OF TOTAL REQUIREMENT</i></b>			
REVENUE SUPPORT GRANT	242,197	242,197	0
NATIONAL NON-DOMESTIC RATES	80,014	80,014	0
COUNCIL TAX - CITY AND COUNTY OF SWANSEA	121,115	121,115	0
COUNCIL TAX - COMMUNITY COUNCILS	1,465	1,465	0
<b><i>TOTAL FINANCING</i></b>	<b>444,791</b>	<b>444,791</b>	<b>0</b>

## Directors comments on budget variances and summary action plans

**Director of Resources**

Variance	£000	Explanation and Action
<b><u>Savings Variation</u></b>		
18/19 Sustainable Swansea Savings targets:		
Management review of grade 10 and above	113	These three areas form part of Corporate Services proposals to merge and review cross-cutting functions across the Council related to Business Support functions, exploring new ways working including regional collaboration where possible. Limited opportunities are available regarding shared services and the regional working options are very slow in progressing, with little if any appetite across other organisations. Further Proposals and plans are being discussed.
Service review/regional working/shared services	239	
Stopping or reducing services through new ways of working	597	
Merging of Land Charges with Planning and Building Control as per the Commissioning Review	25	The team has successfully merged with Planning and savings achieved in the Place Directorate. It was planned that new ways of working would release this £25k in legal, however, this is no longer possible. Alternative savings are now being sought in legal however this is proving difficult with the additional pressures from savings already made in staffing.
Establishing Business Support hubs in the People and Place Directorates	-79	An additional saving as a result of implementing the 'One Council' approach to Business Support.
19/20 balance	-125	Additional savings as a result of vacancy freeze and delay in appointing staff.
16/17 & 17/18 saving targets	531	The savings identified in previous years requires changes to terms and conditions or the potential stopping of services, this to date has not had support and remains an area of further investigation before anything is recommended or agreed.
Sub total	1,301	
<b><u>Other saving targets:</u></b>		
Transfer and review of the Welsh Translation	150	The Welsh Translation Unit is reviewing ways of working however, the demand



Unit, including cost and charges		for Welsh translation continues to increase. In order for the Council to meet its statutory responsibilities and statutory deadlines for certain reports further budget reductions are not possible. External translation services are now being used to help with capacity, which impacts the budget. Although the team will continue to improve and change processes and ways of working, including the use of technology, it is anticipated this saving cannot be achieved due to rising demand.
16/17 Communications model & Corporate Health & Safety/Wellbeing	306	This saving is challenging with the identified model of merging the marketing and communications from across the council into one team not able to progress. In addition, the increase in demand in the referrals to occupational health has not enabled the growth of this area to become income generating due to all spare capacity being used internally.
Total Savings variation	1,757	
Other Net Underspends	-1,822	Mainly as a result of Legal Services underspends of £-439k due to staff savings of £-263k and income from the Liberty Stadium court case £-130k, Financial Services underspends due to CTRS forecasted underspend of £-350k, however, this dependant on caseloads & net staff savings of £-480k, Digital and Transformation staff savings £-400k and potential IT contract cost savings of £-105k
Total Variation	-65	

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

The Directorate has proactively and strictly managed any overspending in Quarter 1, and as a base budget has performed well. The legacy savings from the previous years have affected the budget and for Quarter 2 these have been offset by underspends on service areas mainly as a result staff savings through managing vacant posts and from a one off income item in relation to the Liberty Stadium court case and CTRS underspend which is dependent on caseloads. This has resulted in an overall variance of £-65k.

Detailed plans and proposals are in place for all of the savings variances above by 31<sup>st</sup> March 2020.

Action Plans for Resources include:

- Releasing of vacancies in each service
- Ensuring all legacy savings are achieved, which were previously allocated to services
- Service budget reviews to release additional savings, reviewing the risk across the Council including impact on other Directorates.
- A range of other measures are being considered as part of in year and annual budget savings considerations , these include.
  - Review of the CTRS which is a demand-led service
  - Reductions in corporate services.
- Bringing forward savings as a result of digital wherever possible
- Reducing and stopping fees and subsidies wherever possible.

**Director of Social Services**

Social Services

Variance	£000	Explanation and Action
<b>Savings Variation</b>		
Implement preferred options as outcome of Commissioning Review (Learning Disability, Physical Disability & Mental Health service provision)	500	This project continues with dedicated resource and senior management input. Initial retendering exercise underway. The continued effect of increases to minimum wage and the need to diversify the supplier base will cause costs to increase.
Review of CHC Arrangements/LD MH Right Sizing and Review	248	This figure has improved since the first quarter as project has had further success in identifying individuals eligible for third party funding.
Review all packages of care to ensure fit for purpose and effectively manage new admissions to domiciliary care.	140	Domiciliary care continues to be subject to significant demand pressures. Rightsizing work is therefore likely to release capacity rather than reduce spend.
Direct Payments Strategy - Targeted increase in recourse to direct payments as alternative to non-complex domiciliary care packages	200	Savings in this area continue through reviews of allowances paid and, where appropriate, the reclaim of unused balances.
Income Targets	-500	Targets are expected to be exceeded in this area due to significant deferred payment receipts as well as cash transfers received in respect of legislative changes.
New Business Support Hub for Education and Social Services	50	Savings established from Social Services - remaining £50k assigned to Education. No confirmation as yet from Education on their contribution to the target
Maximise Income Opportunities in Outdoor Centres	25	Staffing changes have taken place in the centres, however there is an expected overspend in this area.

Variance	£000	Explanation and Action
Creation of a single family support function across Poverty & Prevention and CFS	50	This target is 87% achieved. Unachieved savings are primarily a consequence of the Youth Offending Service's disaggregation from regional arrangements.
Increase income from training delivered	10	This saving target is dependent on income that will not be realised until later in the year.
Realignment of employability service to maximise efficiency of grant and management.	100	This saving is currently 50% achieved. An Employability Commissioning Review is underway to identify further opportunities to offset core funds to achieve this target in 19/20 and beyond.
Cross Cutting Savings	132	Cross cutting savings arising from a combination of proposed changes to terms and conditions are unlikely to be achieved.
<b>Other</b>		
Independent Child and Family Placements	860	This budget is subject to both fee and demand pressures. It is hoped that the implementation of a new practice model will see this forecast reduce over time.
Adoption Fees	200	The council contributes towards a regional adoption service where there costs are shared between partners dependent on placement activity. Currently the Council has placed more children than its funding share.
External Residential Care	125	This area continues to be exposed to both demographic and cost pressures. Work to ensure all placements are appropriate and cost effective continues.
Internal Staffing and Services	-2,774	A number of grants have been received that are able to support the overall financial position. Work to ensure services are designed in a way that enables the Council to access all funding sources continues and will cause significant underspends to appear in these initial stages. Work to rebalance the Service's budgets is underway.
Third Party Spend	20	In addition, the service continues to maintain tight vacancy and contract management
MHLD Complex Care	1,600	This is a continuation of previous years' overspend and remains an area of extreme demand and price pressure. Additional budget has been allocated but is being outstripped by both pressures on demand and fee levels.
<b>Overall Variation</b>	<b>986</b>	

## Director's Comments

At the halfway point of the financial year, the forecast outturn is for a c £1.0m overspend on gross expenditure of c. £175m. This is a significantly improved half year position compared with recent financial years.

The £1.0m is predominantly made up of a £975k shortfall on likely achievement of savings.

In order to address the £1m gap, an in year review of gross expenditure across the Directorate compared to last financial year is being undertaken. For any increases above 2% wage inflation, remedial action will be taken to bring increased spend back below 2% by year end.

In addition to the above, a vacancy freeze will be implemented across the Directorate for any posts which do not give rise to either a safeguarding or business continuity risk.

Finally WG have announced a further tranche of regional grants to address Winter pressures and the local authority will seek to draw down further funding to accelerate transformational activity this financial year.

In light of the above, there is a good deal of confidence that the Social Services & Poverty and Prevention Directorate will achieve a balanced budget by year end (if not a small underspend).

However there remains concern that at least £4million of grant income will cease in the new financial year creating an additional financial burden for which alternative income or further compensatory savings have not yet been agreed.

### Director of Education

Variance	£000	Explanation and Action
Home to School Transport	694	Inflationary fuel price pressures and continuing demand, particularly within the ALN and post 16 sector continue to increase costs. These demand and price pressures are inherently volatile and uncontrollable within current transport policy.
Catering and Cleaning	567	The service continues to be subject to substantial inflationary pressures on the cost of food and staff. This has been partially offset by a combination of management cost control and positive take up of paid meals. Further means of reducing net cost are being examined.
Additional Learning Needs	600	This forecast primarily concerns the cost of placements within Independent Special Schools. The Council continues to see both cost and demand pressures in this area, despite continued efforts to increase the supply of such places locally. Should

		demand for such placements continue to rise, this forecast will increase.
Centrally funded non-delegated pressures.	466	This overspend is primarily attributable to ongoing historic pension costs borne by the Council on behalf of Schools. It also includes increases in the cost of maternity/paternity leave.
Potential one-off managed savings	-341	All savings opportunities are being explored to alleviate the pressures above.
<b>Overall Variation</b>	1,986	

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

The scale of external demand and cost pressures facing education services is such that no continuing robust management action will be able to bring the net spending across the directorate into balance within the 2019-20 financial year. By far the most significant area of education spending is the delegated schools budget and whilst this cannot be reduced in year it would be possible to effectively 'top slice' the budget in 2020-21, as a one off base adjustment, to effectively recover any net overspend by the year end on the 1st April 2020. Any such retrospective 'top slicing' would be in addition to any cash or real terms reductions in funding for schools approved as part of the Council budget for 2020-21.

However, to mitigate and minimise any potential reduction to schools delegated budgets all LEA budgets will be reviewed further in the first instance.

### **Director of Place**

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

- Significant increased electricity costs for street lighting of £200k
- Reduced recycling prices in waste management reflecting an improved position from 1<sup>st</sup> quarter of £87k
- Increased costs for maintaining and replacing aging social services fleet £381k

In year savings of £701k have been identified as difficult to achieve by year end and these comprise mainly of Commissioning Review (Service in the Community), IT delays for rollout of mobile working and delayed and "cashable" Integrated Transport Unit savings and transport savings removed budget but authorisation to implement withdrawn

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

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

The directorate has identified appropriate mitigation to offset these spending pressures within its overall budget to enable it to offset these costs and return a balanced budget.

# September 2019 MTFP Tracker Report

**Target Savings**

**£12.64m**

**Expected Savings by 31<sup>st</sup> March 2020**

**£10.13m**

August £10.11m



**Delivered**

**£6.31m**

August £5.99m  
July £5.72m

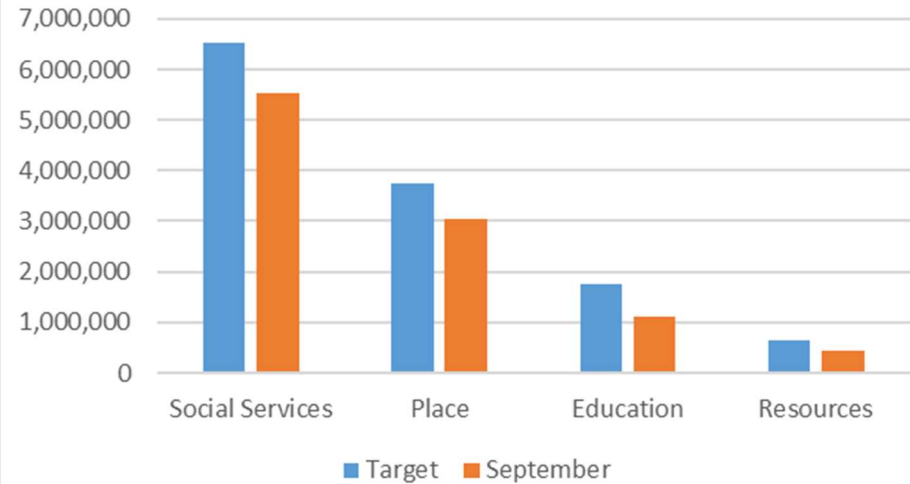


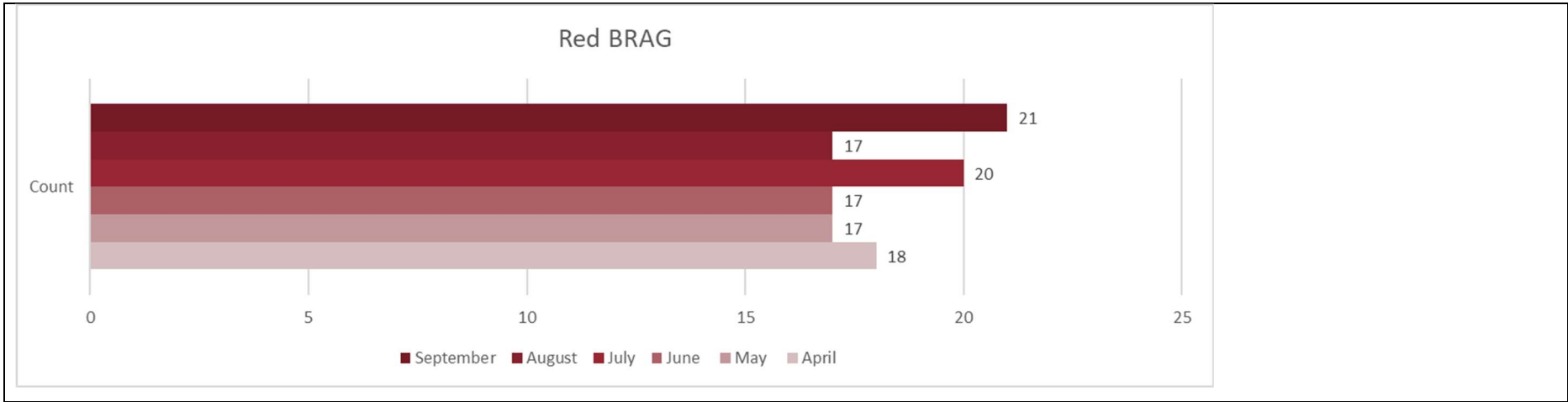
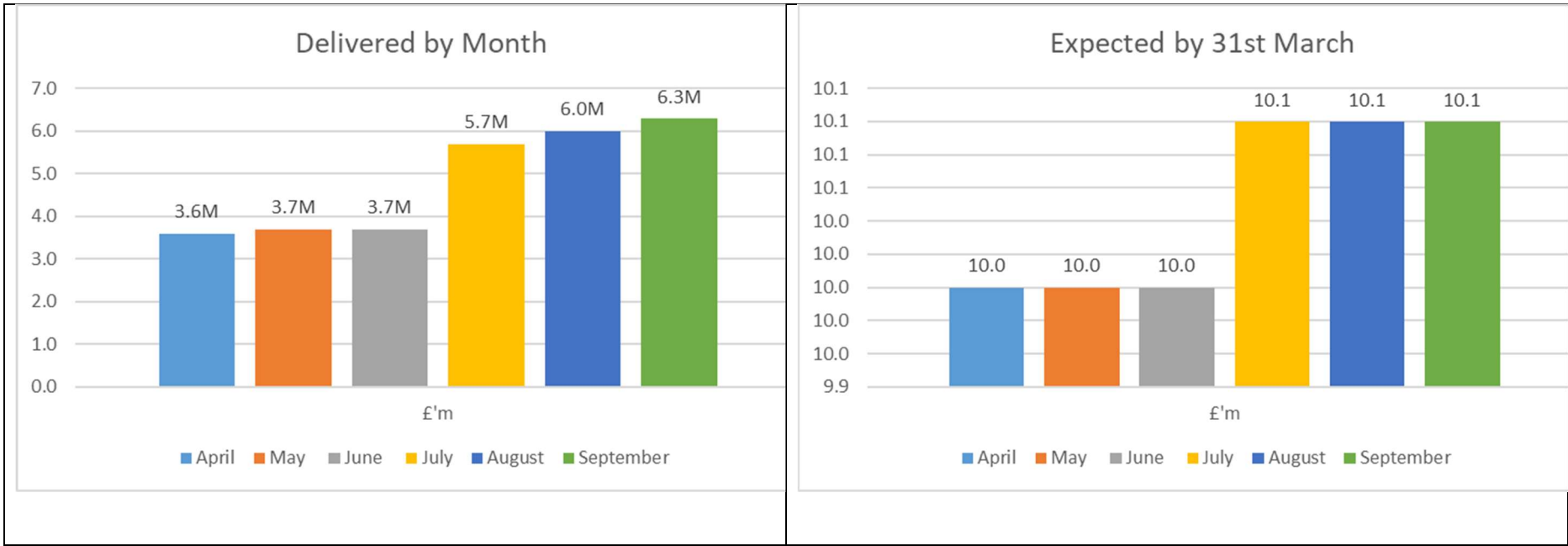
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**BRAG COUNT BY DIRECTORATE**



**Target v Expected to be Achieved**





**Appendix D**

<b>Capital expenditure on major schemes to 30 September 2019 (where spend greater than £250k)</b>	<b>£000's</b>
<b>People</b>	
Pentrehafod Comp School Remodelling	515
EOTAS new build	686
Gorseinon primary new build	896
<b>Resources</b>	
Agile & Mobile programme (laptops and accessories)	563
<b>Place</b>	
Swansea Central (Arena)	5,422
Kingsway infrastructure and demolition	784
Highways - carriageways & resurfacing	2,651
Highways - footways	254
Bascule Bridge	428
CTU - chassis cabs and bodies	278
Corporate Building (including school improvements)	2,695
Disability Facilities Grants	1,441
Mini adaptation grants	317
Freedom Leisure improvements	2,014
HRA capital programme (excluding More Homes schemes)	18,342
HRA capital programme - More Homes schemes	1,021

Total scheme value where spend greater than £250k

38,307



# Agenda Item 7



## Report of the Section 151 Officer

Council – 27 November 2019

### Treasury Management – Interim Year Review Report 2019/20

<b>Purpose:</b>	To receive and note the Treasury Management Interim Year Review Report 2019/20
<b>Report Author:</b>	Jeffrey Dong
<b>Legal Officer:</b>	Debbie Smith
<b>Finance Officer:</b>	Ben Smith
<b>Access to Services Officer:</b>	Rhian Millar
<b>For Information</b>	

## 1 Background

- 1.1 This report is presented in line with the recommendations contained within the The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management which requires an interim year review of Treasury Management operations to be presented to Council

## 2 Introduction

- 2.1 Treasury Management is defined as:

“The management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks. ” A glossary of terms is at Appendix 1.

- 2.2 The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised November 2009) was adopted by this Council in February 2010.

The primary requirements of the Code are as follows:

1. Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's Treasury Management activities.
2. Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
3. Receipt by the full Council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead; a Mid-year Review Report and an Annual Report covering activities during the previous year.
4. Delegation by the Council of responsibilities for implementing and monitoring Treasury Management policies and practices and for the execution and administration of Treasury Management decisions.
5. Delegation by the Council of the role of scrutiny of Treasury Management strategy and policies to a specific named body.

This Interim Year Review Report has been prepared in compliance with CIPFA's Code of Practice, and covers the following:

- An economic update for the first six months of 2019/20
- A review of the Treasury Management Strategy Statement and Annual Investment Strategy
- A review of the Council's investment portfolio for 2019/20
- A review of the Council's borrowing strategy for 2019/20
- A review of any debt rescheduling undertaken during 2019/20
- A review of compliance with Treasury and Prudential Limits for 2019/20

### **3 Economic Update**

- 3.1 **UK.** This first half year has been a time of upheaval on the political front as Theresa May resigned as Prime Minister to be replaced by Boris Johnson on a platform of the UK leaving the EU on or before 31 October, with or without a deal. However, in September, his proroguing of Parliament was overturned by the Supreme Court and Parliament carried a bill to delay Brexit until 31 January 2020 if there is no deal by 31 October. MPs also voted down holding a general election before 31 October. Parliament has since agreed to a general election on the 12<sup>th</sup> December 2019. At the time of writing the whole Brexit outcome is highly contingent on the outcome of the general election. Given these circumstances, any interest rate forecasts are subject to material change as the situation evolves. If the UK does soon achieve a deal on Brexit agreed with the EU then it is possible that growth could recover relatively quickly. The MPC would then need to address the issue of whether to raise Bank Rate at some point in the coming year when there is little slack left in the labour market; this could cause wage inflation to accelerate which would then feed through into general inflation. On the other hand, if there was a no deal Brexit and there was a significant level of disruption to the economy, then growth could weaken even further than currently and the MPC would be likely to cut Bank Rate in order to

support growth. However, with Bank Rate still only at 0.75%, it has relatively little room to make a big impact and the MPC would probably suggest that it would be up to the Chancellor to provide help to support growth by way of a fiscal boost by e.g. tax cuts, increases in the annual expenditure budgets of government departments and services and expenditure on infrastructure projects, to boost the economy.

- 3.2 The first half of 2019/20 has seen UK **economic growth** fall as Brexit uncertainty took a toll. In its Inflation Report of 1 August, the Bank of England was notably downbeat about the outlook for both the UK and major world economies. The MPC meeting of 19 September reemphasised their concern about the downturn in world growth and also expressed concern that prolonged Brexit uncertainty would contribute to a build-up of spare capacity in the UK economy, especially in the context of a downturn in world growth. This mirrored investor concerns around the world which are now expecting a significant downturn or possibly even a recession in some major developed economies. It was therefore no surprise that the Monetary Policy Committee (MPC) left Bank Rate unchanged at 0.75% throughout 2019, so far, and is expected to hold off on changes until there is some clarity on what is going to happen over Brexit. However, it is also worth noting that the new Prime Minister is making some significant promises on various spending commitments and a relaxation in the austerity programme. This will provide some support to the economy and, conversely, take some pressure off the MPC to cut Bank Rate to support growth.
- 3.3 As for **inflation** itself, CPI has been hovering around the Bank of England's target of 2% during 2019, but fell to 1.7% in August. It is likely to remain close to 2% over the next two years and so it does not pose any immediate concern to the MPC at the current time. However, if there was a no deal Brexit, inflation could rise towards 4%, primarily as a result of imported inflation on the back of a weakening pound.
- 3.4 With regard to the **labour market**, despite the contraction in quarterly GDP growth of -0.2% q/q, (+1.3% y/y), in quarter 2, employment continued to rise, but at only a muted rate of 31,000 in the three months to July after having risen by no less than 115,000 in quarter 2 itself: the latter figure, in particular, suggests that firms are preparing to expand output and suggests there could be a return to positive growth in quarter 3. Unemployment continued at a 44 year low of 3.8% on the Independent Labour Organisation measure in July and the participation rate of 76.1% achieved a new all-time high. Job vacancies fell for a seventh consecutive month after having previously hit record levels. However, with unemployment continuing to fall, this month by 11,000, employers will still be having difficulty filling job vacancies with suitable staff. It was therefore unsurprising that wage inflation picked up to a high point of 3.9% in June before easing back slightly to 3.8% in July, (3 month average regular pay, excluding bonuses). This meant that in real terms, (i.e. wage rates higher than CPI inflation), earnings grew by about 2.1%. As the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months. The latest GDP statistics also included a revision of the savings ratio from 4.1% to 6.4% which provides reassurance that consumers' balance

sheets are not over stretched and so will be able to support growth going forward. This would then mean that the MPC will need to consider carefully at what point to take action to raise Bank Rate if there is an agreed Brexit deal, as the recent pick-up in wage costs is consistent with a rise in core services inflation to more than 4% in 2020. In the **political arena**, alongside general election promises being made will eventually result in a potential loosening of monetary policy and therefore medium to longer dated gilt yields could rise on the expectation of a weak pound and concerns around inflation picking up although, conversely, a weak international backdrop could provide further support for low yielding government bonds and gilts.

- 3.5 **USA.** President Trump's massive easing of fiscal policy in 2018 fuelled a temporary boost in consumption in that year which generated an upturn in the rate of strong growth to 2.9% y/y. Growth in 2019 has been falling back after a strong start in quarter 1 at 3.1%, (annualised rate), to 2.0% in quarter 2. Quarter 3 is expected to fall further. The strong growth in employment numbers during 2018 has reversed into a falling trend during 2019, indicating that the economy is cooling, while inflationary pressures are also weakening The Fed finished its series of increases in rates to 2.25 – 2.50% in December 2018. In July 2019, it cut rates by 0.25% as a 'midterm adjustment' but flagged up that this was not to be seen as the start of a series of cuts to ward off a downturn in growth. It also ended its programme of quantitative tightening in August, (reducing its holdings of treasuries etc). It then cut rates again in September to 1.75% - 2.00% and is thought likely to cut another 25 bps in December. Investor confidence has been badly rattled by the progressive ramping up of increases in tariffs President Trump has made on Chinese imports and China has responded with increases in tariffs on American imports. This trade war is seen as depressing US, Chinese and world growth. In the EU, it is also particularly impacting Germany as exports of goods and services are equivalent to 46% of total GDP. It will also impact developing countries dependent on exporting commodities to China.
- 3.6 **EUROZONE.** Growth has been slowing from +1.8 % during 2018 to around half of that in 2019. Growth was +0.4% q/q (+1.2% y/y) in quarter 1 and then fell to +0.2% q/q (+1.0% y/y) in quarter 2; there appears to be little upside potential to the growth rate in the rest of 2019. German GDP growth fell to -0.1% in quarter 2; industrial production was down 4% y/y in June with car production down 10% y/y. Germany would be particularly vulnerable to a no deal Brexit depressing exports further and if President Trump imposes tariffs on EU produced cars. The European Central Bank (ECB) ended its programme of quantitative easing purchases of debt in December 2018, which meant that the central banks in the US, UK and EU had all ended the phase of post financial crisis expansion of liquidity supporting world financial markets by purchases of debt. However, the downturn in EZ growth in the second half of 2018 and into 2019, together with inflation falling well under the upper limit of its target range of 0 to 2%, (but it aims to keep it near to 2%), has prompted the ECB to take new measures to stimulate growth. At its March meeting it said that it expected to leave interest rates at their present levels "at least through the end of 2019", but that was of little help to boosting growth in the near term. Consequently, it announced a third round of TLTROs; this provides banks with cheap borrowing every three months from September 2019 until March 2021 which means that, although they will

have only a two-year maturity, the Bank is making funds available until 2023, two years later than under its previous policy. As with the last round, the new TLTROs will include an incentive to encourage bank lending, and they will be capped at 30% of a bank's eligible loans. However, since then, the downturn in EZ and world growth has gathered momentum so at its meeting on 12 September, it cut its deposit rate further into negative territory, from -0.4% to -0.5%, and announced a resumption of quantitative easing purchases of debt. It also increased the maturity of the third round of TLTROs from two to three years. However, it is doubtful whether this loosening of monetary policy will have much impact on growth and unsurprisingly, the ECB stated that governments will need to help stimulate growth by fiscal policy. On the political front, Austria, Spain and Italy are in the throes of forming coalition governments with some unlikely combinations of parties i.e. this raises questions around their likely endurance. The recent results of two German state elections will put further pressure on the frail German CDU/SDP coalition government.

