



Dinas a Sir Abertawe

Hysbysiad o Gyfarfod

Fe'ch gwahoddir i gyfarfod

Panel Perfformiad Craffu - Gwella Gwasanaethau a Chyllid

Lleoliad: O bell drwy Microsoft Teams

Dyddiad: Dydd Mercher, 20 Ionawr 2021

Amser: 10.30 am

Cynullydd: Y Cynghorydd Chris Holley OBE

Aelodaeth:

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

Agenda

Rhif y Dudalen.

- 1 Ymddiheuriadau am absenoldeb.**
- 2 Datgeliadau o fuddiannau personol a rhagfarnol.**
www.abertawe.gov.uk/DatgeliadauBuddiannau
- 3 Gwahardd Pleidleisiau Chwip a Datgan Chwipiau'r Pleidiau**
- 4 Cofnodion.** **1 - 4**
Derbyn nodiadau'r cyfarfod(ydd) blaenorol a chytuno eu bod yn gofnod cywir.
- 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 Cynigion y Gyllideb** **5 - 38**
Gwahodd i fynychu:
Rob Stewart - Aelod y Cabinet dros yr Economi, Cyllid a Strategaeth (yr Arweinydd)
Ben Smith – Swyddog Adran 151 a'r Prif Swyddog Cyllid
- 7 C2 Monitro'r Gyllideb 2020/21** **39 - 59**
Gwahodd i fynychu:
Ben Smith – Swyddog Adran 151 a'r Prif Swyddog Cyllid
Rob Stewart – Aelod y Cabinet dros yr Economi, Cyllid a Strategaeth (yr Arweinydd)

- | | | |
|-----------|--|------------------|
| 8 | C1 Adroddiad Monitro Perfformiad 2020/21
<i>Gwahodd i fynychu:</i>
Richard Rowlands: Rheolwr Perfformiad Corfforaethol
Andrew Stevens: Aelod y Cabinet - Trawsnewid Busnes a
Pherfformiad | 60 - 113 |
| 9 | Llythyrau | 114 - 124 |
| 10 | Cynllun Gwaith | 125 |

Cyfarfod nesaf: Dydd Mercher, 17 Chwefror 2021 ar 10.00 am

Huw Evans

Huw Evans

Pennaeth Gwasanaethau Democrataidd

Dydd Mercher, 13 Ionawr 2021

Cyswllt: Emily Davies, Scrutiny Officer - 07980 757686

Agenda Item 4



City and County of Swansea

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

Remotely, via MS Teams

Monday 14th December 2020 at 10.00 am

Present: Councillor C A Holley (Chair) Presided

Councillor(s)

P Black
L James
P Jones

Councillor(s)

P Hood-Williams
M Thomas

Councillor(s)

J Jones
M Jones

Other Attendees

Cllr Louise Gibbard

Cabinet Member for Supporting Communities

Officer(s)

Joanne Portwood
Adam Hill
Emily Davies

Policy and Strategy Officer, Strategic Delivery Unit
Deputy Chief Executive / Director of Resources
Scrutiny Officer

Apologies for Absence

P Downing, I Mann, B Rowlands, D Thomas

1 Disclosure of Personal and Prejudicial Interests

Cllr Peter Jones is a Committee Member of the Iberian and Latin American Association, represented in the Grand Theatre cultural and digital hub.

2 Prohibition of Whipped Votes and Declaration of Party Whips

No declarations were made.

3 Minutes

The Panel considered letters and minutes from previous meetings and agreed the minutes of the meeting on 9th November 2020 as an accurate record of the meeting.

4 Public Questions

No questions were submitted by members of the public.

Equality Plan Review 2019/2020

Cllr Louise Gibbard, Cabinet Member for Supporting Communities, and Joanne Portwood, Policy and Strategy Officer, attended the meeting to present the Equality Plan Review and answer questions. Adam Hill, Deputy Chief Executive / Director of

Resources also attended. The Panel thanked those involved for a very comprehensive and informative report. It was noted that:

- The report is a cross-cutting whole council review, highlighting the breadth and depth of work across the Council and with partner organisations.
- The aim is to make services as accessible and inclusive as possible.
- There is particular significance of the Review this year in light of the pandemic, which exposed a lot of inequalities across the country.
- The Review reports on some excellent case studies showcasing a range of events, ongoing work of Equality Reps in each department, liaising with Equality forums, and work with older people through Local Area Coordinators.
- It highlights the continued corporate commitment to tackling poverty.
- Improvements would be valued in terms of gaps in data held on Council staff and those interacting with us. This is a difficult topic as this is voluntary and people are often suspicious and weary giving such data. Without this data it is difficult to present patterns and develop awareness of trends. It is useful data in identifying differences such as pay gaps.
- The Council is developing a more co-productive approach to gathering data and it was heard that more engagement across the Council would be valuable.
- Swansea coproduction network have been co-opted onto a number of Policy Development Committees (PDC).
- A new consultation and co-production strategy is being written.
- The Panel requested more information on the case histories section of the Review and the names of the schools that took part in the schools swap. It would be interested to know more about the cross section of schools used and the partner authorities involved.
- The Panel also acknowledge that steps are being taken to improve data collection, but wish to know more about what these steps involve and what assurances can be given to people that their information will be used properly and appropriately.
- Cllr Gibbard explained that a new data management system is outlined in the Review. It was explained that data is anonymised and thus looked across the organisation rather than at individuals.
- It is understood that if we do not have this data to analyse, we will not be able to ascertain whether or not discrimination is inadvertently or indirectly taking place.
- There is a new Strategic Equalities Board being established to drive forward objectives.
- Adam Hill, Deputy Chief Executive / Director of Resources, explained that the new system ('Oracle Cloud') will build on the current Human Resources (HR) and finance system, making it more resilient and easier to access and record information.
- Up to date and accurate data will help us respond and react more quickly to situations, such as the effect of the pandemic on the Black Asian and Minority Ethnic (BAME) community.
- The Panel heard that the Council is working closely with HR and Unions to understand how better to ask questions, phrase questions and generally reassure data subjects that any information collected has no negative purpose, but rather to be able to respond and react, supporting the workforce.

- Voluntary data collection currently takes place at the point of recruitment, and not again thereafter during the course of employment. It would be useful to question how we can improve and build on this current process.
- Development of current culture is needed to assure people that information can be shared openly, and that it will only ever be used to aid them and to help them.
- Panel Members drew attention to some concerns expressed by individuals in the community who would prefer the term 'BAME' not be used, but instead perhaps Minority Ethnic Group. The Panel recognised this is a UK-wide concept and as such has a place for wider discussion outside of this Panel.
- Report section 'A Better Welcome to Swansea' – relating in particular to refugee and asylum seeking minority groups. The Panel recognised the presence of such groups and the need for them to have escaped violence and threats of death in their own communities. Panel Members thanked the Council for making funding available for food packages being delivered to such groups, including children's toys. The work of third sector and voluntary groups was also acknowledged as being a vital component of this City of Sanctuary.
- Equitable Provision of Services For All (P9) – The Panel felt that some projects, such as Families First, are not facilitated universally so the title could be misleading. Panel Members raised concerns over this title being fit for purpose in this context.
- Officers explained that Families First and associated programmes have been subject to Welsh Government funding based on the Welsh Index of Multiple Deprivation. Officers accepted there were gaps in provision and this should be taken on board in future reporting. Officers undertook to provide a comprehensive answer on this point and how best to address pockets of deprivation in every ward.
- The Panel queried general understanding of the legal requirements of the Review. Officers explained that the obligation arises under the Equality Act 2010 and there are specific duties to report annually and develop a new Strategic Equality Plan. Officers acknowledged that the report is quite legalistic and that future reports could develop language to ensure better clarity and understanding.
- The Public Sector Equality Duty places an obligation on the Council to demonstrate and report on steps taken each year. In future reporting it would be useful to separate legal duty from Council actions taken over and above legal requirements.
- The Panel highlighted that a cost-benefit analysis should be included within the Review.
- Equality Impact Assessments (EIA) Paragraph 5.3: Members queried whether there is any follow up on EIAs and questioned whether we gather information from them and follow through with results. Cllr Gibbard acknowledged that this should be done and it would perhaps be appropriate for the new Strategic Equalities Board to oversee.
- Cumulative impacts of EIAs need to be looked into in more detail, now being intrinsically linked with Well-being of Future Generations Act assessments.
- Officers expressed hope that departments would take ownership of EIAs, with support from the Equalities Team, and these assessments should mature within any project process.
- The Panel heard that work is underway to review EIA procedures and develop a new process surrounding Integrated Impact Assessments; taking into account the

new socio economic duty which will be a requirement from April 2021, ensuring council decisions take into account those from disadvantaged socio economic backgrounds.

- Community Cohesion, Paragraph 5.7: The Panel felt this should be the top priority and therefore the first item of reporting. Community leaders take responsibility for community cohesion and this principle should be used as a touchstone for equality. Equality is about cohesion and involving everyone; this should become a primary feature of future reporting.
- Views were expressed about how the pandemic has highlighted a greater sense of community cohesion and we should build on that.