- 3.7 **CHINA.** Economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and credit systems. Progress also still needs to be made to eliminate excess industrial capacity and to switch investment from property construction and infrastructure to consumer goods production. The trade war with the US does not appear currently to have had a significant effect on GDP growth as some of the impact of tariffs has been offset by falls in the exchange rate and by transshipping exports through other countries, rather than directly to the US.
- 3.8 **JAPAN** - has been struggling to stimulate consistent significant GDP growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy.
- 3.9 **WORLD GROWTH.** The trade war between the US and China is a major concern to financial markets and is depressing worldwide growth, as any downturn in China will spill over into impacting countries supplying raw materials to China. Concerns are focused on the synchronised general weakening of growth in the major economies of the world compounded by fears that there could even be a recession looming up in the US, though this is probably overblown. These concerns have resulted in government bond yields in the developed world falling significantly during 2019. If there were a major worldwide downturn in growth, central banks in most of the major economies will have limited ammunition available, in terms of monetary policy measures, when rates are already very low in most countries, (apart from the US), and there are concerns about how much distortion of financial markets has already occurred with the current levels of quantitative easing purchases of debt by central banks. The latest PMI survey statistics of economic health for the US, UK, EU and China have all been sub 50 which gives a forward indication of a downturn in growth; this confirms investor sentiment that the outlook for growth during the rest of this financial year is weak.

## **4 Review of the Treasury Management Strategy Statement and Investment Strategy**

4.1 The Treasury Management Strategy Statement for 2019/20 was approved by Council in February 2019. The Council's Annual Investment Strategy, which is incorporated in the Treasury Management Strategy Statement, outlines the Council's investment priorities as follows in order of priority:

- Security of capital
- Liquidity
- Yield

4.2 The Council shall aim to achieve the optimum return (yield) on investments commensurate with the proper levels of security and liquidity. In the current economic climate it is considered only appropriate to invest with highly credit rated financial institutions, using our advisor's suggested creditworthiness appraisal approach, including sovereign credit rating and credit default swap (CDS) overlay information.

4.4 Borrowing rates and available investment interest rates have remained at historically low rates during 2019/20, with certain periods of extreme volatility, reflecting the political uncertainty prevailing each time. No external borrowing has been undertaken during the interim period, since the last report.

4.5 As outlined in Section 3 above, there is still considerable uncertainty and volatility in financial and banking markets, both globally and particularly in the UK, pending General Election and Brexit determination. In this context, it is considered that the strategy approved in February 2019 is still appropriate in the current economic climate and has been reviewed whilst considering and formulating the strategy for 2020/21 as funding for capital and cashflow requirements dictate.

### **4.6 Public Works Loan Board (PWLB)**

HM Treasury made a shock determination on the 9<sup>th</sup> October 2019 affecting all future borrowing from the Public Works Loan Board (PWLB) which would now be subject to an additional 1.00% 'premium' over and above existing margins above prevailing Gilt yields. Representations are being made via WLGA, and WG about the negative impact this change will have on capital programmes in progress throughout local authorities in Wales.

4.7 It should be noted that this Council undertook £90m of borrowing, wholly fulfilling its current capital financing requirement in 2018/19 at historically low interest rates, materially bringing down the average cost of capital to the Council, ahead of this punitive change.

## **5 Review of Investment Portfolio 2019/20**

5.1 In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite

- 5.2 A full list of internally managed investments held as at 30th September 2019, is shown in Appendix 3. To 30<sup>th</sup> September 2019, the portfolio has returned 0.79% against a 7 day benchmark rate of 0.6%

## **6 Review of Borrowing Strategy**

- 6.1 The current capital financing requirement (CFR) was funded by taking advantage of the historic low rates experienced in 2018/19 as previously reported to Council in the Treasury Management Annual Report 2018/19. No additional borrowing has been undertaken in 2019/20. Total external debt as is £554m at an average interest rate of 4.22%.

## **7 Review of Debt Rescheduling**

- 7.1 Debt rescheduling opportunities are constantly evaluated but have been limited in the current economic climate and consequent structure of interest rates. No debt rescheduling has been undertaken in 2019/20 to date.

## **8 Review of Compliance with Treasury & Prudential Limits**

- 8.1 It is a statutory duty for the Council to determine and keep under review the “Affordable Borrowing Limits”. The Council’s approved Treasury and Prudential Indicators (affordability limits) are outlined in the approved Treasury Management Strategy Statement.
- 8.2 During the financial year to date the Council has operated within the Treasury limits and Prudential Indicators set out in the Council’s Treasury Management Strategy Statement and in compliance with the Council’s Treasury Management Practices. Compliance with the Prudential and Treasury Indicators are shown in Appendix 4.

## **9 Financial Implications**

- 9.1 The financial implications associated with this report have been reported at Council in February 2019 in the Revenue and Capital Budget Reports 2019/20

## **10 Legal Implications**

- 10.1 There are no direct legal implications associated with this report

## **11 Equality and Engagement Implications**

- 11.1 The Council is subject to the Public Sector Equality Duty (Wales) and must, in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.

- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Our Equality Impact Assessment (EIA) process ensures that we have paid due regard to the above. We have undertaken an EIA screening which demonstrates there are no equality impact implications arising directly from this report ( Appendix 5)

**Background papers:** The revised CIPFA Treasury Management Code of Practice 2009  
The revised CIPFA Prudential Code for Capital Finance in Local Authorities 2013  
The revised CIPFA Prudential Code for Capital Finance in Local Authorities 2017

**Appendices** Appendix 1 - Glossary of terms  
Appendix 2 - Interest Rate forecast  
Appendix 3 - Schedule of investments  
Appendix 4 - Prudential Indicators  
Appendix 5 - Equality Impact Assessment



## Treasury Management – Glossary of Terms

<b>Annualised Rate of Return</b>	Represents the average return which was achieved each year.
<b>Authorised Limit</b>	The authorised limit must be set to establish the outer boundary of the local authority's borrowing based on a realistic assessment of risks. The authorised limit is not a limit that a Council will expect to borrow up to on a regular basis. It is crucial that it is not treated as an upper limit for borrowing for capital expenditure alone since it must also encompass borrowing for temporary purposes. It is the expected maximum borrowing need, with some headroom for unexpected requirements.
<b>Bank Rate</b>	The Official Bank rate paid on commercial bank reserves i.e. reserves placed by commercial banks with the Bank of England as part of the Bank's operations to reduce volatility in short term interest rates in the money markets.
<b>Base Rate</b>	Minimum lending rate of a bank or financial institution in the UK.
<b>Borrowing</b>	In the Code, borrowing refers to external borrowing. Borrowing is defined as both:- <ul style="list-style-type: none"> <li>• Borrowing repayable with a period in excess of 12months</li> <li>• Borrowing repayable on demand or within 12months</li> </ul>
<b>Capital Expenditure</b>	The definition of capital expenditure starts with all those items which can be capitalised in accordance with the Statement of Recommended Practice (SORP). To this must be added any items that have/will be capitalised in accordance with legislation that otherwise would not be capitalised. Prudential indicators for current and future years are calculated in a manner consistent with this definition.
<b>Capital Financing Charges</b>	These are the net costs of financing capital i.e. interest and principal, premia less interest discounts received.
<b>Capital Financing Requirement</b>	The Capital Financing Requirement is capital expenditure, which needs to be financed from borrowing.

	It is essentially a measure of the Council's underlying borrowing need.
<b>CIPFA</b>	The Chartered Institute of Public Finance and Accountancy. One of the leading professional accountancy bodies in the UK and the only one which specialises in the public services.
<b>Counterparty</b>	The organisations responsible for repaying the Council's investment upon maturity and for making interest payments.
<b>CPI (Consumer Price Index)</b>	The consumer price index (CPI) is a measure of the average price of consumer goods and services purchased by households. It is one of several price indices calculated by national statistical agencies. The percent change in the CPI is a measure of inflation.
<b>Credit Rating</b>	<p>This is a scoring system that lenders use to determine how credit worthy borrowers are.</p> <p>The Credit Rating components are as follows:</p> <ol style="list-style-type: none"> <li>1. The AAA ratings through to C/D are long-term rating definitions and generally cover maturities of up to five years, with the emphasis on the ongoing stability of the institution's prospective financial condition. AAA are the most highly rated, C/D are the lowest. This Council does not invest with institutions lower than AA - for investments over 364 days</li> <li>2. F1/A1/P1 are short-term rating definitions used by Moody's, S&amp;P and Fitch Ratings for banks and building societies based on their individual opinion on an institution's capacity to repay punctually its short-term debt obligations (which do not exceed one year). This Council does not invest with institutions lower than F1/A1/P1 for investments under 364 days.</li> </ol>
<b>Debt</b>	For the purposes of the Code, debt refers to the sum of borrowing (see above) and other long-term liabilities (see below). It should be noted that the term borrowing used in the Act includes both borrowing as defined for the balance sheet and other long terms liabilities defined as credit arrangements through legislation.

<b>Debt Management Office (DMO)</b>	Government Agency responsible for the issuance of government borrowing and lending.
<b>De- leveraging</b>	Paying back borrowed sums of money
<b>Discounts</b>	Where the prevailing interest rate is higher than the fixed rate of a long-term loan, which is being repaid early, the lender can refund the borrower a discount. This is calculated on the difference between the two interest rates over the remaining years of the loan, discounted back to present value. The lender is able to offer the discount, as their investment will now earn more than when the original loan was taken out.
<b>Financing Costs</b>	<p>The financing costs are an estimate of the aggregate of the following:-</p> <ul style="list-style-type: none"> <li>• Interest payable with respect to borrowing</li> <li>• Interest payable under other long-term liabilities</li> <li>• Gains and losses on the repurchase or early settlement of borrowing credited or charged to the amount to be met from government grants and local taxpayers (premiums and discounts)</li> <li>• Interest earned and investment income</li> <li>• Amounts required in respect of the minimum revenue provision plus any additional voluntary contributions plus any other amounts for depreciation/impairment that are charged to the amount to be met from government grants and local taxpayers</li> </ul>
<b>Financial Reporting Statements (FRSs)</b>	These are standards set by governing bodies on how the financial statements should look.
<b>Gilts</b>	Gilts are bonds issued by the UK government. The term is of British origin, and refers to the securities certificates issued by the Bank of England, which had a gilt (or gilded) edge.
<b>Investments</b>	<p>Investments are the aggregate of:-</p> <ul style="list-style-type: none"> <li>• Long term investments</li> <li>• Short term investments (within current assets)</li> <li>• Cash and bank balances including overdrawn balances</li> </ul>
<b>IMF</b>	International Monetary Fund
<b>Leverage</b>	Borrowed sums of money

<b>LOBO (Lender's Option/ Borrower's Option)</b>	Money Market instruments that have a fixed initial term (typically one to ten year) and then move to an arrangement whereby the lender can decide at pre-determined intervals to adjust the rate on the loan. At this stage the borrower has the option to repay the loan.
<b>London Inter-Bank Bid Rate (LIBID)</b>	The interest rate at which major banks in London are willing to borrow (bid for) funds from each other.
<b>Managed Funds</b>	<p><u>In-House Fund Management</u> Surplus cash can be managed either by external fund managers or by the Council's staff in-house. The in-house funds are invested in fixed deposits through the money markets.</p> <p><u>Externally Managed Funds</u> Fund managers appointed by the Council invest surplus cash in liquid instruments such as bank certificates of deposit and government stocks. The fund managers' specialist knowledge should ensure a greater diversification of investments and higher expected returns</p>
<b>Maturity</b>	The date when an investment is repaid or the period covered by a fixed term investment.
<b>Monetary Policy Committee (MPC)</b>	This is a body set up by the Government in 1997 to set the repo rate (commonly referred to as being base rate). Their primary target (as set by the Government) is to keep inflation within plus or minus 1% of a central target of 2% in two years time from the date of the monthly meeting of the Committee. Their secondary target is to support the Government in maintaining high and stable levels of growth and employment.
<b>Money Market</b>	<p>Consists of financial institutions and deals in money and credit.</p> <p>The term applied to the institutions willing to trade in financial instruments. It is not a physical creation, but an electronic/telephone one.</p>
<b>Net Borrowing</b>	For the purposes of the Code, net borrowing refers to borrowing (see above) net of investments (see above).
<b>Net Revenue Stream</b>	Estimates for net revenue stream for current and future years are the local authority's estimates of the

	amounts to be met from government grants and local taxpayers.
<b>Operational Boundary</b>	This is based on expectations of the maximum external debt of the authority according to probable not simply possible – events and being consistent with the maximum level of external debt projected by the estimates. It is not a limit and actual borrowing could vary around this boundary for short periods.
<b>Other Long Term Liabilities</b>	The definition of other long term liabilities is the sum of the amounts in the Council's accounts that are classified as liabilities that are for periods in excess of 12months, other than borrowing (see definition above).
<b>Premature Repayment of Loans (debt restructuring/ rescheduling)</b>	A facility for loans where the Council can repay loans prior to the original maturity date. If the loan repaid has a lower interest rate than the current rate for a loan of the same maturity period the Council can secure a cash discount on the repayment of the original loan. If the loan replaced has a higher rate of interest than the current rate for a loan of the same maturity period, a cash penalty is payable to the lender.
<b>Premia</b>	Where the prevailing current interest rate is lower than the fixed rate of a long term loan, which is being repaid early, the lender can charge the borrower a premium. This is calculated on the difference between the two interest rates over the remaining years of the loan, discounted back to present value. The lender may charge the premium, as their investment will now earn less than when the original loan was taken out.
<b>Prudential Code</b>	The Prudential Code is the largely self regulatory framework outlined by CIPFA for managing/monitoring capital investment in local government.
<b>Public Works Loan Board (PWLB)</b>	A Government agency which provides loans to local authorities. Each year, it issues a circular setting out the basis on which loans will be made available and a quota formula for the amount that can be borrowed. Loans can be either at a fixed rate or on a variable rate basis. They can be repaid on either an annuity, equal instalment of principal or maturity basis. The interest rate charged is linked to the cost at which the Government itself borrows.

<b>Quantitative Easing</b>	<p>Extreme form of monetary policy used to stimulate an economy where interest rates are either at or close to zero. Normally a central bank stimulates the economy by lowering interest rates but when it cannot lower them further it can attempt to seed the system with new money by quantitative easing.</p> <p>In practical terms, the central bank purchases financial assets including government debt and corporate bonds from financial institutions using money it has created by increasing its own credit limits in its own bank accounts. Also known as 'printing money' although no extra physical cash is created.</p>
<b>Risk</b>	<p><u>Credit /Counterparty Risk</u> The risk that counterparty defaults on its obligations.</p> <p><u>Inflation Risk</u> The risk that growth in the Authority's investment income does not keep pace with the effects of inflation on its expenditure.</p> <p><u>Interest Rate Risk</u> The risk that changes in rates of interest creates an unexpected or unbudgeted burden on the Council's finances.</p> <p><u>Liquidity Risk</u> The risk that cash will not be available when it is needed.</p> <p><u>Operational Risk</u> The risk of loss through fraud, error, corruption, system failure or other eventualities in treasury management dealings, and failure to maintain effective contingency management arrangements.</p> <p><u>Refinancing Risk</u> The risk that the Authority is unable to replace its maturing funding arrangements on appropriate terms.</p>
<b>Set Aside Capital Receipts</b>	<p>A proportion of money received by the Council for the sale of fixed assets must be set aside to repay debt.</p>
<b>SORP</b>	<p>Statement of Recommended Practice, published by CIPFA (Local Authority Accounting Body). This sets out guidelines regarding the Council's financial matters.</p>

<b>Specified/Non Specified investments</b>	Specified investments are sterling denominated investments for less than 364 days as identified in Appendix A in line with statutory investment regulations. Non-specified investments are all other investments identified in Appendix A in line with statutory investment regulations.
<b>Supranational Bonds</b>	These are bonds issued by institutions such as the European Investment Bank and World Bank. As with Government bonds (Gilts) they are regarded as the safest bond investments with a high credit rating.
<b>Temporary Borrowing and Investment</b>	Loans which are capable of being repaid within one year. The term of the loans will be negotiated from overnight to 364 days.
<b>Treasury Management</b>	<p>Treasury management has the same definition as in CIPFA's code of Practice of Treasury Management in the Public Services.</p> <p>"The management of the organisation's cash flows its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."</p>
<b>Yield Curve</b>	The line resulting from portraying interest rate graphically for a series of periods, e.g. 7days, 1month, 3, 6, 9, and 12months. When longer-term interest rates are higher than short-term rates the yield curve slopes upwards and is described as positive. When the opposite prevails the yield curve is referred to as inverse.



## Appendix 3

**Investments as at 30/9/19**

<b>Counterparty</b>	<b>£</b>
Bank of Scotland	19,811,428.18
Santander Bank	20,800,000.00
Aberdeen City Council	5,000,000.00
Birmingham City Council	9,000,000.00
Bournemouth Christchurch & Poole BC	1,500,000.00
Coventry Building Society	3,000,000.00
Fife Council	5,000,000.00
Goldman Sachs	22,000,000.00
Kingston Upon Hull Council	4,000,000.00
Lancashire CC	7,500,000.00
London Borough of Southwark	3,000,000.00
Reading Borough Council	5,000,000.00
Rhondda Cynon Taf CBC	3,000,000.00
RB of Windsor and Maidenhead	5,000,000.00
Thurrock Council	20,000,000.00
	<b>133,611,428.18</b>



## APPENDIX 4

### Prudential Indicators

Capital Prudential Indicators	2018/19	2019/20
	Outturn	Original Estimate
	£'000	£'000
<b>Capital Expenditure</b>		
GF	40,379	53,842
HRA	45,835	67,313
TOTAL	86,214	121,155
<b>Ratio of financing costs to net revenue stream</b>	%	%
GF	6.75	5.98
HRA	16.44	16.29
<b>Capital Financing Requirement</b>	£'000	£'000
GF	333,490	396,375
Credit Arrangements	1,898	186,909
HRA	151,068	1,248
TOTAL	486,456	584,532

Treasury Management Prudential Indicators	2018/19	2019/20
	Outturn	Original Estimate
	£'000 or %	£'000 or %
Authorised limit for external debt	458,535	681,958
Operational boundary for external debt	458,535	641,958
Upper limit for fixed interest rate exposure	78.6%/ £360,535	100%/ £681,958
Upper limit for variable interest rate exposure	21.4%/ £98,000	40%/ £272,783
Upper limit for total principal sums invested for over 364 days	0	40,000

<b>Maturity Structure of Fixed Rate Borrowing in 2019/20</b>			
	<b>Upper Limit</b>	<b>Lower Limit</b>	<b>Actual</b>
Under 12 months	50%	0%	0.7%
12 months and within 24 months	50%	0%	0.5%
24 months and within 5 years	50%	0%	0.1%
5 years and within 10 years	85%	0%	9.7%
10 years and above	95%	15%	89%

The treasury management prudential indicators identified above as:

- Upper limit for fixed interest rate exposure
- Upper limit for variable interest rate exposure
- Upper limit for total principal sums invested for over 364 days
- Maturity Structure of fixed rate borrowing in 2019/20

Above figures are as at 30<sup>th</sup> Oct 2019. None of the above limits/Prudential Indicators have been breached during 2019/20 to date.

Please ensure that you refer to the [‘Screening Form Guidance’](#) while completing this form. If you would like further guidance please contact your support officer in the Access to Services team (see guidance for details).

<b>Section 1</b>
What service area and directorate are you from?
Service Area: Finance & Delivery
Directorate: Resources

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

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

**(b) Please name and describe below  
TREASURY MANAGEMENT INTERIM YEAR REPORT 19/20**

**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)	<input type="checkbox"/> (M)	<input checked="" type="checkbox"/> (L)

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

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

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

		High Impact	Medium Impact	Low Impact	Don't know
		(H)	(M)	(L)	(H)
Age	→	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	→	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	→	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	→	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Religion or (non-)belief		<input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
Sex	→	<input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
Sexual Orientation	→	<input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
Welsh Language	→	<input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
Poverty/social exclusion	→	<input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
Carers	→	<input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
Community cohesion	→	<input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>

**Q4 Have you / will you undertake any public consultation and engagement relating to the initiative?**

Yes      ✓ No (If no, you need to consider whether you should be undertaking consultation and engagement – please see the guidance)

If yes, please provide details below

**Q5(a) HOW VISIBLE IS THIS SERVICE/FUNCTION/POLICY/PROCEDURE/PROJECT/ STRATEGY TO THE GENERAL PUBLIC?**

High visibility to general public

(H)

Medium visibility to general public

(M)

Low visibility to general public

✓ (L)

**(b) WHAT IS THE POTENTIAL RISK TO THE COUNCIL'S REPUTATION? (Consider the following impacts – legal, financial, political, media, public perception etc...)**

High risk to reputation

(H)

Medium risk to reputation

✓ (M)

Low risk to reputation

(L)

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

✓ Yes       No      **If yes, please provide details below**  
 The cost of capital for all capital projects undertaken by the Authority is informed by the TM strategy

**Q7 HOW DID YOU SCORE? Please tick the relevant box below – NOTE: Q3 counts as a single H, M or L (and one H / M outscores any n° of Ls)**

**MOSTLY H and/or M → HIGH PRIORITY →  EIA to be completed**

**Please go to Section**

**2**

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

**Q8 If after completing the EIA screening process you determine that this service/function/policy/project is not relevant for an EIA you must provide adequate explanation below.**

This is a back office function which although important has little or no direct impact on the groups identified in Q3

**Section 2**

Please send this completed form to the Access to Services Team for agreement before obtaining email approval from your Head of Service.

Screening form completed by:	
Name: Jeff Dong	
Location: 1.4.1c civic centre	
Telephone Number: 6934	
	Date: 1/11/19
Approval by Head of Service:	
Name: Ben Smith	
Position: S 151 Officer	
	Date: 1/11/19

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

# Agenda Item 8



## Report of the Cabinet Member for Delivery

Service Improvement and Finance Performance Panel  
9<sup>th</sup> December 2019

### **Wales Audit Office report on the Effectiveness of Local Planning Authorities in Wales**

**Purpose:** The report presents a draft action plan that responds to the proposals for improvement identified in the Wales Audit Office following their review of the effectiveness of Local Planning Authorities in Wales.

**Report Author:** Ryan Thomas

**Finance Officer:** Paul Roach

**Legal Officer:** Jonathan Wills

**Access to Services Officer:** Rhian Millar

#### **For Information**

#### **1. Background**

1.1 The Wales Audit Office carried out a review of the effectiveness of Local Planning Authorities in Wales in 2018/19 reporting on 6<sup>th</sup> June 2019. A copy of the report can be accessed online via the following link: <https://www.audit.wales/publication/effectiveness-local-planning-authorities-wales>

1.2 In summary the report draws 4 main conclusions as follows:

- Planning Authorities find it challenging to balance competing demands because of the complexities of the planning system,
- Insufficient capacity and reducing capacity are eroding planning authorities resilience,
- Timeliness and quality of decision making varies widely and performance on managing applications is poor,
- Further work is required to deliver the wellbeing aspects of the Planning (Wales) Act and Planning Policy Wales.

1.3 A review of each of the conclusions and associated recommendations is provided below.

## **2. Planning authorities find it challenging to balance competing demands because of the complexities of the planning system**

2.1 Part 1 of the report sets out the complexities of the planning system showing how challenging it is for local planning authorities to effectively engage with and involve stakeholders in choices and decisions.

To improve involvement with stakeholders and ownership of decisions the report recommends that local planning authorities:

- test current engagement and involvement practices and consider the full range of other options available to ensure involvement activities are fit for purpose;
- use 'Place Plans' as a vehicle to engage and involve communities and citizens in planning choices and decision making; and
- improve transparency and accountability by holding planning meetings at appropriate times, rotating meetings to take place in areas which are subject to proposed development, webcasting meetings and providing opportunities for stakeholders to address committee meetings.

2.2 The report also recommends that Welsh Government review the Development Management Procedure Order 2012 and update the engagement and involvement standards for local planning authorities.

2.3 In this respect it should be recognised that Local Planning Authorities work within the legislative and regulatory framework prescribed by Welsh Government and the prescribed consultation and engagement requirements.

2.4 The Authority has recently adopted the Swansea Local Development Plan (LDP) having undertaken extensive and wide ranging consultation and engagement processes over several years, involving workshops, community events, roadshows and other exercises. These were carried out in accordance with the Community Involvement Scheme set out in the statutory Delivery Agreement, which was agreed with Welsh Government in accordance with the requirements of the Town and Country Planning (Local Development Plan) (Wales) Regulations 2005. The consultation and engagement work undertaken in the production of the LDP were confirmed as being entirely appropriate and sound by the independent planning inspectors appointed to examine the Plan, and in fact included various non-statutory stages of consultation (such as an extended 'Candidate Sites' process and the invitation of comments on a 'pre-Deposit' version of the Plan), undertaken to maximise the amount of community awareness and involvement.

2.5 As an indication of the scale of the consultation and engagement involved in the production of the LDP, during the consultation on 'Candidate Sites', 41,746 comments were received and responded to by the Authority. Following consultation on the Deposit Plan, the Council received a total of 2,505 representations from 1,027 individuals, organisations, and various other interested parties. All those who duly made representations to the Authority in relation to the LDP also had a further opportunity to put their views to the independent inspectors, during the Examination in Public stage of the process.

- 2.6 With regard development management all planning applications are subject to a process of consultation with neighbours and/or the community, through direct notification by letter, through the erection of site and/or press notices in accordance with the requirements of the Development Management Procedure Order 2012. The Authority receives thousands of comments in response to such consultation processes each year.
- 2.7 There are few decision making processes which undergo such rigorous consultation for each and every decision the Council or any other public body takes.
- 2.8 The Authority recognises, however, the benefit of social media and new forms of consultation, and has invested heavily in new technology to provide paperless working, online submission of planning applications via the planning portal and online access, automated consultation, notification and tracking on the status of planning applications for both the public and consultees. It is acknowledged, however, that there remain, as in most cases, hard to reach groups and the need for further promotion in this respect is recognised. The Authority must, however, work within the legislative framework currently prescribed for consultation purposes.
- 2.9 Having only recently adopted the Swansea LDP (which involved numerous opportunities for communities to engage at the local level on specific proposals for development areas), there are no Place Plans currently being prepared. However the Authority will be continually reviewing the opportunities for such Place Plans to add the fine grain detail to key proposals within the adopted LDP, as per the guidelines in the draft Development Plan Manual issued by Welsh Government. It is envisaged that any such Place Plan would be adopted as Supplementary Planning Guidance. It must be recognised that Place Plans are not permitted to introduce new policy and are not part of the statutory development plan. As the Welsh Government Manual emphasises, it is about elaborating further on the detail contained in the statutory development plan, such as development briefs and master plans for allocated sites to utilise local knowledge and engagement to deliver on the detail of the plan. The Authority is aware of the Planning Aid Wales published guidance on the use and preparation of Place Plans, which will be reviewed when considering whether to progress a Place Plan (<http://www.placeplans.org.uk/>).
- 2.10 Planning Committee meetings are normally held on the 1<sup>st</sup> Tuesday of every month at 2pm in the Guildhall, which is sustainably located and accessible by a range of transport modes. Public speaking is already permitted and promoted and the Authority is currently in the process of introducing webcasting. Attendance by the public is normally good and speaking rights are exercised frequently by interested parties and Ward members.

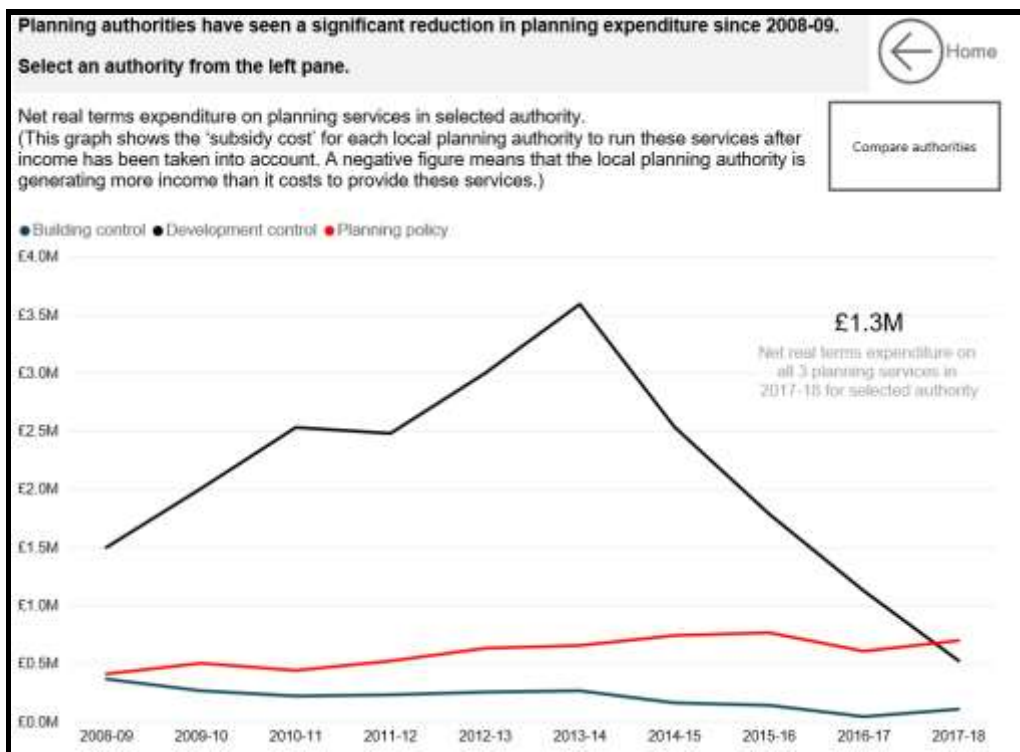


- 2.11 Alternative venues and times have previously been considered by the Authority, however, it is not considered logistically feasible to rotate venues to areas which are subject to proposed development. Planning Committee agendas are published a minimum of 3 working days in advance of meetings and prepared at short notice to ensure timely decision making. The Authority has one Planning Committee to meet the requirements of the Wales Planning Act 2015 and agendas normally include applications for developments across the Council area. A central accessible venue is therefore considered to be the more appropriate option with developments in technology and web casting facilitating transparency in the current environment.
- 2.12 The Authority welcomes the recommended review of the Development Management Procedure Order 2012 by Welsh Government and has for a number of years sought, via the Planning Officers Society Wales (POSW), to lobby Welsh Government to change the current statutory requirement which require planning applications to be advertised in the press in favour of more accessible media platforms. It is hoped that Welsh Government will take the opportunity to update such requirements as part of the current Law Commission review of planning legislation in Wales.

### **3. Insufficient capacity and reducing capacity are eroding planning authorities resilience**

- 3.1 Part 2 of the report highlights that local planning authorities have been subject to significant reductions in funding and struggle to deliver their statutory responsibilities.
- 3.2 To improve resilience, the report recommends that local planning authorities:
- review their building control fee regimes to ensure the levels set, better reflect the actual cost of providing these services and make the service self-funding; and
  - improve capacity by working regionally to:
    - integrate services to address specialism gaps;
    - develop joint supplementary planning guidance; and
    - develop future local development plans regionally and in partnership with other local planning authorities.
- 3.3 Part 2 of the report also highlights that the cost of development control services is not reflected in the charges set for these services and progress in developing regional responses to strengthen resilience has been slow. The report therefore recommends that the Welsh Government:
- reviews development control fees to ensure the levels set, better reflect the actual cost of providing these services; and
  - consider how to use the powers in the Planning (Wales) Act to support and improve local planning authority capacity and resilience.

- 3.4 The report makes the assumption that building control is a statutory function of a Local Planning Authority. This is not, however, the case and although within some Authorities building control falls within the same Department as planning services it does not represent a function of a Local Planning Authority under the Town & Country Planning Act.
- 3.5 There also appears to be some confusion in terms of Building Control Fees and costs to be recovered to achieve self-financing status. There is prescribed legislation and guidance which governs the way in which Building Control fees are determined, namely The Building (Local Authority Charges) Regulations 2010 and CIPFA Local Authority / Building Control Accounting guidance, second edition 2010.
- 3.6 Chargeable functions to be considered under the above legislation to achieve full cost recovery are :-
- the passing or rejection of plans of proposed building work which have been deposited
  - the inspection of building work for which plans have been deposited
  - the consideration of a building notice which has been submitted
  - the consideration of building work reverting to local authority control under the Approved Inspectors Regulations
  - The consideration and inspection of an application or any building work in association with a Regularisation application (retrospective works)
- 3.7 The costs incurred in delivering service activities such as dangerous structures, processing demolition notices and works in association with the safety at sports grounds are excluded from the methodology to determine fees charged. The costs for the above services are met by the revenue support grant.
- 3.8 In view of the above fee legislation and the methodology contained within, it is not possible to make any meaningful comparison of fees between Authorities which has been the case in this Audit report, as the costs to be recovered by fees in each Authority will be different.
- 3.9 Notwithstanding the above, published figures presented in the Audit report recognise that the planning function of Authority has undergone a significant reduction in funding and is now heavily reliant upon fee income, which now represents circa 70% of its current expenditure on all planning services. In this respect it should be recognised that the vast majority of fee income is derived from one element of the service, namely development management.



Source: Revenue outturn (RO) data, Stats Wales. Analysis by Wales Audit Office

- 3.10 As a consequence the funding of statutory planning services is far more exposed to the volatility of the economy and vulnerable to disruption unless alternative funding mechanisms are put in place in the event of a further economic downturn. In this respect it should be recognised that a significant proportion of planning application fee income is derived from a relatively small number of major planning applications, including large housing schemes, which are more likely to be disrupted during a period of economic decline than householder, minor and other related applications which represented 98% of all applications determined in 2018/19.
- 3.11 A review by Welsh Government of current planning application fees is therefore welcomed, however, this may be “ring fenced” as appropriate controls would be needed if any increase in fee income is to be retained to improve the resilience of the service rather than be eroded by future rounds of budgetary cuts.
- 3.12 In addition budgetary pressures and recruitment policies have generated clear resilience issues, with a contracting, ageing workforce and reliance on a small number individual officers in key specialist fields. The Authority is increasingly having to “buy in” services to address specialism gaps.
- 3.13 In this respect POSW currently has a number of ongoing work streams dedicated to address such resilience issues on a regional basis. Whilst collaboration and integration with other Authorities on specialist areas like financial viability analysis, minerals planning and marine ecology has facilitated service delivery in key areas, such skills are at a premium and all Authorities in Wales are experiencing similar capacity and resilience issues as the Audit report concludes.

- 3.14 Where opportunities have arisen to advertise professional posts externally there has been a reducing pool of candidates, particularly at entry level, with the desirable planning qualifications. The Authority has, therefore, sought to retrain existing or new staff members with a view to addressing capacity issues in specialist professional fields. However, in the absence of a structured, funded graduate training or apprenticeship programme the success of this approach has its limitations and the development of such staff to obtain recognised professional chartered status would take a minimum of 10 years to meet the requirements of the Royal Town Planning Institute.
- 3.15 The Authority fully supports the need for partnership working and collaboration, and in fact has been actively undertaking such work for some time. The Audit report, however, does not appear to fully acknowledge the work Authorities are currently undertaking at a regional level in this respect, specifically through collaboration with other Authorities and Regional POSW groups. All Mid and West Wales Authorities have in recent years been collaborating on the preparation of the evidence base to underpin a future Strategic Development Plan. Most recently, this includes producing a new Housing Market Needs Assessment using a standardised approach on a regional basis, and undertaking a Welsh Government funded project to produce a viability model for the region capable of achieving significant savings and building greater resilience within this Authority (and others across the region) over time.
- 3.16 The Authority is also jointly working with Neath Port Talbot Council on an SPG for the Fabian Way Corridor. It has introduced the Uniform development management back office system in partnership with Neath Port Talbot Council, and utilises the minerals planning expertise of Carmarthenshire County Council.
- 3.17 A key action from its recent Planning & City Regeneration Commissioning Review was the promotion of its in-house heritage and place making skills and in this respect heritage advice has been provided to neighbouring Authorities including assistance with the preparation of Conservation Area Reviews.

#### **4. Timeliness and quality of decision making varies widely and performance on managing applications is poor**

##### 4.1

Part 3 of the report summarises the effectiveness and impact of local planning authorities decision making and how well they are performing against national measures. The Audit report recommends that local planning authorities improve the effectiveness of planning committees by:

- reviewing their scheme of delegation to ensure planning committees are focussed on the most important strategic issues relevant to their authority;

- revising reporting templates to ensure they are clear and unambiguous to help guide decision making and reduce the level of officer recommendations overturned; and
- enforcing the local planning authorities' standards of conduct for meetings.

4.2 The Audit report concludes that the performance of Local Planning Authorities in Wales in determining planning applications is poor. This conclusion appears to be based upon a single measure namely the time taken to determine major planning applications only and is not considered to represent an in depth or balanced assessment of performance for a number of reasons.

4.3 Firstly, Local Planning Authority performance in Wales is based upon a range of qualitative and quantitative measures set in place by Welsh Government in the form of the Planning Performance Framework, which was designed to reflect the qualities of a good Local Planning Authority <https://gov.wales/planning-performance-framework-table-april-2018-march-2019>. Local Planning Authorities report annually to Welsh Government on their performance set against the requirements of this Performance Framework as part of an Annual Performance Report (APR). A copy of the Council's latest APR for 2018/19 can be accessed via the following link: <http://democracy.swansea.gov.uk/ieListDocuments.aspx?CId=493&MId=8656&Ver=4&LLL=-1>. In turn Welsh Government publish an all Wales Annual Report. In this context successive APR's have shown that the performance of Local Planning Authorities in Wales is improving and that there has been a stepped change and significant improvement in the performance of the planning services of Swansea Council since the APR's were introduced in 2014/15. A copy of the 2017/18 all Wales APR can be accessed via the following link: <https://gov.wales/sites/default/files/publications/2018-12/planning-services-annual-performance-report-2017-to-2018.pdf>

4.4 Secondly, there is no target set by Welsh Government in the Planning Performance Framework for the time taken to determine major applications and no detailed analysis of the reasons why timescales may have increased has been carried out.

4.4 Significantly, for the delivery of the Council's regeneration agenda, the percentage of all major planning applications determined within required timescales has consistently increased year on year from 6% in 2014-15, which was the lowest performance in Wales, to 88% in 2018-19. A performance which is now significantly above the Welsh average of 68%.

4.5 The Authority has, however, also adopted a local target which has been recognised in the Audit report as good practice namely the percentage of applications with an economic imperative (major applications) which are approved.

4.6 In the context of the Planning Performance Framework, which sets no timescales for the determination of major applications, this internal performance indicator recognises the benefit of investing time, through negotiation rather than relying on unrealistic timescales to deliver

complex or strategically significant projects which have the potential to make a significant contribution to the economic fortunes and wellbeing of Swansea and the wider region. Indeed the timescales for determination in such cases are often agreed with the applicant/developer via a Planning Performance Agreement which sets out the expectations of both parties and puts in place resources to facilitate positive delivery.

- 4.7 This approach has facilitated the delivery of a wide range of strategically significant projects through the planning process including the redevelopment of the City Centre, a range of strategic housing and affordable housing sites.
- 4.8 On the quality of decision making the Audit report focuses on the percentage of appeals dismissed and the percentage of member made decisions against officer advice and identifies a wide range of performance by Local Planning Authorities in Wales.
- 4.9 With regard appeal performance again this Authority currently has a good performance at 72% dismissed when assessed against the Planning Performance Framework. Only 5 Authorities in Wales are identified in this respect as having poor performance.
- 4.10 It is acknowledged that enforcement performance across Authorities in Wales is variable and has been since new performance indicators were introduced by Welsh Government. Anecdotally it is recognised that some Authorities have had some issues accurately reporting against these new measures, however, this Authority was involved in designing these measures in partnership with Welsh Government and has shown a consistent improvement in performance since they were introduced.
- 4.12 With regard the percentage of Member made decisions made against officer advice only 6 Authorities in Wales are identified in the Planning Performance Framework as having performance in need of improvement. For this Authority only 5 decisions were made against officer advice representing just 0.3% of all decisions made by the Authority in 2018/19.
- 4.12 In this respect the Authority's Committee structures and scheme of delegation were revised in January 2015 to align with the recommendations of Welsh Government contained within its consultation document entitled 'Planning Committees, Delegation and Joint Planning Boards (October 2014)'.
- 4.13 Only applications which are strategically significant or have a community wide impact or interest , together those which are a departure from the provisions of the development plan, are waste development or are submitted by an officer or Member of the Authority are reported to Committee. The Authority, therefore, already has a sound scheme of delegation which focusses on the most important strategic issues relevant to the Council.
- 4.14 A large proportion of applications are therefore currently dealt with under delegated powers by officers of this Authority. To assess the percentage

of applications overturned by Members against the number of applications determined at Committee as opposed to the total number of applications determined by the Authority would appear to prejudice those Authorities with high levels of delegation.

- 4.15 In addition Committee report templates follow guidance provided by Welsh Government in the Development Management Manual but are subject to ongoing review.
- 4.16 Finally, issues raised in the Audit report regarding the conduct of Members of Planning Committee are not recognised. All Planning Committee Members are provided with relevant training and the code of conduct is considered to be applied with mutual respect.
- 4.17 In view of the above it is not considered that a balanced assessment of Local Planning Authority performance has been undertaken in light of the Planning Performance Framework put in place by Welsh Government. In this respect there was significant debate between Local Planning Authorities and Welsh Government at the time this Performance Framework was drafted as to whether the measures accurately reflected the qualities of a good Local Planning Authority. As has been discussed above most Authorities in Wales have worked positively towards improving performance when measured in this respect and should this not now be providing outcomes which reflect public or political expectations then a review of the Planning Performance Framework itself may well have represented a more positive recommendation.

## **5. Further work is required to deliver the wellbeing aspects of the Planning (Wales) Act and Planning Policy Wales**

- 5.1 Part 4 of the report identifies the central role of planning to delivering the ambitions of the Wellbeing of Future Generations Act. The Audit report recommends that local planning authorities:
- set a clear ambitious vision that shows how planning contributes to improving wellbeing;
  - provide planning committee members with regular and appropriate wellbeing training and support to help deliver their wider responsibilities;
  - set appropriate measures for their administration of the planning system and the impact of their planning decisions on wellbeing; and
  - annually publish these performance measures to judge planning authorities impact on wellbeing.
- 5.2 The Council adopted the Swansea LDP in February 2019. The overarching vision, strategy and policies of the plan are underpinned by the ambitions of the Wellbeing of Future Generations Act, which is described in detail in Chapter 1 of the LDP. The placemaking objectives of Planning Policy Wales are also firmly embedded within the policies of the plan which are set within the context of a clear and ambitious vision to deliver key strategic sites throughout the Authority.
- 5.3 Planning Committee Members have recently been provided with training on the LDP and the underlying wellbeing and place making objectives

and receive regular feedback on the outcome of Planning Committee decisions at appeal.

- 5.4 As is the requirement for all LDPs in Wales, the Swansea LDP will be closely monitored to review the effectiveness of Plan policies and highlight whether the Strategy and Key Objectives are being delivered. The Monitoring Framework for the Swansea LDP is detailed in Chapter 4 of the Plan. It is a statutory requirement to produce Annual Monitoring Reports that quantify the effectiveness of delivery against key indicators, which will highlight the extent to which well-being goals are being met.
- 5.5 As acknowledged in the Audit report the Authority already has internal wellbeing measures which are published on a quarterly and annual basis, however, a further review will be undertaken prior to setting performance measures for 2020/21.

## **6. Equality and Engagement Implications**

**Please use the following as an introductory paragraph for this section:**

- 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 An Equality Impact Assessment (EIA) screening has been carried out and this indicates that a full EIA is not necessary.

## **7. Legal Implications**

- 7.1 There are no legal implications.

## **8. Financial Implications**

- 8.1 There are no financial implications.

### **For Information**

#### **Background papers:**

Wales Audit Office Report on the Effectiveness of Local Planning Authorities in Wales: <https://www.audit.wales/publication/effectiveness-local-planning-authorities-wales>

Planning Performance Framework Table: <https://gov.wales/planning-performance-framework-table-april-2018-march-2019>.



Swansea Planning Annual Performance Report 2018/19:  
[http://democracy.swansea.gov.uk/ieListDocuments.aspx?CId=493&MId=8656  
&Ver=4&LLL=-1](http://democracy.swansea.gov.uk/ieListDocuments.aspx?CId=493&MId=8656&Ver=4&LLL=-1).

All Wales Annual Performance Report 2017/18:  
[https://gov.wales/sites/default/files/publications/2018-12/planning-services-  
annual-performance-report-2017-to-2018.pdf](https://gov.wales/sites/default/files/publications/2018-12/planning-services-annual-performance-report-2017-to-2018.pdf)

**Appendices:** None

# Agenda Item 9

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## Report of the Cabinet Member for Delivery

Service Improvement and Finance Performance Panel  
9<sup>th</sup> December 2019

### Planning Annual Performance Report 2018-19

Purpose:	The report presents the Planning Annual Performance Report for 2018-19.
Report Author:	Ryan Thomas
Finance Officer:	Paul Roach
Legal Officer:	Jonathan Wills
Access to Services Officer:	Rhian Millar

#### For Information

#### 1.0 Background

1.1 The Planning Annual Performance Report (APR) is seen by Welsh Government as an important mechanism for monitoring Local Planning Authority performance against a key set of National performance indicators and as a means of driving its agenda for modernising the planning system in Wales. It also represents an important tool for benchmarking the performance of Authorities across Wales and importantly must also be seen in the context of Welsh Government proposals to intervene where Local Planning Authorities exhibit consistent underperformance.

1.2 This year's draft APR, reviewing performance for the Authority for the period 2018-19 can be accessed on line via the following link:  
<http://democracy.swansea.gov.uk/ieListDocuments.aspx?CIId=493&MIId=8656&Ver=4&LLL=-1>

#### 2.0 Context

2.1 The Authority has undergone a significant change process in recent years, partly as a result of budgetary pressures, and partly in response to Welsh Government changes to the planning system as part of the "Positive Planning" agenda and the Planning (Wales) Act 2015.

2.2 The Council's Committee structures and scheme of delegation were amended in January 2015 to broadly align with Welsh Government

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recommendations and has proven to be a robust mechanism upon which to deliver sound and efficient decision making.

- 2.3 The Swansea Local Development Plan was adopted in February 2019 and now provides an up to-date policy framework, based upon placemaking principles, upon which to base decision making and facilitate the delivery of the Council's corporate priorities and regeneration agenda.
- 2.4 The Section has also been restructured, agile working arrangements have been introduced and processes and procedures have been subject to continuous review, facilitating a paperless office environment and delivering efficiency savings.

**3.0 Performance**

- 3.1 The positive changes introduced in recent years have significantly improved the Authority's performance in both qualitative and quantitative terms. When assessed against the Planning Performance Framework the Council now represents one of the best performing Local Planning Authorities in Wales.
- 3.2 The average time taken to determine all planning applications at 57 days is significantly below the Welsh average of 77 days. The percentage of all applications determined within required timescales has also shown a significant and consistent year on year improvement increasing from 71% in 2014-15 to 99% in 2018-19, well above the Welsh average and that of other large urban Authorities, a top quartile performance and the third highest percentage in Wales.
- 3.3 Significantly, for the delivery of the Council's regeneration agenda, the percentage of all major planning applications determined within required timescales has consistently increased year on year from 6% in 2014-15, which was the lowest performance in Wales, to 88% in 2018-19. A performance which is now significantly above the Welsh average of 68%.
- 3.4 In enforcement terms there has been significant improvement in performance with 72% of all enforcement cases being investigated in 84 days in 2018/19 compared to 46% last year.
- 3.5 The percentage of Member made decisions contrary to officer advice has also reduced from 24% in 2016-17 to 5% in 2017-18 and 6% in 2018/19. This equates to just 5 applications out of a total of 78 decisions made by Planning Committee in 2018/19 and just 0.26% of all decisions made by the Authority. This performance is marginally above the Welsh Government target of 5% and well below the Welsh average of 9%.
- 3.6 The overall quality of decision making when assessed against the percentage of appeals dismissed has also improved significantly from 59% in 2017/18 to 72% in 2018/19. With the adoption of the Swansea Local Development Plan in February 2019 the Council now has a robust and up-to-date policy framework upon which to defend its decision making at appeal and deliver the Council's corporate priorities and regeneration agenda.

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#### **4.0 Conclusion**

- 4.1 This year's APR provides a useful tool to benchmark the Authority's performance against other Authorities in Wales and to monitor progress in future years. It also demonstrates that the Authority has made significant progress in addressing areas of performance that were in need of improvement, facilitating the Council's corporate priorities and regeneration agenda and embracing the Welsh Government's agenda for the modernisation of the planning system in Wales.
- 4.2 When assessed against the Planning Performance Framework the Council now represents one of the best performing Local Planning Authorities in Wales. There are, however, significance challenges ahead in the face of continued budgetary pressures and acknowledged resilience issues and specialism gaps. At a time of transformational change for the City and its region it is inevitable that further difficult decisions will continue to be made over priorities and service levels in the future.

#### **6. Equality and Engagement Implications**

**Please use the following as an introductory paragraph for this section:**

- 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 An Equality Impact Assessment (EIA) screening has been carried out and this indicates that a full EIA is not necessary. The report provides a review of performance for 2018/19 and has a limited impact on protected groups.

#### **7. Legal Implications**

- 7.1 There are no legal implications.

#### **8. Financial Implications**

- 8.1 There are no financial implications.

#### **For Information**

#### **Background papers:**

**Please do not use headers and footers on the report.**

Planning Performance Framework Table: <https://gov.wales/planning-performance-framework-table-april-2018-march-2019>.

Swansea Planning Annual Performance Report 2018/19: <http://democracy.swansea.gov.uk/ieListDocuments.aspx?CId=493&MId=8656&Ver=4&LLL=-1>.

All Wales Annual Performance Report 2017/18: <https://gov.wales/sites/default/files/publications/2018-12/planning-services-annual-performance-report-2017-to-2018.pdf>

**Appendices:** None

# Report of the Head of Planning and City Regeneration

Planning Committee – 1<sup>st</sup> October 2018

## PLANNING ANNUAL PERFORMANCE REPORT

### 1.0 Background

- 1.1 The Planning Annual Performance Report (APR) is seen by Welsh Government as an important mechanism for monitoring Local Planning Authority performance against a key set of National performance indicators and as a means of driving its agenda for modernising the planning system in Wales. It also represents an important tool for benchmarking the performance of Authorities across Wales and importantly must also be seen in the context of Welsh Government proposals to intervene where Local Planning Authorities exhibit consistent underperformance.
- 1.2 This year's draft APR, reviewing performance for the Authority for the period 2018-19, is attached to this report for Member consideration. The APR must be formally submitted to Welsh Government following this meeting.

### 2.0 Context

- 2.1 The Authority has undergone a significant change process in recent years, partly as a result of budgetary pressures, and partly in response to Welsh Government changes to the planning system as part of the "Positive Planning" agenda and the Planning (Wales) Act 2015.
- 2.2 The Council's Committee structures and scheme of delegation were amended in January 2015 to broadly align with Welsh Government recommendations and has proven to be a robust mechanism upon which to deliver sound and efficient decision making.
- 2.3 The Swansea Local Development Plan was adopted in February 2019 and now provides an up to-date policy framework, based upon placemaking principles, upon which to base decision making and facilitate the delivery of the Council's corporate priorities and regeneration agenda.
- 2.4 The Section has also been restructured, agile working arrangements have been introduced and processes and procedures have been subject to continuous review, facilitating a paperless office environment and delivering efficiency savings.

### 3.0 Performance

- 3.1 The positive changes introduced in recent years have significantly improved the Authority's performance in both qualitative and quantitative terms. When assessed against the Planning Performance Framework the Council now represents one of the best performing Local Planning Authorities in Wales.

- 3.2 The average time taken to determine all planning applications at 57 days is significantly below the Welsh average of 77 days. The percentage of all applications determined within required timescales has also shown a significant and consistent year on year improvement increasing from 71% in 2014-15 to 99% in 2018-19, well above the Welsh average and that of other large urban Authorities, a top quartile performance and the third highest percentage in Wales.
- 3.3 Significantly, for the delivery of the Council's regeneration agenda, the percentage of all major planning applications determined within required timescales has consistently increased year on year from 6% in 2014-15, which was the lowest performance in Wales, to 88% in 2018-19. A performance which is now significantly above the Welsh average of 68%.
- 3.4 In enforcement terms there has been significant improvement in performance with 72% of all enforcement cases being investigated in 84 days in 2018/19 compared to 46% last year.
- 3.5 The percentage of Member made decisions contrary to officer advice has also reduced from 24% in 2016-17 to 5% in 2017-18 and 6% in 2018/19. This equates to just 5 applications out of a total of 78 decisions made by Planning Committee in 2018/19 and just 0.26% of all decisions made by the Authority. This performance is marginally above the Welsh Government target of 5% and well below the Welsh average of 9%. A summary of relevant appeals in 2018/19 relating to Member made decisions is provided at Annex B for Member consideration.
- 3.6 The overall quality of decision making when assessed against the percentage of appeals dismissed has also improved significantly from 59% in 2017/18 to 72% in 2018/19. With the adoption of the Swansea Local Development Plan in February 2019 the Council now has a robust and up-to-date policy framework upon which to defend its decision making at appeal and deliver the Council's corporate priorities and regeneration agenda.
- 3.7 For information a copy of the most recent S106 completion report is attached as Annex C.

#### **4.0 Conclusion**

- 4.1 This year's APR provides a useful tool to benchmark the Authority's performance against other Authorities in Wales and to monitor progress in future years. It also demonstrates that the Authority has made significant progress in addressing areas of performance that were in need of improvement, facilitating the Council's corporate priorities and regeneration agenda and embracing the Welsh Government's agenda for the modernisation of the planning system in Wales.
- 4.2 When assessed against the Planning Performance Framework the Council now represents one of the best performing Local Planning Authorities in Wales. There are, however, significance challenges ahead in the face of continued budgetary pressures and acknowledged resilience issues and specialism gaps. At a time of transformational change for the City and its region it is inevitable that further difficult decisions will continue to be made over priorities and service levels in the future.

**Background papers:**

City & County of Swansea APR 2017-18:

<http://democracy.swansea.gov.uk/ieListDocuments.aspx?CId=493&MId=8170&Ver=4&LLL=-1>

<i>Contact Officer:</i>	<i>Ryan Thomas</i>	<i>Extension No:</i>	<i>07789032569</i>
<i>Date of</i>	<i>29<sup>th</sup> August 2019</i>	<i>Document Name:</i>	<i>Swansea APR 2018-19</i>
<i>Production:</i>			



# Swansea LPA

## PLANNING ANNUAL PERFORMANCE REPORT (APR) – 2018-19

### PREFACE

*I have the pleasure of introducing the fifth Annual Performance Report (APR) for Swansea Council's Planning Service. APR's were introduced as part of Welsh Government proposals to modernise the planning system and improve local delivery of planning services. The Council's Planning Service is responsible for protecting the amenity and unique natural and built environment of our city and countryside in the public interest and facilitating sustainable development and the economic regeneration of our urban and rural areas. Having very recently adopted the Swansea Local Development Plan the Council now boasts an up to date planning policy framework which sets out a clear and ambitious vision for the future growth and regeneration of the City, its communities, economy and natural environment. In this context the APR provides a mechanism for ensuring that the Planning Service is responding positively to the challenges of evolving national planning guidance and the principles of the Wellbeing and Future Generations Act and the Environment (Wales) Act. In this respect the Planning Service presents the most tangible means of translating the Council's corporate objectives, commitments and regeneration agenda into development on the ground with the overall aim of improving the quality of life for local residents and building more sustainable communities.*

**Councillor David Hopkins – Cabinet Member for Delivery**

### CONTEXT

- 1.0 This section sets out the planning context within which the local planning authority operates.**
- 1.1 The City and County of Swansea covers an area of 378 square kilometres (about 2% of the area of Wales), approximately 66% of which is rural and 34% urban. The City is the second largest in Wales and the regional centre for South West Wales. As well as being characterised by a highly development central area and surrounding settlements, the County benefits from a number of high quality natural environments that are part of its rural hinterland.
- 1.2 The policies and proposals set out in the Council's Local Development Plan (LDP) seek to address the County's need for new homes, jobs, infrastructure and community facilities to support economic growth and raise standards of living. Policies to promote development sit alongside and complement those that will ensure future proposals respect and promote the County's cultural heritage, important landscapes and sensitive environments. A clear 'placemaking' agenda is promoted which emphasises that future development must accord with the overarching aims of enhancing quality of life and well-being.
- 1.3 Swansea lies at the heart of the Swansea Bay City Region and the nature of future growth and development management will be critical to shaping the regional geographies of South West Wales. In particular, the aspirations for the City Region seek to significantly boost economic investment and activity, with an associated substantial uplift required in development, including housing.

- 2.0 Planning background, including previous adopted or abandoned development plans.**
- 2.1 The City and County of Swansea Unitary Development Plan (UDP) which was adopted in 2008, covered the period 2001 to 31<sup>st</sup> December 2016 and is now time expired, but still provides the development plan policy context.
- 2.2 The Swansea LDP which was adopted in February 2019 provides the policy context for the period up to 2025. It superseded the Swansea Unitary Development Plan (UDP) (2001-2016)
- 3.0 Place and fit within the community strategy and/or wider strategic and operational activity of the authority.**
- 3.1 The Swansea Public Service Board's Local Well Being Plan: Working together to build a better future (2018) has four objectives relating to Early Years, living well, working with nature and building stronger communities underpinned by key themes of Housing and the Economy which are supported by the planning system.
- 3.3 The LDP seeks to deliver the land use, regeneration and natural environment enhancement objectives expressed in the Local Well Being Plan and the Council's Corporate Plan, together with other Council strategies, plans and programmes. **Existing and previous major influences on land use (e.g. heavy industrial, agricultural, energy, transport).**
- 4.2 National policy supports employment growth within the Swansea Bay City region, and there is a requirement to align jobs with housing and infrastructure to reduce the need to travel, especially by car. Current local policy focuses on generating wealth by diversifying the economy away from public sector employment and growing a higher value knowledge economy (life sciences, technology and engineering) that offers higher skilled and better paid employment opportunities. There are a number of projects to help deliver these objectives which are likely to be continued throughout the LDP period, with initiatives such as the ongoing transformation of Swansea's Fabian Way corridor by two universities, plans for the redevelopment of the City Centre, Waterfront, Tawe Riverside Corridor and Lower Swansea Valley areas, together with new super-hospital proposals.
- 4.3 Between 2001 and 2011 the average property price in Swansea rose by 124.8%. The West of the County now contains some of the more expensive dwellings in South Wales, whilst the North and East of the County contain generally much lower house prices.. In March 2019, the average house sale price in Swansea was £146,145 9.7% below the average for Wales and 36.1% below the UK figure. .
- 4.4 Average weekly full time earnings (April 2018) are £532.80 (2.7% above the Wales average but 6.4% lower than the UK average).
- 5.0 Historic/landscape setting of the area, including AONBs, conservation areas etc.**
- 5.1 Over 50% of the County's area is identified as being of significant ecological interest. Nearly 70% of the habitats and at least 20% of species identified as being of importance for biodiversity conservation in the UK can be found in the County, and approximately 17% of the County's area is protected by designations at a European (SAC, SPA, RAMSAR) or National (SSSI, NNR) level.

- 5.2 The landscape is of critical importance within the County, as it provides a striking setting for the City and at least 40% of the County (the Gower AONB) is recognised as being landscape of national importance. Most of the AONB coastline is also designated as Heritage Coast which extends for 59km. Gower attracts large numbers of visitors and tourism is very important for the local economy.
- 5.3 The County supports an extensive greenspace network, which is vital to economic, environmental and community well-being, and additional green infrastructure is needed to meet national guidance and local requirements for improving accessibility to open space. In particular improvements to linkages between open spaces, public rights of way and key destinations are needed to increase accessibility and promote physical activity.
- 5.4 The County has a proud industrial heritage and a number of historic buildings, such as castles and Scheduled Ancient Monuments. There are currently 31 Conservation Areas and 519 Listed Buildings within the County, many of which are characterised as having good authentic surviving historic features that still contribute to the distinctive, special character of the area. However, some Conservation Areas have been degraded in character due to inappropriate alterations to the external features of buildings, or new developments that are out of keeping with the character of the area. The character and size of Conservation Areas can vary greatly, from very small rural hamlets with a cluster of buildings around a church, to urban areas of buildings originally constructed for industrial and commercial purposes.
- 5.5 Most of Swansea's Conservation Areas were designated in the late 1960's and 1970's and therefore, the published documentation supporting these earlier Conservation Areas is often limited. This limits the amount of information available upon which development management decisions in Conservation Areas can be based. A programme of Conservation Areas Review is therefore underway.

## **6.0 Urban rural mix and major settlements.**

- 6.1 The County can be broadly divided into four geographical areas: the open moorlands of the Lliw Uplands in the north; the rural Gower Peninsula in the west, containing a number of rural villages, contrasting coasts and the Gower Area of Outstanding Natural Beauty (AONB); the suburban area stretching from the edge of Swansea towards settlements in the west and along the M4 corridor; and the coastal strip around Swansea Bay, which includes the City Centre and adjacent District Centres such as Sketty and Mumbles.
- 6.2 Some two-thirds of the County's boundary is with the sea - the Burry Inlet, Bristol Channel and Swansea Bay.
- 6.3 Most of the population live within the urban areas radiating from the City Centre and in the surrounding nearby urban settlements which are generally spread along the main transport corridors into the City. There are also rural / semi-rural settlements in and around the edges of Gower and to the North.
- 6.4 The regeneration of the retail heart of the City Centre through mixed use development, including the reintroduction of residential units into the central area, has been seen as a particularly important means of breathing life back into the City. There has been major investment in infrastructure and environmental improvements, and these areas are well located for access to a wide range of employment opportunities. Development has been encouraged within the Maritime Quarter, SA1 and Lower Swansea Valley riverfront areas to reinforce the image and role of Swansea as a 'Waterfront City'.

6.5 Within the North West part of the County development has been concentrated on the settlements of Gorseinon, Loughor, Penllergaer and Pontarddulais in support of regeneration initiatives and local employment centres. This has included significant levels of housebuilding over the past decade.

6.6 West Swansea was the focus for the greatest boom in post war building and is now largely built-out to its environmental limits. Beyond this area the Gower Fringe is characterised by rural and semi-rural areas, including the settlements of Penclawdd, Crofty, Dunvant, Three Crosses, Upper Killay and Bishopston, where development has historically been limited to infill and small scale rounding off. Within the Gower AONB restrictive housing policies have historically been applied, however small-scale affordable housing development required to satisfy the overriding economic or social needs of a local community is supported through LDP policy. An increasing number of dwellings are being used as holiday homes within Gower which also impacts on the availability of housing to meet affordable and local needs.

## **7.0 Population change and influence on LDP/forthcoming revisions.**

7.1 Latest population estimates for the County stand at 246,500 (mid-2018, ONS estimates), which is the second largest local authority population in Wales and represents almost 8% of its total population with an average population density of 649 people per sq. km. The population has been growing by approximately 1200 (+0.5%) per annum over the period 2008-18, with the main driver of growth being international migration

7.2 Comparison of the age structure for Swansea against the Wales average shows a higher proportion of young adults (19-22 age group), which is largely associated with the significant local student population. Swansea is a centre of learning and in 2017-18 there were approximately 17,800 full-time Higher Education students at Swansea University and over 3,200 at the Swansea campus of University of Wales Trinity St. David; with a further 4,400 full-time students in Further Education at Gower College Swansea.

7.3 Numbers of those of pensionable age are comparable with the Welsh average; however the older population is projected to grow as a result of better health and associated improvements in life expectancy. Life expectancy at birth in Swansea now stands at 77.3 years for males (Wales 78.3) and 82.1 for females (Wales 82.2) (2017, ONS). 19.4% of Swansea's population are aged 65 and over (25,700 ) and 22,300 people are aged 75 and over.

7.4 The total number of households (with residents) in Swansea in mid-2017 is estimated at 108,200, an increase of approximately 700 (or 0.7%) on the 2016 figure. Since 2007, the number of households in Swansea has increased by 8,500 (+8.5%), with average household size falling from 2.29 people (2007) to 2.23 people (2017). The falling average household size can be attributed to the significant rise of single-person households who now account for over a third of all households.

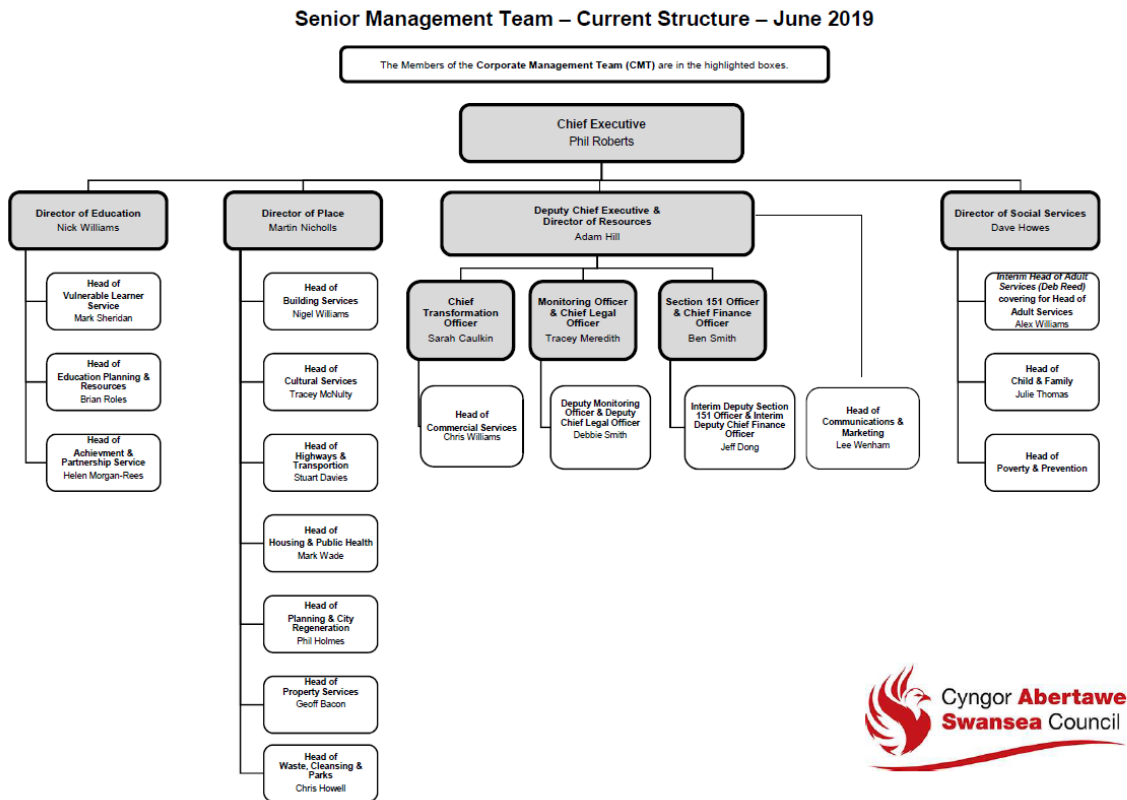
7.5 The Welsh Government's latest trend-based population projections suggest that Swansea's population will grow by 9.0% (21,600 people) between 2014 and 2039. In these projections, Swansea has the third highest projected growth rate (%) of the 22 Welsh local authorities, behind only Cardiff and Wrexham. In comparison, the projections suggest a population increase of 5.4% across Wales over the period.

- 7.6 The 2011 Census estimates suggest that 14,326 people in Swansea were from a non-white ethnic group, 6.0% of the total population; higher than the equivalent figure for Wales (4.4%) and the third highest percentage of the 22 local authorities in Wales, although lower than the equivalent UK figure (12.9%).
- 7.7 The proportion of people aged 3 and over able to speak Welsh in Swansea decreased from 13.4% (28,938) in 2001 to 11.4% in 2011 (26,332 people); a fall of around 2,600 Welsh speakers (-9.0%) despite an overall increase in the population.
- 7.8 35.5% of Swansea's residents (aged 16-64) are qualified to NVQ level 4 (Degree level) and above (December 2018, ONS), slightly above the Wales figure (35.4%).
- 7.9 GVA (Gross Value Added) per head in Swansea stands at £19,559, (2017, ONS); which has fallen to 1.7% below the Wales level £19,899 and 28.3% below the UK average (£27,555). Over the longer term (2012 to 2017), overall growth in Swansea's GVA per head has been 13.8%, which is below rates of growth in Wales (+15.7%), and the UK (+15.9%).
- 7.10 71.1% of Swansea's working age residents are economically active and 107,100 in employment (December 2018, ONS), mostly in the service sectors 90.1%, with 28.4% employed in the public sector and 5.4% working in manufacturing.
- 7.11 32,600 people commute into Swansea each day (2019, ONS/WG). Most significant cross boundary flows are from Neath Port Talbot and Carmarthenshire. Active businesses in Swansea grew by 2.6% between 2016-17, compared to 4.5% across Wales and 3.3% in the UK.
- 7.12 Estimates suggest 4.59 million people visited Swansea Bay in 2016 spending over £400 million (Scarborough Tourism Economic Activity Model).
- 7.13 Swansea is forecast to see significant population growth over the next decade. The County will need new homes, additional employment opportunities and improved infrastructure and community facilities to support this level of growth and raise standards of living, while respecting the area's cultural and natural heritage.
- 7.14 Key influences on the LDP include:
- ,
  - The need to provide for 17,100 new dwellings and support 13,600 new jobs,
  - Limited previously developed (brownfield) land remaining to accommodate development,
  - The sustainable regeneration of the Swansea Central Area as the economic hub and main driver of the 'City Region',
  - The need for further investment at SA1, Tawe Riverside and the Fabian Way Corridor to sustain the successful regeneration of waterfront areas, whilst complementing regeneration of the Central Area,
  - Reorientation of the economy towards high quality, skilled and knowledge based sectors,
  - Lack of available, high quality office space to meet economic growth needs,
  - The impact of out of town development of retail, office and leisure uses on the Central Area,
  - Significant opportunities for leisure, sustainable tourism and heritage-led development schemes,
  - Supply of new house building not keeping pace with demand as the local population grows, a shortfall of affordable housing and the economic viability of sites for delivering new housing varying considerably across the County,

- Community cohesion issues in areas with high concentrations of HMOs,
- Need for greater variety of size and tenure mix within new housing developments to contribute towards sustainable balanced communities,
- Meeting the needs of an increasingly elderly population
- A sizeable Higher Education student population and increasing demand to provide additional accommodation,
- Significant variations across the County in terms of social indicators of deprivation, including access to health, education and community services and facilities and housing quality. Community cohesion issues in certain wards due to the number of conversions of housing stock to HMOs and the geographical spread,
- Safeguarding communities where Welsh language is an important part of the social fabric,
- The high quality natural environment, landscapes, and coastline are important assets to the local economy, attracting visitors, and providing resources,
- The extensive green space network is vital to economic, environmental and community well-being, and more green infrastructure is needed to meet national guidance and local requirements for improving accessibility to open space,
- Improvements to linkages between open spaces, Public Rights of Way, and key destinations are needed to increase accessibility and promote physical activity,
- Poor air quality is an issue in some areas, which can have a detrimental impact on human health. Parts of the urban area have been designated as Air Quality Management Areas (AQMAs), where further deterioration in air quality would be of significant concern,
- The area's industrial past has left a legacy of potentially contaminated sites, where remediation is required to protect human health and well-being,
- The existing highway network experiences traffic congestion along certain main routes and junctions, which can have a negative impact on amenity, health and well-being, and economic competitiveness.

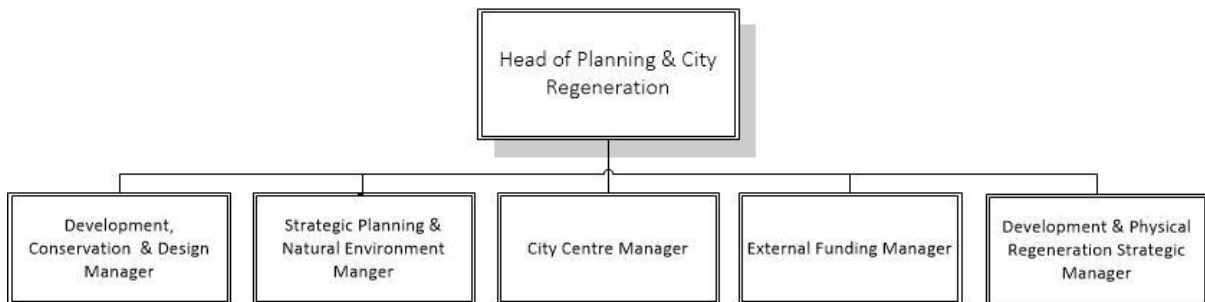
# PLANNING SERVICE

## Chart 1 - Organisational Structure



- 8.1 The Council is organised into four Corporate Directorates reporting directly to the Chief Executive Officer, as detailed in Chart 1 above. Both the development management and forward planning functions sit within the Planning and City Regeneration Service under a single Head of Service who reports to the Director of Place.
- 8.2 As detailed in Chart 2 below the Planning and City Regeneration Service, itself, is organised into 5 separate service areas namely Development, Conservation and Design, Strategic Planning and Natural Environment, City Centre Management, External Funding, and Development and Physical Regeneration.

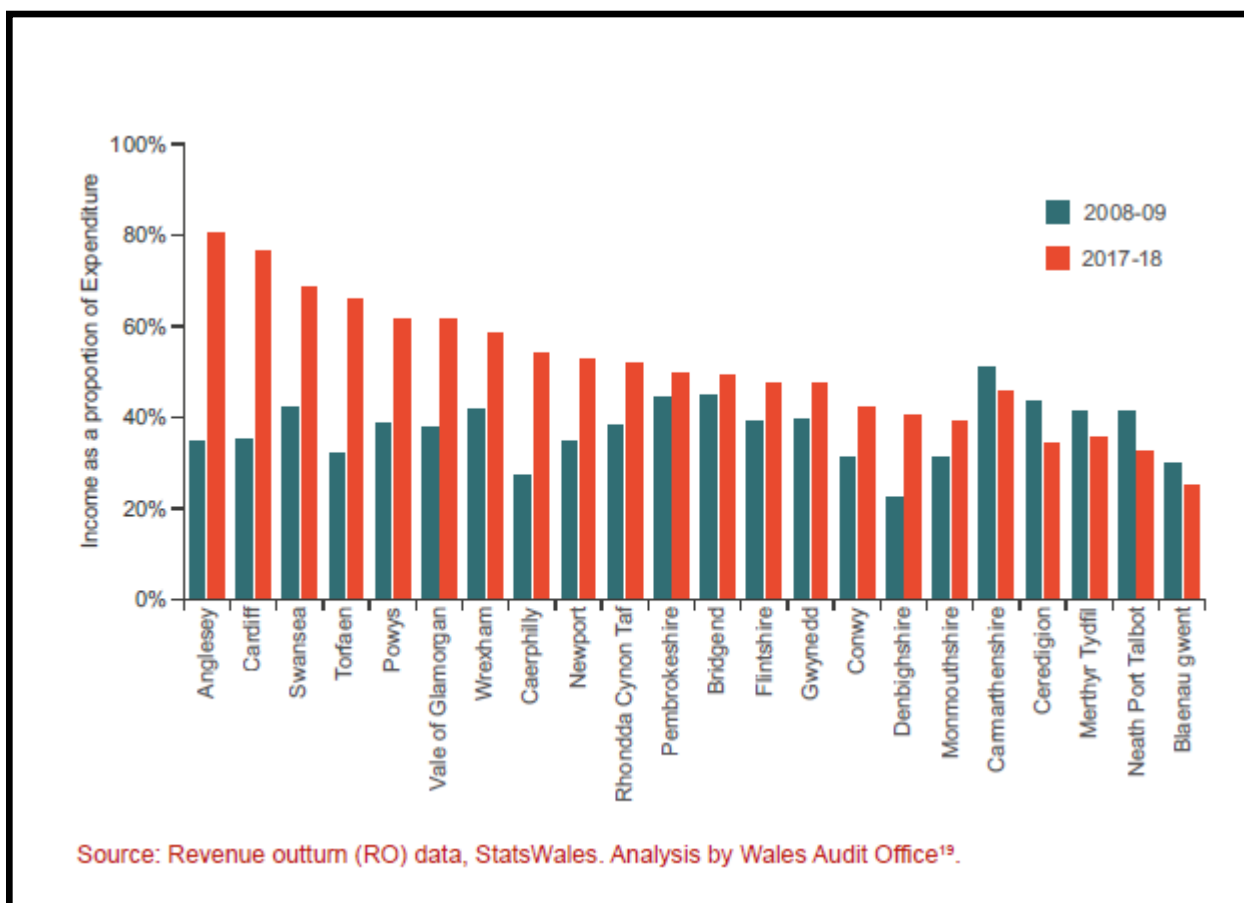
## Chart 2 – Organisational Structure



- 9.0 **Wider organisational activities impacting on the service – how has the department responded to financial constraints imposed during budget setting? What cross departmental activities has the department been involved in or been affected by, e.g. closer joint working, IT changes, real estate rationalisation?**

- 9.1 Agile working arrangements have been introduced as part of a corporate initiative, to facilitate the rationalisation of accommodation within the Civic Centre, income generation through the rental of office floor space and improved productivity. In this respect the development management function of the Authority has, since 2013, progressively introduce new document management, back office and workflow management systems together with revised and refined business processes to facilitate a paperless office which has allowed the efficiencies and benefits associated with agile working to be exploited more effectively.
- 9.2 In addition to accommodate the additional savings required for 2018/19 there has been further reliance upon an increase in fee income which as indicated in Graph 1 below now meets an increasing proportion of the budget for the Development, Conservation & Design and the Strategic Planning and Natural Environment Sections. This is identified as a potential risk to the delivery of these statutory services moving forward.

Graph 1

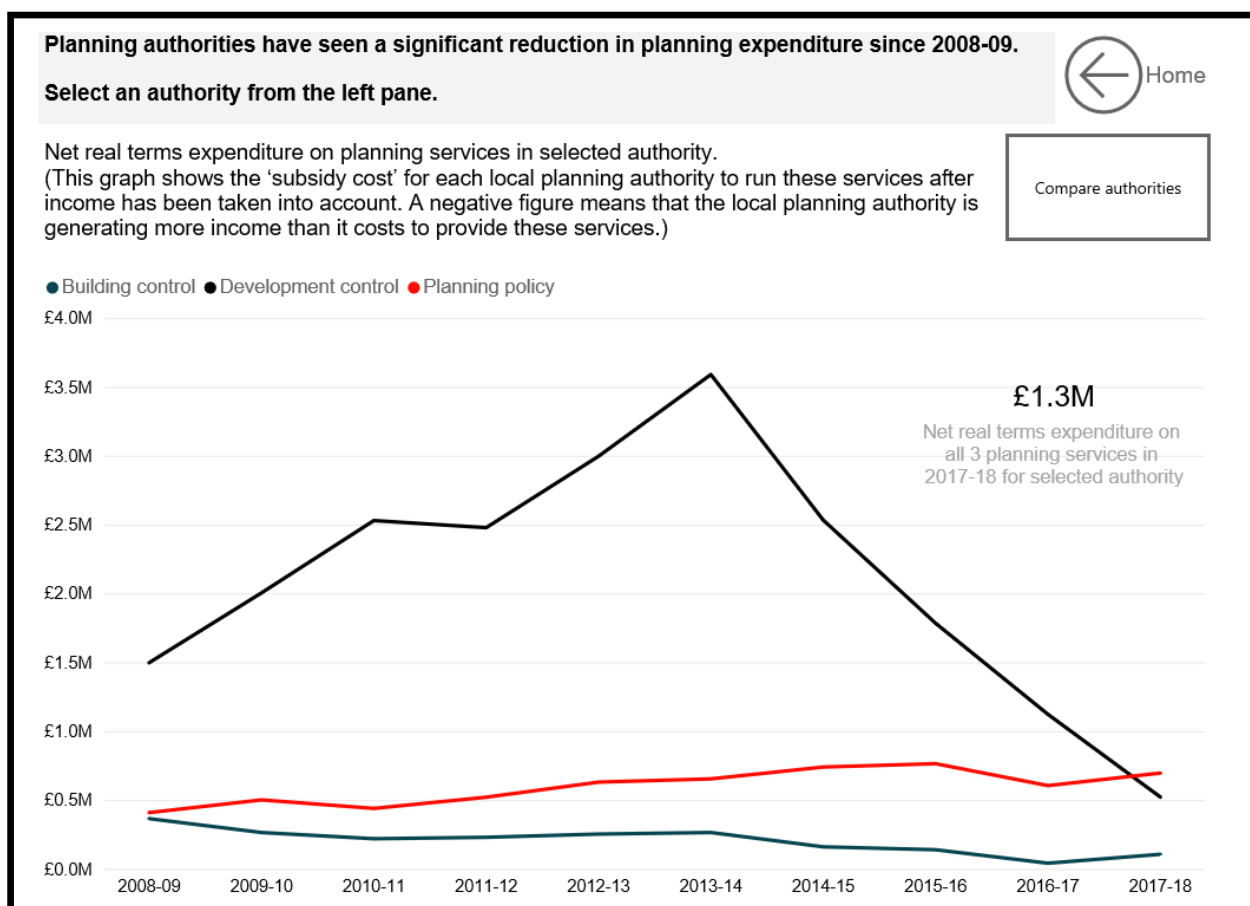


- 9.3 Cross departmental working initiatives include the formation of a core Land Charges Team in April 2019 embedded within the Development, Conservation & Design Section. This brought together discrete functions carried out by 11 separate officers in 7 different Departments under one management structure providing the potential for greater resilience, improvements in the quality of service and opportunities to generate further fee income.



**10.0 Operating budget – including budget trend over 3 years, and fee income. Does the planning department retain fee income? Is this used to calculate its operating budget? Has a discrepancy between expected fee income and actuals affected the forward planning or operational activity of the department?**

10.1 The operating budget dedicated specifically to the development management and forward planning functions is difficult to establish as staff within the Development Management, Conservation & Design and Strategic Planning and Natural Environment service areas input into a range of functions including central administration for the department as a whole, rights of way, ecology and AONB functions. Data published by the Wales Audit office, however, illustrates a significant reduction in expenditure on the planning service since 2013-14:



Source: Revenue outturn (RO) data, Stats Wales. Analysis by Wales Audit Office

10.2 Whilst the overall budget for the Development, Conservation & Design has reduced significantly, fee income has risen since 2010/11 as illustrated in Table 1 below:

**Table 1 – Planning Application Fee Income**

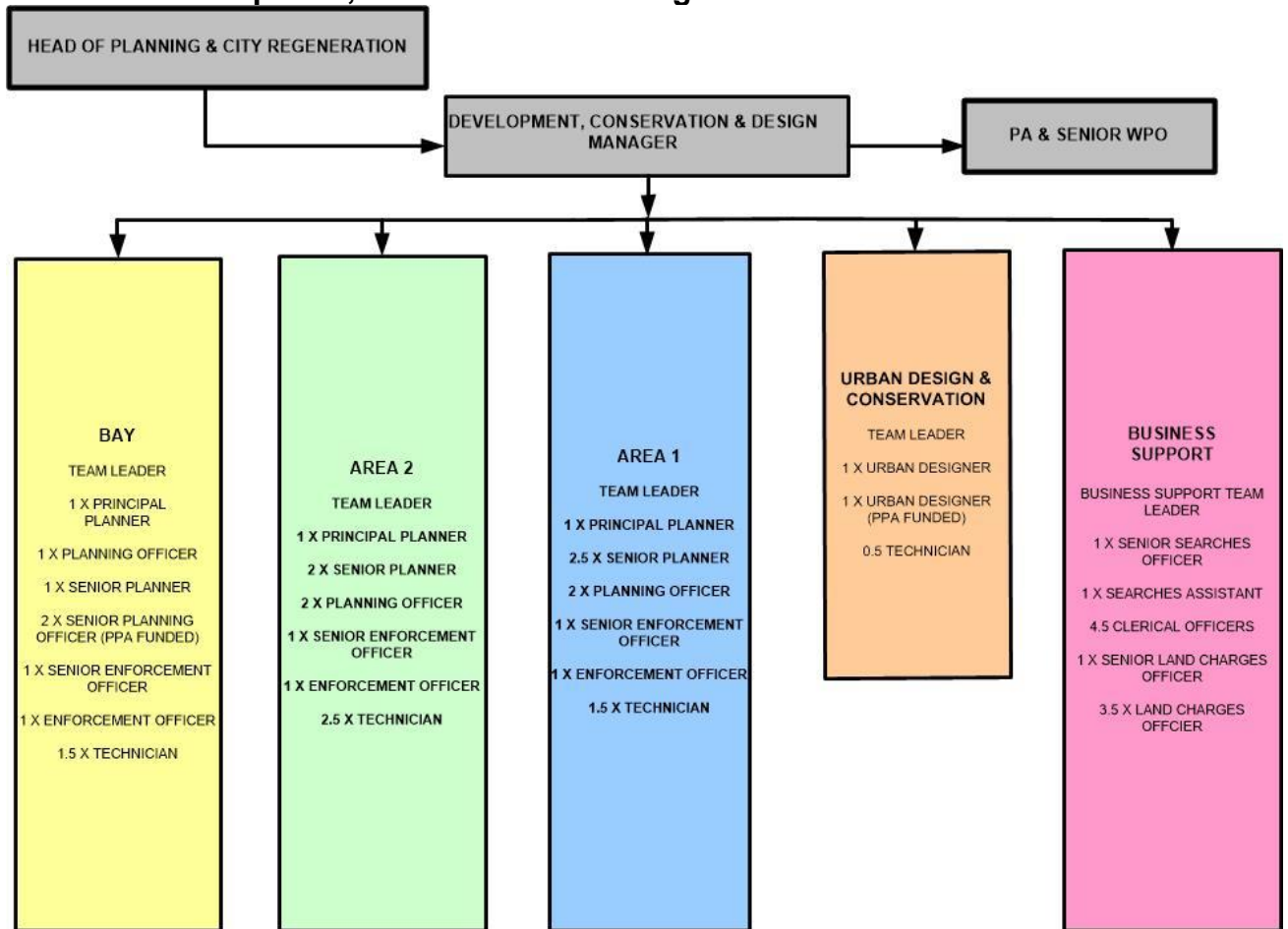
Income (£)	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Target	1,010,000	780,000	639,000	639,000	689,000	787,600	847,600	1,006,600	1,070,100	1,072,100
Actual	870,572	589,069	670,163	908,685	841,115	961,407	906,526	1,156,952	1,287,180	1,257,249

10.3 Fee income is retained within the Development, Conservation & Design budget which is, however, been set demanding fee income targets for each financial year to cover a growing proportion of the costs of the Service. Any budget underspend at the end of the financial year is not carried forward to the following financial year. Two full time Senior Planning Officers and one Urban Design Officer are also currently funded by Planning Performance Agreement. This places a heavy emphasis on unpredictable fee income as a means of sustaining the core business of the Service and represents a significant risk to service delivery should fee income fall.

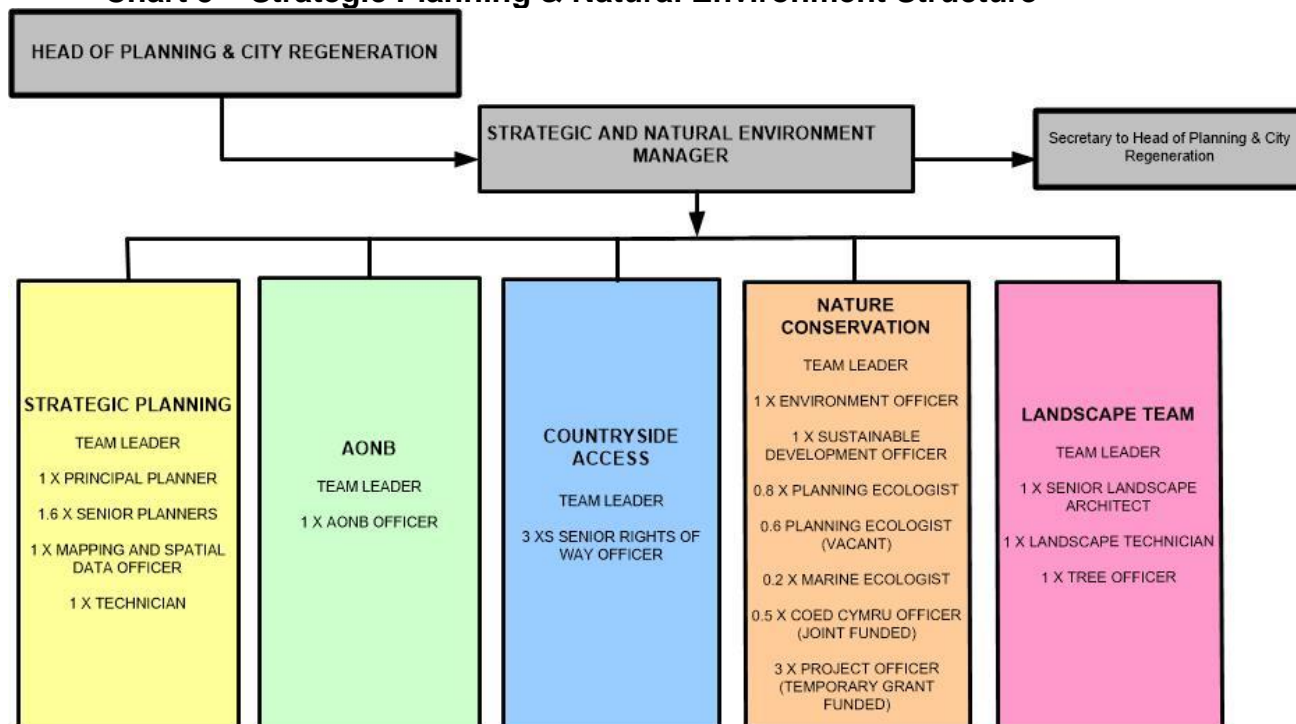
11.0 **Staff issues – what is the current staffing level of the department? What are the current plans for staff skills development and succession planning? Are any vacancies being carried? Has the service had to manage with redundancies (with reference to budget section above)? Has a loss of skills through sickness absence or other reasons, adversely affected the department? What are the coping mechanisms for this?**

11.1 The current staffing structure for Development, Conservation & Design, and Strategic Planning and Natural Environment is summarised in Chart 4 and 5 below respectively:

**Chart 4 – Development, Conservation & Design Structure**



**Chart 5 – Strategic Planning & Natural Environment Structure**



- 11.3 The Section has previously been restructured and accommodated a number of redundancies with job descriptions rationalised to provide more flexible working. Authority has also been delegated further down the staff structure and through on the job training staff from previously discrete teams carry out a much wider range of functions. In this way the impact of redundancies and budget cuts has been managed to an extent with existing officers absorbing these roles in parallel with the introduction of revised business processes and a review of service delivery options.
- 11.4 Upskilling and reskilling of staff in this way remains an ongoing process but is a robust mechanism to manage the risk to the Service in the face of ongoing budget cuts.
- 11.5 Budgetary pressures and recruitment policies have, however, generated clear resilience issues, with a contracting, ageing workforce and reliance on a small number individual officers in key specialist fields. The Authority is increasingly having to “buy in” services to address specialism gaps.
- 11.6 In addition, and as stated above, one Urban Design Officer and two Senior Planning Officers continue to be funded via fee income generated from Planning Performance Agreements negotiated on a variety of projects. Fee income is now the primary source of funding for the service and as illustrated in Table 1 above can experience significant variations year on year placing the delivery of statutory services at potential risk moving forward.

## **YOUR LOCAL STORY**

- 12.0 Workload. What are the current planning pressures the service is facing? What is the status of the LDP? Is development/monitoring/revision proceeding as planned? What is the impact on support of development management services, e.g. for master planning? What is the DM workload per officer?**

- 12.1 Development management pressures stem an increase in the number of planning and related applications received rising from 1482 in 2012/13 to 2127 in 2018/19 reflecting both an upturn in the development industry, the introduction of the C4 Use Class for HMO's and the number of major and strategic housing sites coming forward in advance of the Local Development Plan. The number of planning applications received per case officer (FTE) was 137 per annum in 2018/19. This excludes the provision of pre-application advice, and appeals and input into the change process described above, appeals, enforcement cases, corporate projects and initiative and policy/SPG formulation.
- 12.2 The number of enforcement cases received in 2018-19 was 428 which coupled with the remnants of an historic backlog of stubborn cases continues to place pressure on the enforcement service when measured against the new performance indicators introduced by Welsh Government in 2017. Enforcement officers currently carry an average caseload of 78 complaints.
- 12.3 Internal and statutory consultees still appear to be facing capacity issues, particularly with regard ecology, landscape, pollution control and highway issues. These capacity issues can have a significant impact on the provision of comprehensive and/or timely consultation responses and the efficiency of decision making.
- 13.0 Reference to the Annual Monitoring Report (as an attachment). In the absence of an AMR, the authority should report on its progress towards adoption of the LDP, and any key issues arising in the year.**
- 13.1 The LDP was adopted in February 2019 and provides a clear planning framework to address key issues facing the County. It is underpinned by an extensive and up to date evidence base. The first AMR is not due until 31<sup>st</sup> October 2020.
- 13.2 The only significant area of contention between the Council and the LDP Inspectors' published findings related to the issue of affordable housing targets. The Council has always maintained, and continues to contend, that the targets set out in the Deposit LDP were based on sound evidence and a track record of delivery. These targets received support through the Examination from local RSL's and certain house builders, who agreed with the Council's general approach to providing a flexible policy that would allow the Planning Authority to pursue such targets for developments if the circumstances justified it, for example, sites with little or no planning obligations. All of these companies submitted evidence and reasoning to the Examination as to why they thought the LDP policy approach and the percentage targets were appropriate.
- 13.3 The Inspectors, however, did not accept the Council's position in relation to this issue and reduced the on-site targets in three housing policy zones by 5% each. The impact of the Inspectors forced change in relation to the targets has been to reduce the potential of the Plan to facilitate affordable housing delivery on allocated housing sites (and windfall applications) in the order of 200 homes over the Plan period.
- 13.4 Senior Officers of the Council, as well as Cabinet Members and the Leader, set out in clear terms in detailed submissions to the Inspectors why the Council did not agree with their suggestion that a reduction to affordable housing targets was necessary to make the Plan sound. It was maintained that sufficient and appropriate evidence had been submitted to the examination to fully justify the Council's approach.

The Inspectors' position that they are '*not persuaded the targets in the Deposit Plan are viable*', was an extremely difficult one to rationalise given that these targets had been achieved on repeated occasions on developments in Swansea, including on LDP sites that had recently gone through the planning system, and having regard to the likely costs associated with bringing forward the remaining allocated sites during the Plan period.

13.5 Members made clear the importance they attributed to the key corporate objective of maximising affordable housing delivery. For this reason, and given the strength of evidence that exists relating to this issue, following formal Plan adoption officers have been taking a case by case approach of considering whether submitted proposals justify seeking a proportion of affordable housing in excess of the target rate specified in the LDP. In particular the rates originally specified in the Deposit Plan for the Swansea North, East and Greater North West housing zones are considered for their suitability, having regard to matters such as the level of constraints on a site, the tenure mix of affordable homes appropriate for the scheme, and the amount of any planning obligations that the development would generate. In relation to the latter, developments that generate a cost of less than £5,000 per dwelling would be considered to be providing less than the average planning obligation contribution, having regard to the benchmark values that were used in the viability testing that has underpinned the Plan and that has been supported by the Inspectors. This approach is consistent with the supporting text of the LDP, which states "*in certain developments where there are fewer constraints or requirements, such as a lack of s106 obligations, a higher percentage than that stated in the policy may be sought in exceptional circumstances*".

**14.0 Current projects. Any specific items of research, best practice development or other initiatives being undertaken within the planning service. Examples could include a "development team" approach to major applications, work on a Local Development Order or process reviews.**

14.1 The LDP includes a policy that allocates suitable sites on the edge of rural and semi-rural locations in Gower, Gower Fringe and West of Swansea to deliver affordable homes for local people. The policy requires these sites to deliver a minimum of 51% affordable homes for local people with the range and type of homes tailored to meet the evidence of local need. This policy is an innovative, evidenced based and pragmatic response to an historic problem of under provision using previous policy approaches. The progress of development proposals through planning application stage on these allocated sites (despite early suggestions from objectors that such an approach would be unviable) demonstrates the effectiveness of the policy. It is a transferable approach to other Authorities that may have similar issues with providing affordable housing in rural areas, and this has been recognised by Welsh Government. The Minister for Housing and Local Government has issued (July 2019) a letter to all Councils in Wales requiring them to implement similar affordable housing led sites through their LDPs.

14.2 In development management terms the Development, Conservation & Design Section introduced agile working arrangements including the further refinement the "paperless office" processes developed since 2013 using electronic workflow systems.

14.4 The Authority continues to collaborate with Neath Port Talbot Council Borough Council on the introduction on a joint Agent Accreditation Scheme with a view to facilitating the submission of better quality planning applications, reducing the administrative burden of validation and providing consistent validation requirements across both Authorities.

- 14.5 The promotion of a development team approach lead by officers from the Council's Development and Physical Regeneration Section (as developer and applicant), externally appointed consultants and officers in the Development Conservation and Design Section continues to be a highly effective model for the delivery of the Swansea City Centre redevelopment scheme. In development management terms roles were clearly articulated and resourced through the signing of a Planning Performance Agreement which has facilitated the efficient delivery of schemes through the pre-application process with added value and the determination of the resultant applications in a timely manner.
- 14.6 The Council has also established a Developer Forum to improve working relationships with small and medium sized housing developers (SME's) and address issues which may be frustrating the development process. In this respect two current work streams are ongoing firstly, focussing on providing consistency between planning placemaking policy and highway adoption processes and standards and secondly, on refining and reducing the number of conditions imposed on planning permissions, particularly pre-commencement conditions.
- 15.0 Local pressures. Major applications or other planning issues having a disproportionate impact on the efficiency of the service. Could include specific development pressures, enforcement issues such as major site restoration issues, monitoring compliance of conditions with non-devolved consents (e.g. wind energy applications) or applications of national significance (e.g. LNG storage site).**
- 15.1 As detailed above a number of major and strategic sites including the redevelopment of Swansea City Centre have come forward in advance of the LDP. The approach adopted by the Authority detailed at Section 14 above has facilitated the effective delivery of a number of these sites in accordance with the "placemaking" policy objectives set out in the LDP and without formal challenge.
- 15.2 Considerable resources have, however, been dedicated to this process which has only been possible to manage, without impacting on the performance of the Development Management Service as a whole, through the appointment of staff via fee income generated by Planning Performance Agreement.
- 15.3 The number of HMO applications has increased significantly since the introduction of the C4 Use Class in February 2016. This has produced significant workload and political pressures with a large number of applications being "called in" to Planning Committee for determination. The absence of a robust policy under the provisions of the Unitary Development Plan led to uncertainty and a number of applications being refused contrary to officer recommendation but subsequently allowed at appeal. A specific policy has now been introduced which incorporates clear thresholds to control the concentration of HMO's in an area following the adoption of the Swansea Local Development Plan in February 2019. There are, however, lessons to be learned over the impact of the introduction of such legislative changes by Welsh Government effectively within a policy vacuum.
- 16.0 Service improvement. What were the recommendations of the previous service improvement plan? In future years, this will also refer to actions identified in the previous Annual Performance Report (ideally they will share actions). For each of these:**

1. **Have they been implemented?**
2. **If no, what are the obstacles and what is being done to overcome them?**
3. **If yes, have positive changes been observed as a result?**
4. **Have any secondary or new issues emerged to be addressed?**
5. **What are the next steps, if any?**

- 16.1 The 2018/19 Planning and City Regeneration Services Plan identified a number of key priorities and objectives for the Service. Specific objectives, outcomes, performance measures, targets and actual outcomes for Development, Conservation & Design and Strategic Planning & Environment are detailed at in the table at Appendix 1.
- 16.2 In development management terms the Authority has set two internal performance indicators which seek to focus on the approval of applications with an economic imperative (major applications) whilst determining all other applications in a timely and efficient manner to meet its 8 week performance target.
- 16.3 These internal performance indicators recognise the benefit of investing time and resources, through negotiation, to deliver complex or strategically significant projects which have the potential to make a significant contribution to the economic fortunes and wellbeing of Swansea and the wider region.
- 16.4 This approach has facilitated the delivery of a wide range of strategically significant projects through the planning process, including the redevelopment of the City Centre and a range of strategic housing and affordable housing sites, whilst maintaining top quartile performance in Wales for the determination of all planning applications in agreed timescales.
- 17.0 Performance Framework. What are the identified areas for improvement set out in Annex A? What steps will the authority take to address these? How will they be resourced? How will success be measured?**
- 17.1 When assessed against the Performance Framework the Authority is one of the best performing Local Planning Authorities in Wales with 99% of all planning applications determined within timescales and only one area identified for improvement namely the Authority's housing land supply. In this respect the former Unitary Development Plan was time expired in 2018/19 and as a consequence no Joint Housing Land Availability Study could be carried to assess land supply. The Swansea Local Development Plan was, however, adopted on 27<sup>th</sup> February 2019 providing in excess of a 5 year land supply. If the Authority did not have a 5 year housing land supply the plan would have been found unsound by the appointed Planning Inspectors and would not have been adopted.
- 17.2 Enforcement performance is identified as "fair", however, this service has been under significant scrutiny by the Authority following the build-up of a significant backlog of enforcement cases as a result of historic under resourcing of the function. The performance for the percentage of enforcement cases investigated in 84 days in 2017/18 at 46 % was, however, the lowest in Wales. There has, however, been significant improvement in this performance when assessed against this measure with 72% of all enforcement cases being investigated in 84 days in 2018/19.

- 17.3 The percentage of Member made decisions contrary to officer advice has reduced from 24% in 2016/17 to 6.3% in 2018-19 equating to 0.26% of all planning application decisions being made against officer advice compared to 0.5% across Wales.
- 17.4 This is categorised as a “fair” performance in the Performance Framework but was only marginally above the performance target of less than 5% set by Welsh Government.
- 17.5 The small number of over turns has not had an impact upon appeal performance which has seen a significant improvement. In 2017/18 59% of appeals were successfully defended rising to 72% in 2018/19. This compares to a Welsh average of 68%.

## 18.0 What Service Users Think

- 18.1 In 2017-18 we conducted a customer satisfaction survey aimed at assessing the views of people (agents and members of the public) that had received a planning application decision during the year.
- 18.2 The survey was sent to 680 people, 9% of whom submitted a whole or partial response. The majority of responses (59%) were from members of the public. 28% of respondents had their most recent planning application refused.
- 18.3 We asked respondents whether they agreed or disagreed with a series of statements about the planning service. Table 1 shows the percentage of respondents that selected either ‘tend to agree’ or ‘strongly agree’ for each statement for both our planning authority and Wales.

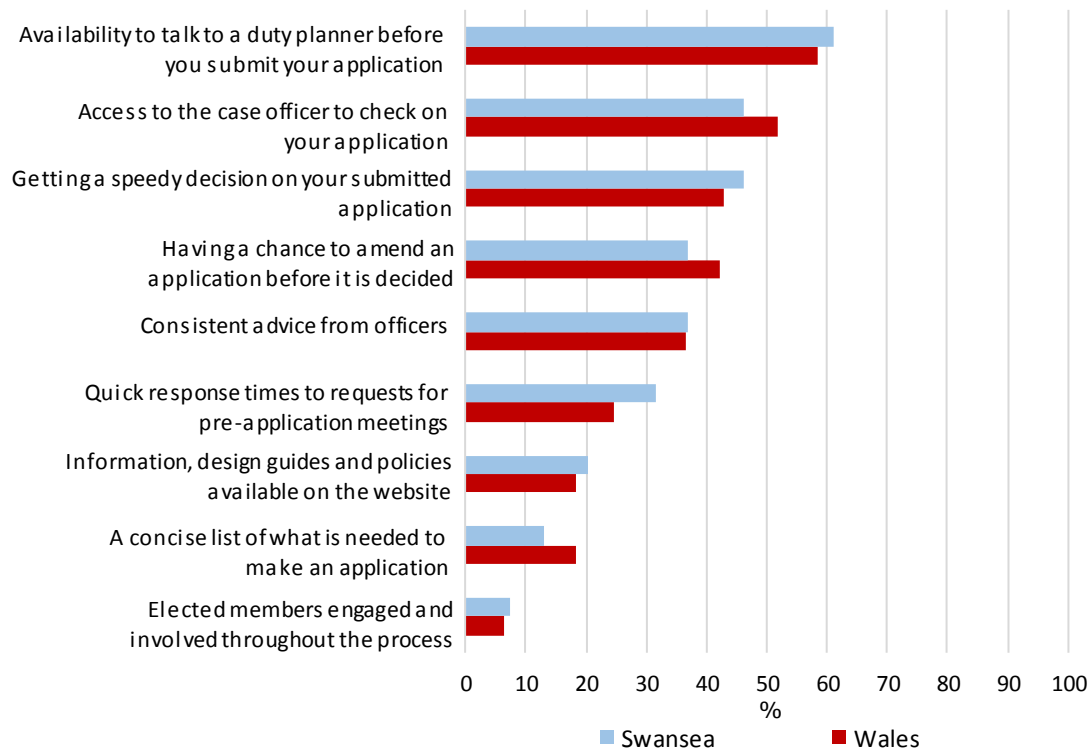
**Table 1: Percentage of respondents who agreed with each statement, 2017-18**

Respondents who agreed that:	Swansea LPA %	Wales %
The LPA applies its planning rules fairly and consistently	51	55
The LPA gave good advice to help them make a successful application	49	60
The LPA gives help throughout, including with conditions	47	52
The LPA responded promptly when they had questions	58	62
They were listened to about their application	55	60
They were kept informed about their application	42	52
They were satisfied overall with how the LPA handled their application	54	63

- 18.4 We also asked respondents to select three planning service characteristics from a list that they thought would most help them achieve successful developments. Figure 1 shows the percentage of respondents that chose each characteristic as one of their three selections. For us, 'the availability to talk to a duty planner before submitting an application' was the most popular choice.



**Figure 1: Characteristics of a good planning service, 2017-18**



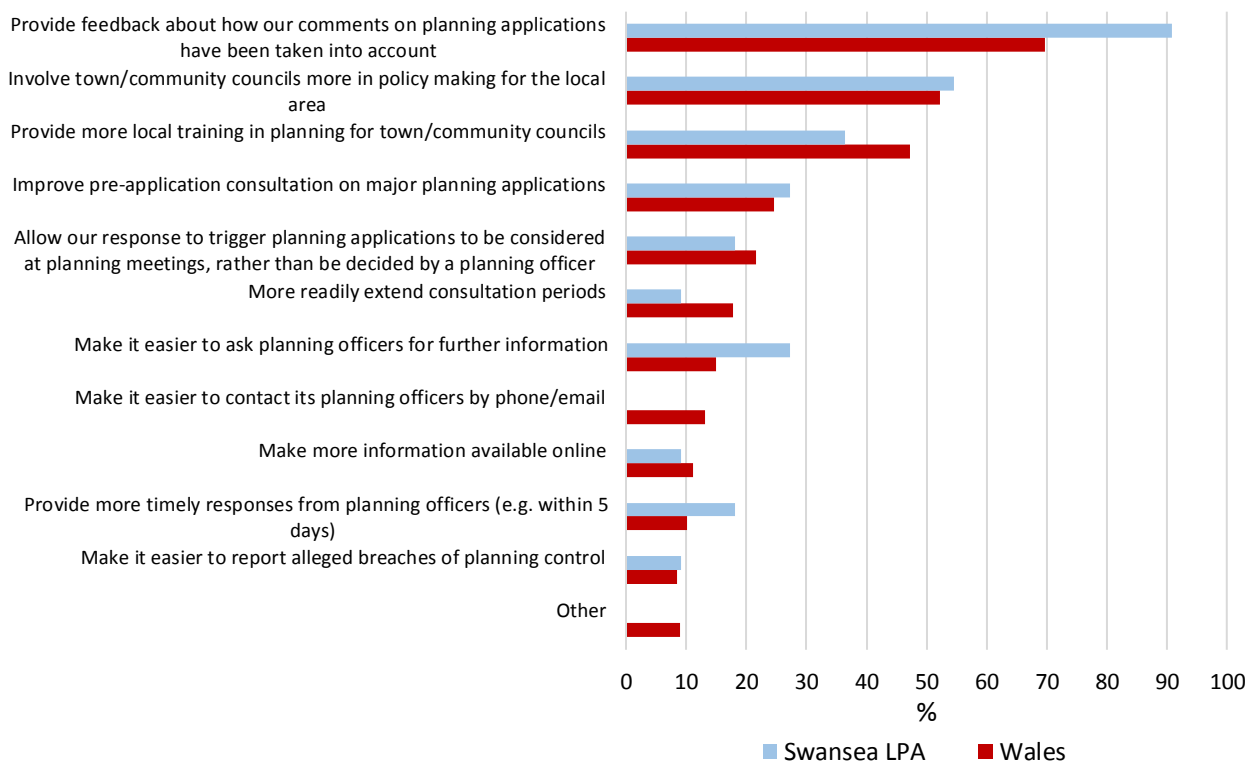
Comments received include:

- “Very good advice and service thank you.”
- “No thanks just hope the next time that I put a planning application it will be as smooth. “
- "I'm encouraged by the generally 'can do' attitude of Swansea planning. Due to the number of experienced staff this ensures that agents have confidence that their negotiations are not going to be undermined by senior staff”.

18.5 In 2018-19 we conducted a survey of clerks of the town and community councils that are statutory consultees for our planning authority. There are 24 such councils in our area, and we received 12 responses to the survey.

18.6 The respondents were asked to select the three ways in which they thought our LPA could help town/community councils to participate more effectively in the planning system. Figure 2 shows the percentage of respondents that selected each option as one of their three choices. ‘Provide feedback about how our comments on planning applications have been taken into account’ was the most frequently selected option for our LPA.

**Figure 2: Ways LPAs could help town/community councils participate more effectively in the planning system, 2018-19**



## 19.0 Our Performance 2018-19

19.1 This section details our performance in 2018-19. It considers both the Planning Performance Framework indicators and other available data to help paint a comprehensive picture of performance. Where appropriate we make comparisons between our performance and the all Wales picture.

19.2 Performance is analysed across the five key aspects of planning service delivery as set out in the Planning Performance Framework:

- Plan making;
- Efficiency;
- Quality;
- Engagement; and
- Enforcement.

### Plan making

19.3 As at 31 March 2019, we were one of 23 LPAs that had a current local development plan (LDP) in place.

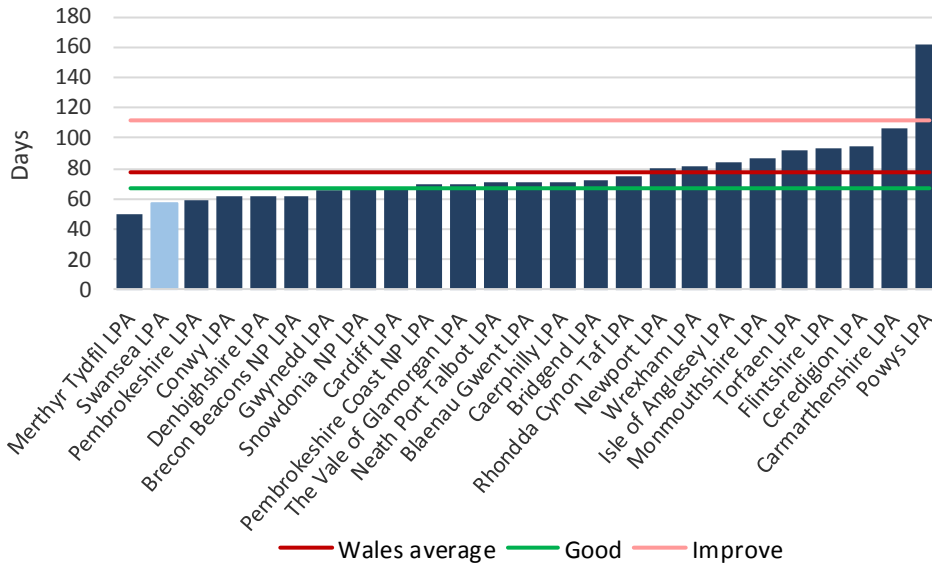
19.4 During the APR period we had 0.0 years of housing land supply identified, making us one of 19 Welsh LPAs without the required 5 years supply.

19.5 8 respondents to the 2018-19 town and community council clerks survey (67%) said that their council contributed to the production and/or review of our LDP. Of these, 29% agreed that the LDP process is easy to understand, and 29% agreed that their council is satisfied with how the LDP process is going (or went), compared to 64% and 62% respectively across Wales.

## Efficiency

19.6 In 2018-19 we determined 1,901 planning applications, each taking, on average, 57 days (8 weeks) to determine. This compares to an average of 77 days (11 weeks) across Wales. Figure 3 shows the average time taken by each LPA to determine an application during the year.

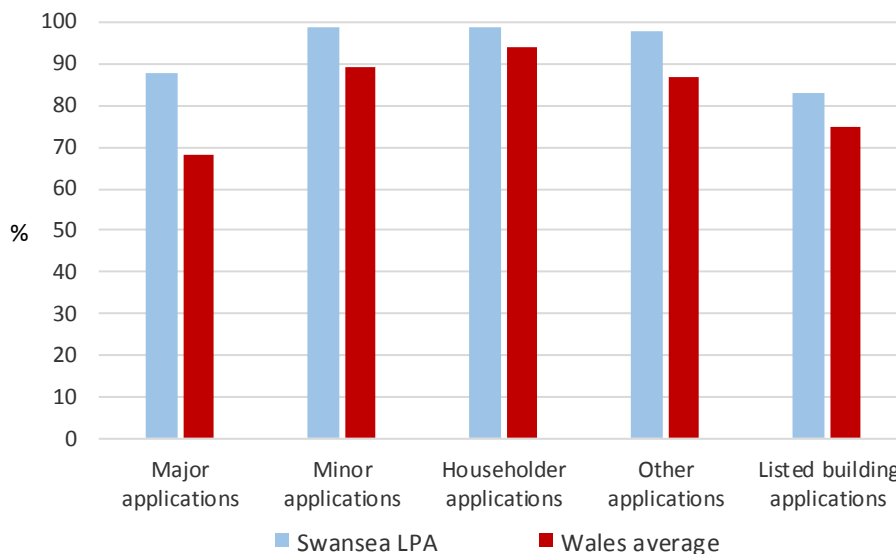
**Figure 3: Average time taken (days) to determine applications, 2018-19**



19.7 99% of all planning applications were determined within the required timescales. This was the third highest percentage in Wales and we were one of 20 LPAs that had reached the 80% target.

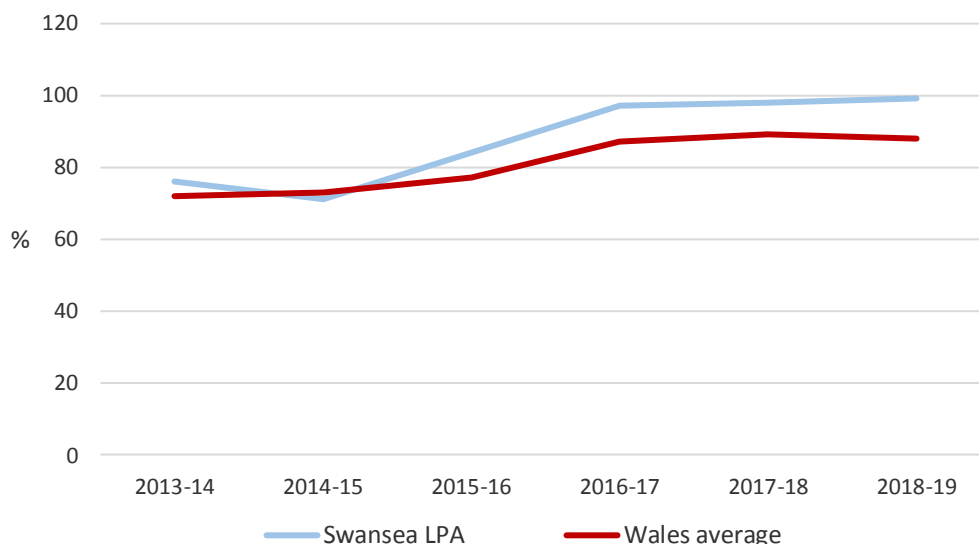
19.8 Figure 4 shows the percentage of planning applications determined within the required timescales across the main types of application for our LPA and Wales. It shows that we determined 99% of householder applications within the required timescales. We also determined 83% of Listed Building Consent applications within the required timescales.

**Figure 4: Percentage of planning applications determined within the required timescales, by type, 2018-19**



19.9 Between 2017-18 and 2018-19, as Figure 5 shows, the percentage of planning applications we determined within the required timescales increased from 98%.

**Figure 5: Percentage of planning applications determined within the required timescales**



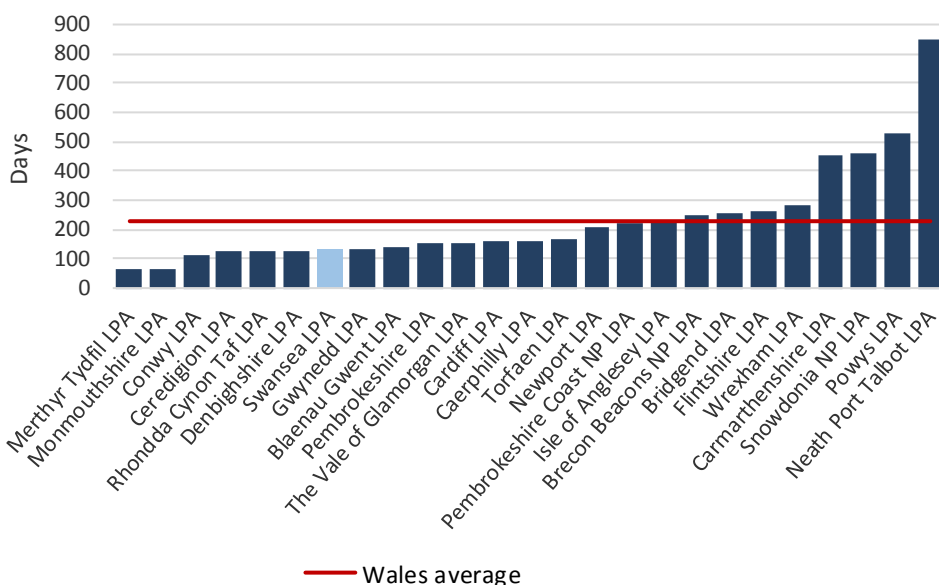
Over the same period:

- The number of applications we received decreased;
- The number of applications we determined decreased; and
- The number of applications we approved decreased.

### Major applications

19.10 We determined 43 major planning applications in 2018-19, none of which were subject to an EIA. Each application took, on average, 133 days (19 weeks) to determine. As Figure 6 shows, this was shorter than the Wales average of 232 days (33 weeks).

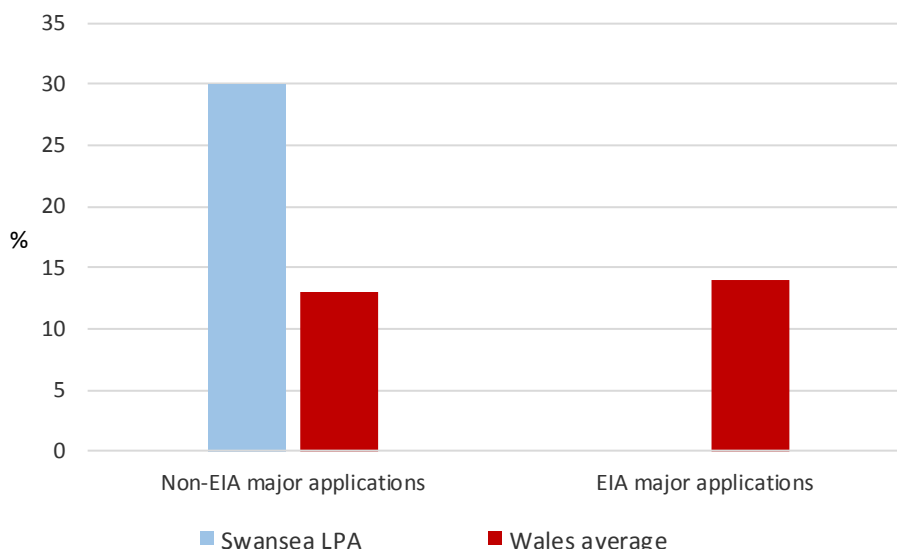
**Figure 6: Average time (days) taken to determine a major application, 2018-19**



19.11 1988% of these major applications were determined within the required timescales, compared to 69% across Wales.

19.12 Figure 7 shows the percentage of major applications determined within the required timescales by the type of major application. 30% of our 'standard' major applications i.e. those not requiring an EIA, were determined within the required timescales during the year.

**Figure 7: Percentage of major applications determined within the required timescales during the year, by type, 2018-19**

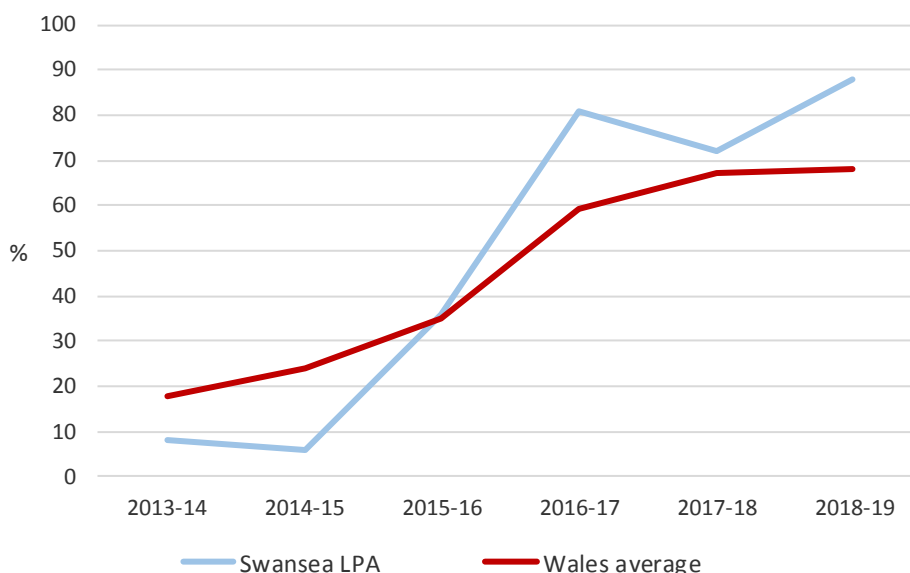


19.13 In addition we determined 25 major applications that were subject to a PPA in the required timescales during the year.

19.14 Since 2017-18 the percentage of major applications determined within the required timescales had increased from 72%. Similarly, the number of major applications determined increased while the number of applications subject to an EIA determined during the year stayed the same.

19.15 Figure 8 shows the trend in the percentage of major planning applications determined within the required timescales in recent years and how this compares to Wales.

**Figure 8: Percentage of major planning applications determined within the required timescales**



Over the same period:

- The percentage of minor applications determined within the required timescales stayed the same at 99%;
- The percentage of householder applications determined within the required timescales decreased from 100% to 99%; and
- The percentage of other applications determined within required timescales increased from 97% to 98%.

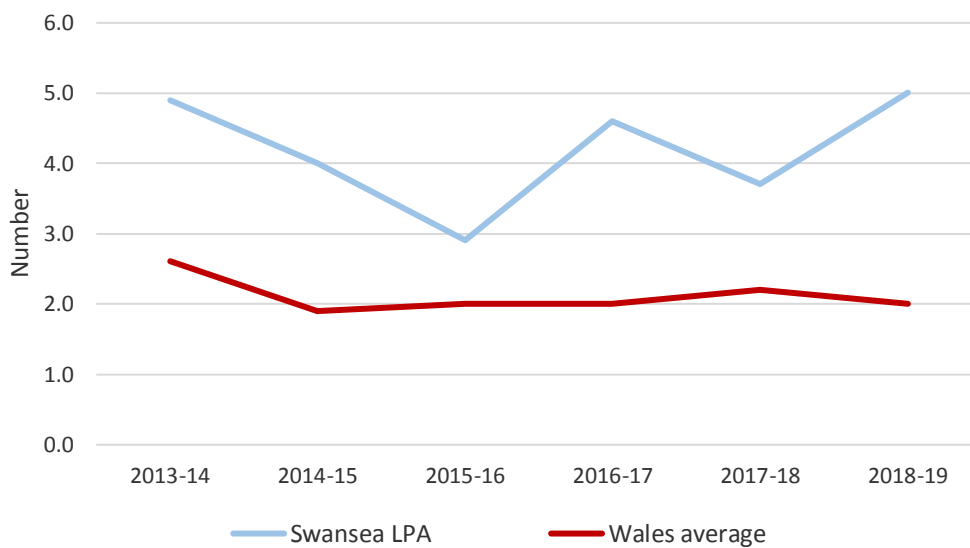
## Quality

19.16 In 2018-19, our Planning Committee made 79 planning application decisions during the year, which equated to 4% of all planning applications determined. Across Wales 6% of all planning application decisions were made by planning committee.

19.17 6% of these member-made decisions went against officer advice. This compared to 9% of member-made decisions across Wales. This equated to 0.3% of all planning application decisions going against officer advice; 0.5% across Wales.

19.18 In 2018-19 we received 105 appeals against our planning decisions, which equated to 5 appeals for every 100 applications received. This was the highest ratio of appeals to applications in Wales. Figure 9 shows how the volume of appeals received has changed since 2017-18 and how this compares to Wales.

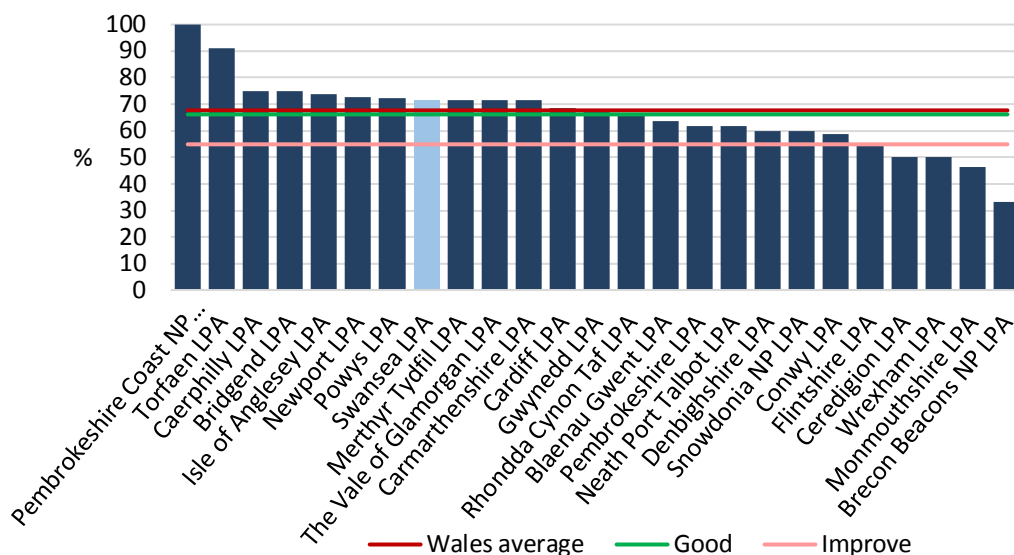
**Figure 9: Number of appeals received per 100 planning applications**



19.19 Over the same period the percentage of planning applications approved decreased from 75% to 72%.

19.20 Of the 95 appeals that were decided during the year, 72% were dismissed. As Figure 10 shows, this was higher than the percentage of appeals dismissed across Wales as a whole and we were one of 14 LPAs that reached the 66% target.

**Figure 10: Percentage of appeals dismissed, 2018-19**



19.21 During 2018-19 we had no applications for costs at a section 78 appeal upheld.

19.22 5 respondents (45%) to the 2018-19 town and community council clerks survey reported that they were either 'very satisfied' or 'somewhat satisfied' with how the Planning Inspectorate deals with their council around appeals, compared to 55% of the respondents across Wales.

## Engagement

19.22 We are:

- one of 24 LPAs that allowed members of the public to address the Planning Committee;
- one of 22 LPAs that had an officer on duty to provide advice to members of the public; and
- one of 21 LPAs that had an online register of planning applications.

19.23 4 (36%) of the town and community council clerks that responded to the 2018-19 survey felt that their council has enough time and resources to effectively contribute to development management in our area, compared to 59% of clerks that responded across Wales. 3 (27%) reported that they are 'always' able and 8 (73%) reported that they are 'sometimes' able to respond to applications within the 21 day statutory time period.

19.24 As Table 2 shows, 49% of respondents to our 2017-18 customer survey agreed that the LPA gave good advice to help them make a successful application.

**Table 2: Feedback from our 2017-18 customer survey**

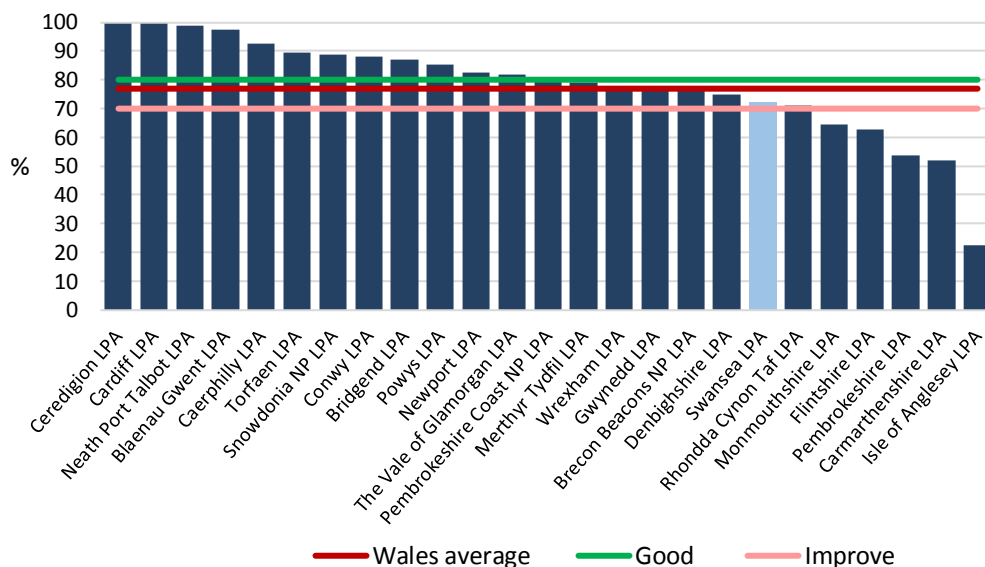
Respondents who agreed that:	Swansea LPA %	Wales %
The LPA gave good advice to help them make a successful application	49	60
They were listened to about their application	55	60

## Enforcement

19.25 In 2018-19 we investigated 396 enforcement cases, which equated to 1.6 per 1,000 population. This compared to 1.9 enforcement cases investigated per 1,000 population across Wales.

19.26 We investigated 72% of these enforcement cases within 84 days. Across Wales 77% were investigated within 84 days. Figure 11 shows the percentage of enforcement cases that were investigated within 84 days across all Welsh LPAs.

**Figure 11: Percentage of enforcement cases investigated within 84 days, 2018-19**



19.27 The average time taken to pursue positive enforcement action was 73 days.

19.28 In the 2018-19 town and community council clerks survey, 1 respondent (9%) stated that our LPA investigates enforcement cases ‘very promptly’ or ‘reasonably promptly’, compared to 36% of respondents across Wales. 2 respondents (20%) reported that they are either ‘very satisfied’ or ‘somewhat satisfied’ with how our LPA generally responds to investigating breaches. This was 40% for Wales.



## ANNEX A - PERFORMANCE FRAMEWORK

### OVERVIEW

MEASURE	GOOD	FAIR	IMPROVE	WALES AVERAGE	Swansea LPA LAST YEAR	Swansea LPA THIS YEAR
<b>Plan making</b>						
Is there a current Development Plan in place that is within the plan period?	Yes		No	Yes	No	Yes
LDP preparation deviation from the dates specified in the original Delivery Agreement, in months	<12	13-17	18+	73	57	N/A
Time taken to commence formal revision of an LDP following the triggering of Regulation 41, in months	<12	13-17	18+	17	-	N/A
Has an LDP Revision Delivery Agreement been submitted to and agreed with the Welsh Government?	Yes		No	Yes	-	N/A
LDP review deviation from the dates specified in the original Delivery Agreement, in months	<3		4+	1	-	N/A
Annual Monitoring Reports produced following LDP adoption	Yes		No	Yes	N/A	N/A
The local planning authority's current housing land supply in years	>5		<5	6 of 25	0.0	0.0
<b>Efficiency</b>						
Percentage of "major" applications determined within time periods required	>60	50.1-59.9	<50	68	72	88
Average time taken to determine "major" applications in days	Not set	Not set	Not set	232	268	133
Percentage of all applications determined within time periods required	>80	70.1-79.9	<70	88	98	99
Average time taken to determine all applications in days	<67	67-111	112+	77	60	57
Percentage of Listed Building Consent applications determined within time periods required	>80	70.1-79.9	<70	75	70	83

<b>Quality</b>			
Percentage of Member made decisions against officer advice	<5	5-9	9+
Percentage of appeals dismissed	>66	55.1-65.9	<55
Applications for costs at Section 78 appeal upheld in the reporting period	0	1	2+
<b>Engagement</b>			
Does the local planning authority allow members of the public to address the Planning Committee?	Yes		No
Does the local planning authority have an officer on duty to provide advice to members of the public?	Yes		No
Does the local planning authority's web site have an online register of planning applications, which members of the public can access, track their progress (and view their content)?	Yes	Partial	No
<b>Enforcement</b>			
Percentage of enforcement cases investigated (determined whether a breach of planning control has occurred and, if so, resolved whether or not enforcement action is expedient) within 84 days	>80	70.1-79.9	<70
Average time taken to take positive enforcement action	<100	101-200	200+

9	5	6
68	59	72
0	0	0
Yes	Yes	Yes
Yes	Yes	Yes
Yes	Yes	Yes
77	46	72
167	25	73

## SECTION 1 – PLAN MAKING

Indicator	01. Is there a current Development Plan in place that is within the plan period?	
<b>“Good”</b>	<b>“Fair”</b>	<b>“Improvement needed”</b>
A development plan (LDP or UDP) is in place and within the plan period	N/A	No development plan is in place (including where the plan has expired)

<b>Authority’s performance</b>	Yes
The Swansea Local Development Plan was adopted in February 2019.	

Indicator	02. LDP preparation deviation from the dates specified in the original Delivery Agreement, in months	
<b>“Good”</b>	<b>“Fair”</b>	<b>“Improvement needed”</b>
The LDP is being progressed within 12 months of the dates specified in the original Delivery Agreement	The LDP is being progressed within between 12 and 18 months of the dates specified in the original Delivery Agreement	The LDP is being progressed more than 18 months later than the dates specified in the original Delivery Agreement

<b>Authority’s performance</b>	N/A
The Swansea Local Development Plan was adopted in February 2019.	

Indicator	03. Annual Monitoring Reports produced following LDP adoption	
<b>“Good”</b>		<b>“Improvement needed”</b>
An AMR is due, and has been prepared		An AMR is due, and has not been prepared

<b>Authority’s performance</b>	N/A
First AMR not due until 31 <sup>st</sup> October 2020	

Indicator	04. The local planning authority's current housing land supply in years	
<b>“Good”</b>		<b>“Improvement needed”</b>
The authority has a housing land supply of more than 5 years		The authority has a housing land supply of less than 5 years

<b>Authority’s performance</b>	<b>5/8</b>
. The Swansea Local Development Plan was adopted in February 2019 evidencing a 5.8	

year housing land supply.

## SECTION 2 - EFFICIENCY

Indicator	05. Percentage of "major" applications determined within time periods required	
<b>"Good"</b>	<b>"Fair"</b>	<b>"Improvement needed"</b>
More than 60% of applications are determined within the statutory time period	Between 50% and 60% of applications are determined within the statutory time period	Less than 50% of applications are determined within the statutory time period

<b>Authority's performance</b>	88
<p>Good – Since 2014/15 the percentage of all major planning applications determined within required timescales has increased from 6% which was the lowest performance in Wales to 36% in 2015/16, 81% in 2016/17 and 72% in 2017/18 and 88% in 2018/19 which is above the Welsh Average of 68%.</p> <p>The determination of a number of large historic applications had an influence the reduction in performance in 2017/18.</p>	

Indicator	06. Average time taken to determine "major" applications in days	
<b>"Good"</b>	<b>"Fair"</b>	<b>"Improvement needed"</b>
Target to be benchmarked	Target to be benchmarked	Target to be benchmarked

<b>Authority's performance</b>	133
<p>No performance target is set for this measure, however, the average time taken to determine major applications increased from 148 in 2016/17 to 268 in 2017/18. IN 2018/19 the average time to determine major applications was 133 days which is well below the Welsh average of 238 days.</p> <p>The determination of a number of large historic applications had an influence over the reduction in performance in 2017/18.</p>	

Indicator	07. Percentage of all applications determined within time periods required	
<b>"Good"</b>	<b>"Fair"</b>	<b>"Improvement needed"</b>
More than 80% of applications are determined within the statutory time period	Between 70% and 80% of applications are determined within the statutory time period	Less than 70% of applications are determined within the statutory time period

<b>Authority's performance</b>	99
<p>Good: The percentage of all applications determined within required timescales has</p>	

shown a consistent improvement increasing from 71% in 2014/15 to 84% in 2015/16, 97% in 2016/17, 98% in 2017/18 and 99% in 2018/19. This reflects a consistent top quartile performance in Wales and is well above the Welsh average of 88%.

The reflects the Authority's focus on promoting front loading and the provision of pre-application advice whilst determining householder and minor planning application within a timely manner. This approach also allows resources to be dedicated to the delivery of positive outcomes on major and strategic schemes having wider impacts upon the Authority and the Region as a whole whilst maintaining a high level of overall performance.

Indicator	08. Average time taken to determine all applications in days	
"Good"	"Fair"	"Improvement needed"
Less than 67 days	Between 67 and 111 days	112 days or more

<b>Authority's performance</b>	57
In 2018-19 the Authority determined 1,901 planning applications, each taking, on average, 57 days to determine. This represents an improvement on 2016/17 (67 days) and 2018/19 (60 days) and compares to an average of 77 days across Wales.	

Indicator	08a. Percentage of Listed Building Consent applications determined within time periods required	
"Good"	"Fair"	"Improvement needed"
Target to be benchmarked	Target to be benchmarked	Target to be benchmarked

<b>Authority's performance</b>	83
No targets is set for this new measure, however, the Authority determined 83% of Listed Building applications within required timescales compared to 70% in 2017/18 and an average of 75% for Wales.	

### SECTION 3 - QUALITY

Indicator	09. Percentage of Member made decisions against officer advice	
"Good"	"Fair"	"Improvement needed"
Less than 5% of decisions	Between 5% and 9% of decisions	9% or more of decisions

<b>Authority's performance</b>	6.3
Fair: The Authority amended its Committee structures and scheme of delegation in January 2015 to broadly align with Welsh Government proposals. This has resulted in an increase in delegation and a reduction in the total number of decisions made contrary to officer advice.	

The percentage of Member made decisions contrary to officer advice had reduced from 23% in 2014-15 to 10% in 2015-16 equating to 0.3% of all planning application decisions being made against officer advice compared to 0.6% across Wales.

In 2016-17, however, this increased to 24% equating to 0.7% of all planning application decisions being made against officer advice and comparable with the Welsh average of 0.7%. The increase in overturns was, however, heavily influenced by a single issue, namely the introduction of the new C4 Use Class for houses in multiple occupation which accounted for 9 of the 14 applications determined contrary to officer advice during this period.

In 2017-18 the percentage of Member made decision contrary to officer advice reduced to 5% which is 0.2% of all decisions and was below the Welsh average of 8.6% or 0.6% of all decisions.

In 2018/19, 6.3% of Member decisions were made contrary to officer advice but this equates to just 5 applications out of a total of 78 decisions made by Planning Committee and just 0.26% of all decisions made by the Authority.

This performance is marginally above the performance target of less than 5% set by Welsh Government and well below the Welsh average of 9.2%.

Indicator	10. Percentage of appeals dismissed	
“Good”	“Fair”	“Improvement needed”
More than 66% (two thirds) of planning decisions are successfully defended at appeal	Between 55% and 66% of planning decisions are successfully defended at appeal	Less than 55% of planning decisions are successfully defended at appeal

<b>Authority’s performance</b>	<b>72</b>
Good: Of the 95 appeals that were decided during the year, 72% were dismissed compared to a Welsh average of 68%.	

Indicator	11. Applications for costs at Section 78 appeal upheld in the reporting period	
“Good”	“Fair”	“Improvement needed”
The authority has not had costs awarded against it at appeal	The authority has had costs awarded against it in one appeal case	The authority has had costs awarded against it in two or more appeal cases

<b>Authority’s performance</b>	<b>0</b>
Good: No comment required.	

## SECTION 4 – ENGAGEMENT

<b>Indicator</b>	<b>12. Does the local planning authority allow members of the public to address the Planning Committee?</b>	
<b>“Good”</b>		<b>“Improvement needed”</b>
Members of the public are able to address the Planning Committee		Members of the public are not able to address the Planning Committee

<b>Authority’s performance</b>	Yes
Good: No comment required.	

<b>Indicator</b>	<b>13. Does the local planning authority have an officer on duty to provide advice to members of the public?</b>	
<b>“Good”</b>		<b>“Improvement needed”</b>
Members of the public can seek advice from a duty planning officer		There is no duty planning officer available

<b>Authority’s performance</b>	Yes
Good : Office cover is provided at all times. The Authority also provide a “Householder Surgery” on a Wednesday afternoon for members of the public only to obtain advice from a professional planning officer so that they are informed before engaging with an architect and/or agent.	

<b>Indicator</b>	<b>14. Does the local planning authority’s web site have an online register of planning applications, which members of the public can access track their progress (and view their content)?</b>	
<b>“Good”</b>	<b>“Fair”</b>	<b>“Improvement needed”</b>
All documents are available online	Only the planning application details are available online, and access to other documents must be sought directly	No planning application information is published online

<b>Authority’s performance</b>	Yes
Good: No comment required.	

## SECTION 5 – ENFORCEMENT

Indicator	15. Percentage of enforcement cases investigated (determined whether a breach of planning control has occurred and, if so, resolved whether or not enforcement action is expedient) within 84 days	
“Good”	“Fair”	“Improvement needed”
More than 80% of enforcement cases are investigated in 84 days	Between 70% and 80% of enforcement cases are investigated in 84 days	Less than 70% of enforcement cases are investigated in 84 days

Authority’s performance	72
<p style="color: red;">Fair: Swansea Council officers were heavily involved with Welsh Government in the design of this new measure, which was introduced in June 2017.</p> <p style="color: red;">The enforcement service was also subsequently subject to Internal Audit reporting in May 2018, providing a Substantial Level of Assurance. The Audit report, however, concluded, in part, that historic records and cases reported prior to the introduction of this new measure in June 2017 and a new back office system in October 2016 had influenced the reliability of data used to inform performance against this measure.</p> <p style="color: red;">The Internal Audit report recommended that a data cleanse should be carried out of all cases transferred from the previous M3 back office system to the new Uniform system to ensure that the correct dates are recorded on the Uniform system. This data cleans is was completed in December 2018.</p> <p style="color: red;">Performance against this measure has improved from 46% in 2018/17 to 72% in 2018/19.</p>	

Indicator	16. Average time taken to take positive enforcement action	
“Good”	“Fair”	“Improvement needed”
Target to be benchmarked	Target to be benchmarked	Target to be benchmarked

Authority’s performance	73
<p style="color: red;">No target is set for this new measure, however, the Authority took 73 days to take positive action compared to a Welsh average of 167 days.</p>	



## 20.0 SECTION 6 – SUSTAINABLE DEVELOPMENT INDICATORS

20.1 The purpose of the Sustainable Development Indicators is to measure the contribution the planning system makes to sustainable development in Wales.

20.2 The Sustainable Development Indicators will be used to measure the progress against national planning sustainability objectives, set out in Planning Policy Wales, and can be used to demonstrate to our stakeholders the role and scope of the planning system in delivering wider objectives. The information will also be useful to local planning authorities to understand more about the outcomes of the planning system and help inform future decisions.

Authority's returns	[How complete were your responses?]
<ul style="list-style-type: none"><li>• [<i>What are the reasons for missing data?</i>]</li><li>• [<i>What actions are being taken to provide full returns?</i>]</li><li>• [<i>When will complete data returns be provided?</i>]</li></ul> <p>The first LDP Annual Monitoring Report (AMR) is due by 31<sup>st</sup> October 2020). This will therefore be the first date at which complete data will be provided against those Sustainable Development Indicators which are included in the LDP monitoring framework.</p>	

<b>Indicator</b>	<b>SD1. The floorspace (square metres) granted and refused planning permission for new economic development on allocated employment sites during the year.</b>
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<b>Granted (square metres)</b>	
<b>Authority's data</b>	0

<b>Refused (square metres)</b>	
<b>Authority's data</b>	0

The Council do not currently hold monitoring data on this indicator.

However, indicators are included in the LDP, to monitor the amount of employment generating development on allocated mixed use Strategic Development (SD) Sites. This includes an overarching indicator to monitor the delivery of annual targets for all SD sites across the remainder of the plan period, (see Indicator Ref 19) and individual indicators to monitor the amount of employment development delivered on each of the SD sites (See indicator refs 48, 52, 56, 60, 65).

<b>Indicator</b>	<b>SD2. Planning permission granted for renewable and low carbon energy development during the year.</b>
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<b>Granted permission (number of applications)</b>	
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<b>Authority's data</b>	1 (prepopulated data – not verified)
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<b>Granted permission (MW energy generation)</b>	
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<b>Authority's data</b>	4 (prepopulated data – not verified)
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An indicator is included in the LDP, to monitor 'the number of planning applications for renewable energy and capacity permitted – electricity and heat.' The LDP seeks to deliver up to 21.8 MW in Solar LSA and up to 40.6 MW in Wind SSA over the plan period. (See Indicator Ref 94).

<b>Indicator</b>	<b>SD3. The number of dwellings granted planning permission during the year.</b>
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<b>Market housing (number of units)</b>	
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<b>Authority's data</b>	301 (pre-populated data – not confirmed)
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<b>Affordable housing (number of units)</b>	
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<b>Authority's data</b>	156 (pre-populated data – not confirmed)
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The final figures still need to be agreed by the Swansea JHLAS Group.
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<b>Indicator</b>	<b>SD4. Planning permission granted and refused for development in C1 and C2 floodplain areas during the year.</b>
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<b>Number of residential units (and also hectares of non-residential units) that DID NOT meet all TAN 15 tests which were GRANTED permission</b>	
<b>Authority's data</b>	0

<b>Number of residential units (and also hectares of non-residential units) that did not meet all TAN 15 tests which were REFUSED permission on flood risk grounds</b>	
<b>Authority's data</b>	0

<b>Number of residential units (and also hectares of non-residential units) that MET all TAN 15 tests which were GRANTED permission</b>	
<b>Authority's data</b>	0

Indicators are included in the LDP, to monitor

- The number of planning applications permitted within C1 floodplain areas (ref 105)
- The number of planning applications permitted within C2 floodplain areas (ref 106)

However, no indicators are proposed to monitor the number of dwellings granted in flood risk zones.

<b>Indicator</b>	<b>SD5. The area of land (ha) granted planning permission for new development on previously developed land and greenfield land during the year.</b>
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<b>Previously developed land (hectares)</b>	
<b>Authority's data</b>	6 (pre-populated data – not confirmed)

<b>Greenfield land (hectares)</b>	
<b>Authority's data</b>	1 (pre-populated data – not confirmed)

An indicator is included in the LDP, to monitor

- Amount of greenfield land lost not allocated in the LDP (ha) (Indicator Ref 25).

<b>Indicator</b>	<b>SD6. The area of public open space (ha) that would be lost and gained as a result of development granted planning permission during the quarter.</b>
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<b>Open space lost (hectares)</b>	
<b>Authority's data</b>	1 (pre-populated data – not confirmed)

<b>Open space gained (hectares)</b>	
<b>Authority's data</b>	0 (pre-populated data – not confirmed)

An indicator is included in the LDP, to monitor

- The number of existing open spaces lost to development contrary to the Open Space Assessment. (Indicator Ref 77).

<b>Indicator</b>	<b>SD7. The total financial contributions (£) agreed from new development granted planning permission for the provision of community infrastructure.</b>
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<b>Gained via Section 106 agreements (£)</b>	
<b>Authority's data</b>	£1,750,697

<b>Gained via Community Infrastructure Levy (£)</b>	
<b>Authority's data</b>	0 (pre-populated data – not confirmed)

An indicator is included in the LDP, to monitor

- The number of residential permissions generating financial contributions in s106 agreements. Of those, the average per unit value of contributions (including financial equivalent of any obligation secured). (Indicator Ref. 86).



In setting your milestones/targets please consider 5 ways of working -

Department	Service Unit	Council Objective	Steps towards Council Objective	Current activity/Action Insert performance when appropriate (Measures identified as corporate are already populated)	Milestone (Target if linked to a Performance Measure)	Long Term – How is your Service taking the long term into account? How is it not, how could it do better?	Prevention – How is your Service taking prevention approach? How is it not, how could it do better?	Integration – How is your Service considering the impact of its actions? How is it not, how could it do better?	Collaboration – How does your Service collaborate internally and externally? How is it not, how could it collaborate better?	Involvement – How does your Service involve users and partners? How does it not, how could it do better?	Gaps/Opportunities – Are there any which need to be addressed?	Risks – identify the risks which need to be addressed/managed?	Responsible Officer	Comment
Place	RGN	Transforming our economy & Infrastructure	Adopt the Local Development Plan that supports the regeneration of Swansea and promotes sustainable communities	Independent Examination of LDP by Planning Inspectorate	Adoption of LDP Jan 19	The LDP will set out the Council's policies for the development, use and protection of land until 2025, including promotion of	The plan includes various policies relating to prevention of impacts on communities, including climate	The LDP has been subject of a Sustainability Appraisal (incorporating a Strategic	Preparation of the LDP has involved collaboration with other departments and external organisations/partners	Preparation of the LDP has involved extensive public and stakeholder consultation at all stages of plan production.	All existing SPG will need to be reviewed following adoption of the LDP	Need for urgent turnaround of public consultation on matters arising changes from LDP Hearing sessions which are not due to finish until	Paul Meller	LDP adopted February 2019
Place	RGN	Transforming our economy & Infrastructure	Promote the Green Economy, including renewable energy (such as SCEES, Tidal Lagoon) providing energy security, climate change mitigation and economic and employment benefits.	Independent Examination of LDP by Planning Inspectorate	Adoption of LDP Jan 19	LDP policy to 2025 sets out policies for tackling climate change mitigation, renewable and low carbon energy developments and district heating and cooling schemes as well as supporting associated employment opportunities	LDP policies seek to mitigate the adverse effects of climate change, adapt to its implications, develop resilience and deal with Green Energy proposals	The LDP has been subject of a Sustainability Appraisal (incorporating a Strategic Environmental Assessment, Health Impact Assessment and Linguistic Impact Assessment), as well as an Equalities Impact Assessment	Consultation with all relevant Council departments/ services, statutory consultees and interested parties to identify site constraints and opportunities and address any matters arising	Engaged with a range of internal and external stakeholders and working in partnership on a variety of related projects	SCEES no longer dealt with by Regeneration Service	Central Government support for Tidal Lagoon project not transpiring	Paul Meller	LDP adopted February 2019
Place	RGN	Transforming our economy & Infrastructure	Management of the Rights of Way Network	Review of Rights of Way Improvement Plan (ROWIP)- publication and consultation	Mar-19	the necessary measures needed to maintain, improve and where possible extend the RoW network. A new ROWIP is currently being prepared which will cover the period to 2028	ROWIP Action Plan monitoring seeks to ensure there is no reduction in the percentage of the network that is classified as 'easy to use' which would otherwise impact on health and well being	measurably improved access to the RoW network, the extent of the Coast Path and access to the countryside. It also considers the impact on well-being objectives, local tourism, etc.	internal and external partners on the preparation of the ROWIP and associated Action Plan targets to ensure it supports and is supported by other relevant plans and strategies and their objectives. Through	Currently involved with a range of internal and external stakeholders, including volunteers, working in partnership on a variety of related projects	Cwm Ivy. A walking route around the Gower coastline is highlighted in tourism literature as one of the reasons to visit the area - however there has been a significant breach in this route at Cwm Ivy for the past two years. The Council has identified	Loss/reduction of external funding	Paul Meller	ROWIP reviewed and consultation scheduled to be undertaken late 2019
Place	RGN	Transforming our economy & Infrastructure	Promote biodiversity and protect Swansea's green spaces, including parks for recreation and play, to promote health and wellbeing	Green Infrastructure (GI) Workshops held - strategy to be drafted	Adoption of draft City Centre Green Infrastructure (GI) Strategy Mar 19	Green infrastructure is seen as the catalyst for improving well being of future generations. LDP policies seek to increase provision of and accessibility to open space over the	Policies in the current UDP and emerging LDP seek to prevent the loss of accessible greenspace and formal play space in the interests of promoting health and well being.	Making better use of green infrastructure can lead to significantly reduced costs for the Council whilst promoting the health and well being of residents, visitors	A GI Strategy is being prepared in collaboration with NRW. The Council is also working jointly with internal and external partners, e.g. together with NPT and	Currently involved with a range of internal and external stakeholders, including volunteer members of the public and third sector, and working in partnership on a	Build greater awareness of the importance of greenspace and ecological advice generally to ensure it is fully taken into account across the Authority in all plans, strategies and	Disposal/loss of natural assets/resources without full appreciation of the benefits these natural resources provide for free and the true long term cost of their loss which outweighs short	Paul Meller	Draft GI Strategy due for consultation Oct/Nov 2019
Place	RGN	Transforming our economy & Infrastructure	Support and Deliver an ecosystem approach to natural resource management	Continue to deliver grant funded projects and site specific management plans	Management plans implemented and grant outcomes delivered Mar 19	values and seeks to manage Ecosystem services for the long term in its various long-term plans and strategies. However ecosystem resilience will only be improved when its benefits are more fully understood	Policies in the LDP and emerging Corporate Biodiversity Action Plan seek to prevent the loss of land and trees that provide the means of mitigating the effects of climate change at the local level	management of natural resources can significantly reduce costs for the Council whilst promoting the health and well being of residents, visitors and workers alike. Better management of natural resources will	Currently collaborating with a range of internal and external stakeholders and working in partnership on a variety of related projects	Currently involved with a range of internal and external stakeholders, including volunteer members of the public and the third sector, working in partnership on a variety of related projects	Wider biodiversity training and education within the Council.	Disposal/loss of natural assets/resources without full appreciation of the benefits these natural resources provide for free and the true long term cost of their loss which outweighs short term capital gain	Paul Meller	Site specific projects undertaken around County. Ongoing work

Department	Service Unit	Council Objective	Steps towards Council Objective	Current activity/Action Insert performance when appropriate (Measures identified as corporate are already populated)	Milestone (Target if linked to a Performance Measure)	Long Term – How is your Service taking the long term into account? How is it not, how could it do better?	Prevention – How is your Service taking prevention approach? How is it not, how could it do better?	Integration – How is your Service considering the impact of its actions? How is it not, how could it do better?	Collaboration – How does your Service collaborate internally and externally? How is it not, how could it collaborate better?	Involvement – How does your Service involve users and partners? How does it not, how could it do better?	Gaps/Opportunities – Are there any which need to be addressed?	Risks – identify the risks which need to be addressed/managed?	Responsible Officer	Comment	
Place	RGN	Transforming our economy & Infrastructure	Progress strategic housing and mixed development sites to meet housing need and provide employment.	Independent Examination of LDP by Planning Inspectorate	Adoption of LDP Jan 19	identifies 12 strategic housing and mixed use development sites to meet housing needs and provide employment opportunities over the period to 2025 and beyond. Master planning of these areas is being progressed alongside	All consequential matters arising from the development of these sites are taken into consideration from the outset and appropriate mitigation measures built in , e.g. traffic management, flood risk , open space provision for health and well being , etc	subject of a Sustainability Appraisal (incorporating a Strategic Environmental Assessment, Health Impact Assessment and Linguistic Impact Assessment), as well as an Equalities Impact Assessment which has	relevant Council departments/ Services, statutory consultees and interested parties to identify site constraints and opportunities and address any matters arising. There has been engagement and collaboration with site promoters and	Preparation of the LDP has involved extensive public and stakeholder consultation at all stages of plan production.	Scale of development proposed provides greater scope for negotiating s106 contributions and levels of affordable housing provision	Site promoters/landowners do not bring sites forward for development	Paul Meller	LDP adopted February 2019. Applications submitted for 6 strategic sites. Planning permission granted for 2 mixed development sites and resolution already granted to approve 2 strategic residential sites.	
Place	RGN	Transforming our economy & Infrastructure	Deliver the AONB Management Plan Action Plan	Achieve Action Plan Targets	Mar-19	out the long-term aims and objectives for the management of the AONB. Current grant funded projects have a minimum 10 year delivery/maintenance legacy. The Action Plan is in the process of being reviewed to meet the objectives of LDP policy to 2025	By supporting communities to embed sustainable development in the AONB. Specific grant funding is available from the Welsh Government for SD initiatives	The Plan seeks measurably improved access to the natural environment of the AONB and improvement to the built and natural environment and complements the LDP	have been commissioned and delivered or are in the process of being delivered in partnership with a wide range of external organisations and through inter-service collaboration, e.g. the Gower Landscape	Preparation of the Plan has involved extensive public and stakeholder consultation throughout its production.	Review Action Plan targets to better align with external funding opportunities. More collaborative working in the implementation of the Future Landscapes Wales Programme	Loss/reduction of external grant funding	Paul Meller	Action Plan reviewed June 2019 and on target to deliver agreed actions over period to 2022	
Place	RGN	Transforming our economy & Infrastructure	Give priority to providing an affordable housing solution in rural areas.	Independent Examination of LDP by Planning Inspectorate	Adoption of LDP Jan 19	specifically identifies rural exception sites for local needs affordable housing in preference to open	Policy seeks to restrict opportunities for unrestricted open market housing which drives up property prices and gives	The rural exception policy seeks to support the LDP's strategy of creating more sustainable communities. It is	through collaboration with the Council's Housing Enabling Officer and RSLs in the identification of those in need of affordable	Preparation of the LDP has involved extensive public and stakeholder consultation at all stages of plan production.	More detailed local housing needs assessments for rural areas	Maintaining binding legal agreements to ensure the affordability benefits are retained in perpetuity for successive occupiers	Paul Meller	LDP adopted February 2019. 156 Affordable housing sites delivered across the County	
Place Page 12	RGN	Transformation & future Council development	Work towards financial sustainability.	Develop a commercial plan to generate new income	Develop a plan for restructuring of Land Charges.									Ryan Thomas	Land Charges project delivered April 2019 forming a core Land Charges Team within the Planning Service.
Place	RGN	Transforming our economy & infrastructure	Provide an efficient and transparent planning service	EP28 The percentage of all planning applications determined within 8 weeks		All applications are determined in accordance with the provisions and sustainability objectives of the Development Plan unless material considerations indicate otherwise.	Delivering the right development in the right places in accordance with the provisions of the Development Plan.	All applications are determined in accordance with the provisions of the Development Plan unless material considerations indicate otherwise.	Consult internally and externally with statutory consultees in accordance with statutory requirements on all planning applications.	Consult with the public in accordance with statutory requirements on all planning applications.	Service delivery options are under review as part of Commissioning with a view to facilitating more efficient ways of working and cost savings.	The UDP is time expired pending the adoption of the LDP.		Ryan Thomas	Milestone met with 90% of applications determined within 8 weeks during 2018/19
Place	RGN	Transforming our economy & infrastructure	Provide an efficient and transparent planning service	EC2 The percentage of all major applications with an economic imperative that are approved.		All applications are determined in accordance with the provisions and sustainability objectives of the	Delivering the right development in the right places in accordance with the provisions of the Development Plan.	All applications are determined in accordance with the provisions of the Development Plan unless material	Consult internally and externally with statutory consultees in accordance with statutory requirements on all	Consult with the public in accordance with statutory requirements on all planning applications.	Service delivery options are under review as part of Commissioning with a view to facilitating more efficient ways of working and cost savings.	The UDP is time expired pending the adoption of the LDP.		Ryan Thomas	90% of applications with X% of applications with an economic imperative approved during 2018/19.

## **ANNEX B**

### **1. Planning Application: 2017/1429/FUL**

**Location: Former Cape Horner Public House, Miers Street, St Thomas Swansea. SA1 8BZ**

**Proposal: Demolition of existing structure and construction of a 3 storey building to provide 72 bedroom student accommodation units (studios & cluster flats), access from Miers Street, landscaping and car & cycle parking**

**Appeal Decision: Appeal Allowed**

#### Summary:

The main issues to consider in the determination of this application related to the acceptability of the residential development at this site in terms of its impacts on visual and residential amenity, highway safety, and pollution (Air Quality & Noise)

On 6<sup>th</sup> March 2018, Planning Committee refused the application, contrary to officer recommendation for the following reasons:

1. The proposed development, in an out of City Centre location, by reason of its scale, form and relationship with existing residential dwellings, will introduce a harmful concentration of student accommodation into the area which will have a negative impact upon the residential amenities and social cohesion of the local community contrary to the requirements of Policies EV1, EV2 and HC2 of the City and County of Swansea Unitary Development Plan (2008) and the National Policy aims set out in Planning Policy Wales (Edition 9 November 2016) of creating sustainable and inclusive mixed communities.
2. The proposed development, by reason of its scale, design and nature, will have an unacceptable impact upon the character and appearance of the residential area having regard to the local context of terraced residential housing, which will have a detrimental visual impact within the street scene contrary to the requirements of Policies EV1 and EV2 of the City and County of Swansea Unitary Development Plan (Adopted November 2008).

An appeal was submitted against the decision to refuse the application. In the Inspector's view, the main considerations in the appeal were the effect of the proposed development on the character and appearance of the area and whether the development conflicts with local policy designed to secure and maintain safe and sustainable communities.

The inspector considered that the proposed building would be in keeping with the character and appearance of the area, which has a blend of different scaled development, due to its design, height, mass and scale, and did not consider that the building would be incongruous and dominant. As such, the Inspector considered that the proposal would complement the character and appearance of the area and would not conflict with the design quality aims of UDP Policies EV1 and EV2.

In terms of safe and sustainable communities, the Inspector considered that the proposal clearly serves to meet a particular housing need, and the surrounding area offers a broad mix of uses. Furthermore, PBSA could reduce the pressure on surrounding family homes to be converted for student use. The Inspector recognised that the release of such housing is not within the control of the appellant. However in this locality, within a short walking distance of the University campus it was reasonable to consider that the provision of PBSA, on a secure site with integral facilities would be an attractive proposition for students. For these reasons the Inspector did not consider that the appeal proposal would run counter to the objectives of securing a sustainable mixed use community.

The appeal was allowed.

## **2. Planning Application: 2017/2606/FUL**

**Location: Land North Of Jockey Street, Swansea. SA1 1NS.**

**Proposal: Demolition of existing building and construction of purpose built student accommodation (PBSA) building between 6-14 storeys (up to 414 bedrooms - a mixture of cluster flats & studio apartments) with ancillary ground floor communal facilities, bicycle & bin storage, with ground floor commercial unit (Class A3) and associated infrastructure works, landscaping and car parking (4 spaces)**

### **Appeal Decision: Appeal Dismissed**

#### Summary

The main issues for consideration during the determination of this application related to the principle of this form of use at this location, townscape and visual impact; impact on residential amenity including noise impact; highways, traffic, car parking, access and pedestrian movements; impact on archaeology and cultural heritage; flood risk and drainage; pollution and ground contamination; impact on ecology; the resultant impact of the use and the development upon the visual amenities of the area, the residential amenities of the neighbouring properties and highway safety

Committee did not accept the recommendation of approval and refused the planning application for the following reasons:

1. *The proposed development by reason of its design including height, scale and massing on a constrained development site will impact to an unacceptable degree upon the character and appearance of the area and be contrary to the requirements of Policies EV1 and EV2 of the City and County of Swansea Unitary Development Plan (Adopted 2008).contrary to Policy HC5 criterion (ii) of the Swansea Unitary Development Plan (2008).*
2. The proposed development will provide 4 car parking spaces to serve 414 students and ground floor uses. The level of proposed parking is considered to be inadequate to serve the Student Accommodation which as a result will place pressure on the surrounding streets, result in indiscriminate parking arising and result in harm to highway safety in the area contrary to the requirements of policies EV1 and AS6 of the City and County of Swansea Unitary Development Plan and Supplementary Planning Guidance 'Parking Standards' (Adopted March 2012).

In considering the appeal, the Inspector considered the main issues to be the effect of the development on the character and appearance of the area; and the effect of the development on highway safety with particular regard to parking provision.

The Inspector considered that the proposal for student accommodation is acceptable in principle and that it would have the associated benefit of assisting in regenerating this part of the city. However, she considered that the massing and scale of the proposed building would be overly intrusive and harmful in the townscape. The development would therefore be harmful to the character and appearance of the area.

In terms of highway safety, the Inspector was satisfied that the sustainable location of the development would have the potential to reduce the demand for car use. Notwithstanding this, the Inspector concluded that the demands of the development, even with the proposed measures to reduce car parking demand, would mean that there would not be a sufficient level of parking to ensure that there would not be additional pressure on nearby streets to accommodate such parking. Consequently the Inspector concluded that the proposal would cause an unacceptable risk to highway safety as a result of a lack of parking provision.

The appeal was dismissed.

### **3. Planning Application: 2018/0659/FUL**

**Location: 40A And 40B Bryn Road, Brynmill, Swansea. SA2 0AP**

**Proposal: Change of use of 2 residential units from dwelling (Class C3) into 2 separate HMO - comprising 1 no. 5 bed HMO for 5 occupants and 1 no. 6 bed HMO for 6 occupants (Class C4)**

**Appeal Decision: Appeal Allowed**

#### Summary

The main issues for consideration during the determination of this application related to the principle of this form of use at this location and the resultant impact of the use upon the residential amenities of neighbouring occupants and highway safety.

This application was reported to Committee with a recommendation of approval. Committee did not accept the recommendation and refused the planning application for the following reason:

1. The proposal, in combination with the existing high number of Houses in Multiple Occupation (HMOs) within Bryn Road (77 HMOs) will result in a harmful concentration and intensification of HMOs in the street and wider area. This cumulative impact, both in terms of the number of occupiers within the road and the nature of the use for up to 11 individual occupants will result in damage to the character of the area and social cohesion with higher levels of transient residents and fewer long term households and established families. Such impact will lead in the long term to the wider community not being balanced and self-sustaining. As a result the proposal is contrary to Policy HC5 criterion (ii) of the City and County of Swansea Unitary Development Plan (2008) and the National Policy aims set out in Planning Policy Wales (Edition 9, November 2016) of creating sustainable and inclusive mixed communities.

The Inspector considered the main issue to be whether the development conflicts with local policy designed to secure and maintain safe and sustainable communities. The Inspector, having considered the evidence, concluded that whilst approval of the application would result in the addition of further HMOs in an area that already comprises a high concentration of HMOs, there has been no evidence that leads conclusively to the conclusion that approval of this application would result in a harmful concentration or intensification of HMOs in this area or the street in general.

The appeal was allowed.

#### **4. Planning Application: 2018/0954/FUL**

**Location: 30 St Albans Road, Brynmill, Swansea. SA2 0BP**

**Proposal: Change of use from a 4 bed residential (Class C3) to a 5 bedroom HMO for 5 people (Class C4)**

**Appeal Decision: Appeal Allowed**

#### Summary

The main issues for consideration during the determination of this application related to the principle of this form of use at this location residential amenity, concentrations of HMOs, visual amenity, highway safety and refuse storage arrangements. The application was recommended for approval.

Committee did not accept this recommendation and refused the application for the following reason:

1. The proposal, in combination with the existing high number and percentage of Houses in Multiple Occupation (HMOs) within St Albans Road (27 properties out of 46 amounting to 59%) will result in a harmful concentration and intensification of HMOs in the street and wider area (28 out of 46 properties amounting to 61%). This cumulative impact, both in terms of the number of occupiers within the road and the nature of the use for upto 6 occupants as a C4 use will result in damage to the character of the area and social cohesion with higher levels of transient residents and fewer long term households and established families. Such impact will lead in the long term to the wider community not being balanced and self-sustaining. As a result the proposal is contrary to Policy HC5 criterion (ii) of the City and County of Swansea Unitary Development Plan (2008) and the National Policy aims set out in Planning Policy Wales (Edition 9, November 2016) of creating sustainable and inclusive mixed communities.

In considering the appeal, the Inspector considered the main issue to be whether the development conflicts with local policy designed to secure and maintain safe and sustainable communities.

The Inspector considered that the proposed use clearly serves to meet a particular housing need and the surrounding area offers a broad mix of uses. For these reasons it was not considered that the appeal proposal would run counter to the objectives of securing a sustainable mixed use community.

The appeal was allowed.

## **5. Planning Application: 2018/1386/FUL**

**Location: 6 Lewis Street, St Thomas, Swansea. SA1 8BP**

**Proposal: Change of use from residential (Class C3) to 5 bedroom HMO for 5 people (Class C4)**

### **Appeal Decision: Appeal Allowed**

The main issues for consideration with this application related to the principle of this form of use at this location and the resultant impact of the use upon the residential amenities of the area and highway safety. This application was reported to Committee with a recommendation of approval.

Committee did not accept the recommendation and refused the planning application for the following reasons:

1. The proposal, in combination with existing Houses in Multiple Occupation (HMOs) within Lewis Street will result in a harmful concentration and intensification of HMOs in the small street (15% being HMOs which is above the 10% threshold suggested in research by Welsh Government in ‘Houses in Multiple Occupation: Review and Evidence Gathering – Report of Findings (April 2015)’. Such impact will result in damage to the character of the street and to social cohesion with higher levels of transient residents and fewer long term households and established families which will lead in the long term to the wider community not being balanced and self-sustaining. As a result, the proposal is contrary to Policy HC5 criterion (ii) of the City and County of Swansea Unitary Development Plan (2008) and the National Policy aims set out in Planning Policy Wales (Edition 9, November 2016) of creating sustainable and inclusive mixed communities.
2. The proposed HMO, by virtue of its siting in Lewis Street will result in the sandwiching of an existing dwellinghouse (No. 7) between two HMOs (No. 8 and the application property No. 6). This will lead to a significant adverse effect upon the residential amenities of the occupiers of No. 7 Lewis Street by virtue of isolation between two non-family units and increased comings and goings from two adjoining HMOs which will lead to increased noise and disturbance and is contrary to Policy HC5 criterion (i) of the City and County of Swansea Unitary Development Plan (2008).

The Inspector considered the main issues to be whether the development conflicts with local policy designed to secure and maintain safe and sustainable communities.

The Inspector acknowledged that the appeal property could be suitable for family use. However, the proposed HMO use would be a residential one and it would not significantly affect the character of the area nor have any significant effect on the number of family homes in the area given that HMOs are a responsive and flexible part of the range of housing provision necessary to meet the needs of individuals.



The Inspector concluded that, although the Council's objectives of maintaining a balanced community and a range of housing choice are sound, there is no cogent evidence that the appeal proposal would unacceptably harm the living conditions of local residents or the sustainability of the wider community.

Furthermore, the Inspector did not consider that the level of activity generated by a five person HMO would be so significantly different from a large family so as to cause significant harm to residential amenity.

The appeal was allowed.

## ANNUAL S106 COMPLETIONS REPORT\*1

## SITES WITH S106 AGREEMENTS REQUIRING FINANCIAL CONTRIBUTIONS

Completed between April 1<sup>st</sup> 2018 to March 31<sup>st</sup> 2019

Site Name	Planning Application Ref	Total Dwellings	Total contribution Paid	Beneficiaries
Land At Heol Pentre Bach, Gorseinon, Swansea, SA4 4ZA	2017/0775/FUL	12 Affordable Units	£ 55,010.00	Education Countryside
Fforest Mill Garden Centre, Pontardulais Road, Cadle, Swansea	2017/1231/FUL	n/a A3 Drive Thru	35,485.00	Highways
81 Gower Road, Sketty, Swansea, SA2 9BH	2015/0217	45 Retirement apartments	£ 458,083.00	Affordable Housing

Completed between April 1<sup>st</sup> 2017 to March 31<sup>st</sup> 2018

Site Name	Planning Application Ref	Total Dwellings	Total contribution Paid	Beneficiaries
270 Cockett Road Cockett Swansea SA2 0FN	2015/2419	N/A A 1 Retail Unit	16,000.00	Highways

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\*1 NB: Due to LDP Examination process 2016 is most recently published JHLAS report. During this interim period s106 reporting based on estimates.

# Agenda Item 10

## Service Improvement and Finance Work Plan 2019-20

<p><b>Meeting 1</b> 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> 22<sup>nd</sup> July 2019</p>	<p>Cancelled</p>
<p><b>Meeting 3</b> 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> 16<sup>th</sup> September 2019</p>	<ol style="list-style-type: none"> <li><b>1. Archives</b> <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> </li> <li><b>2. Charges Item</b> <ul style="list-style-type: none"> <li>• Chris Williams – Head of Commercial Services</li> <li>• Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance</li> </ul> </li> </ol>
<p><b>Meeting 5</b> 21<sup>st</sup> October 2019</p>	<ol style="list-style-type: none"> <li><b>1. Reserve Update</b> <ul style="list-style-type: none"> <li>• Jeff Dong – Deputy Chief Finance and Deputy 151 Officer</li> </ul> </li> <li><b>2. Recycling and Landfill - Annual Performance Monitoring 2018/19</b> <ul style="list-style-type: none"> <li>• Chris Howell – Head of Waste Management and Parks</li> <li>• Cllr Mark Thomas – Cabinet Member for Environment and Infrastructure Management</li> </ul> </li> <li><b>3. Q1 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 fir Business Transformation and Performance</li> </ul> </li> </ol>

<b>Meeting 7</b> 9 <sup>th</sup> December 2019	<b>1. Mid-Year Budget Statement 2019/20</b> <ul style="list-style-type: none"> <li>Ben Smith – Head of Financial Services and Service Centre</li> </ul> <b>2. Q2 Budget Monitoring 2019/20</b> <ul style="list-style-type: none"> <li>Ben Smith – Head of Financial Services and Service Centre</li> </ul> <b>3. Planning Annual Performance Report 2018/19 and Response to WAO Report</b> <ul style="list-style-type: none"> <li>Ryan Thomas - Development Conservation and Design Manager</li> <li>Cllr David Hopkins – Cabinet Member for Delivery</li> </ul>
<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 fir Business Transformation and Performance</li> </ul> <b>2. Budget Update (Ahead of Proposals)</b> <ul style="list-style-type: none"> <li>Ben Smith – Head of Financial Services and Service Centre</li> </ul> <b>3. 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 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 fir 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>

- Also WAO Reports, Pre-Decision Items and Data Unit Wales – Local Government Performance Bulletin