The meeting ended at 10.40 am

Agenda Item 6



Report of the Leader and Cabinet Member for Economy, Finance & Strategy

Cabinet – 21 January 2021

Budget Proposals 2021/22 – 2025/26

Purpose:	To consider budget proposals for 2021/22 to 2025/26 as part of the Council's existing Budget Strategy.
Policy Framework:	Medium Term Financial Plan and Budget Strategy
Consultation:	Cabinet Members, Corporate Management Team, Legal, Finance, Access to Services
Recommendation(s):	It is recommended that Cabinet: <ol style="list-style-type: none">1) Approves the Budget proposals summarised in the report and detailed in Appendix B as the basis of consultation;2) Adopts the updated budget future forecast as the starting planning premise for the new medium term financial plan, which will be considered by Council on 4th March 2021;3) Agrees the approach to consultation and engagement with staff, trade unions, residents, partners and other interested parties set out in Section 7 of the report;4) Receives a report on the outcome of the consultation and final budget proposals at its meeting on 18th February 2021.
Report Author:	Ben Smith
Finance Officers:	Ben Smith / Sarah Willis
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

1. Introduction

- 1.1. This report updates Cabinet on its budget proposals for budget savings for consultation with residents, community groups and other stakeholders. It has full and due regard to our duties under the Well-being of Future Generations Act 2015.
- 1.2. *Sustainable Swansea – fit for the future* was approved by Council on 22 October 2013 and subsequently reviewed by Cabinet on 16th July 2015. Until 2020 it remained the Council’s overarching approach to budget and medium term financial planning, to help deliver the well-being of future generations.
- 1.3. From 2013 to date, the Council, in line with the principles contained within Sustainable Swansea, has developed its approach to reviewing services and budget proposals through a series of commissioning reviews, which have set out an assessment of individual services, scope for change, alternative delivery models and potential savings and improvements that could be made.
- 1.4. On 15th October 2020 Cabinet approved the new “From Recovery to Transformation” report detailing the “Swansea – Achieving Better Together, Transformation Strategy & Programme Framework 2022 – 2026”. This will now inform and shape the budget process, ensuring the budget assists the strategic aims and outcomes of the framework.
- 1.5. In September 2019, the Chancellor of the Exchequer presented the Spending Round 2019 to Parliament. This was originally intended to be an in depth multi-year review of departmental spend, however due to the uncertainties surrounding Brexit, it became a one year only review. A full multi-year review was to follow in 2020, however because of the COVID-19 pandemic this has been delayed, and there was in fact just a further one-year review in November 2020.
- 1.6. Furthermore, also because of the pandemic, the UK Government announced that there would be no UK Government Autumn Budget. The Welsh Government then announced that their budget and settlement announcements would be late again this year, with the provisional settlement announced on 22nd December and the final settlement expected on 2nd March. This makes the budget process extremely challenging, compressed and uncertain to say the least. Equally, however, the now known broad funding increase for local government for 2021/22 is clearly helpful, although the information contained within the settlement makes it clear that the funding available for COVID-19 pressures is much reduced in 2021/22 and this will be a significant risk.
- 1.7. Now that we are approaching a second year of living with COVID-19 and indeed the implementation of post-Brexit, much will clearly hinge on the next UK wide budget and Comprehensive Spending Review in 2021, and

what funding flows to the Welsh Government, to ultimately flow to councils and other public bodies.

- 1.8. This report covers:
- A reminder of key elements of *Sustainable Swansea* and the new Transformation Strategy & Programme Framework 2022 – 2026.
 - An overview of service and budget priorities for the current and following three years
 - An update on the financial challenge facing the Council
 - The proposed savings programme, including specific proposals for 2021/22 and three future years, upon which we now need to consult
 - The key risks associated with the current financial position
 - Proposals for engagement and consultation
 - Staffing implications
 - Delivery and next steps

2. **Background – *Sustainable Swansea – fit for the future and Swansea – Achieving Better***

- 2.1. The scale of the financial, demographic and sustainability challenge required the Council to continue to adopt a radically different approach to previous years. An approach that focused on:
- *The core future purpose of the Council*
 - *The transformation of services and the model of delivery*
 - *Greater collaboration with other councils and local organisations, community groups and residents*
 - *And, above all, sustainable solutions with prevention at its heart*

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

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

A major refresh undertaken in 2020 recognised that it has successfully delivered the bulk of £70m worth of savings asks, and enabled the Council to maintain services, performance levels and protect jobs during a period of austerity. However, there are now new challenges and opportunities arising from the new Local Government and Elections (Wales) Bill as well as a changing national political landscape and economic uncertainty including COVID-19 and post-Brexit risks.

- 2.3. Thus, in October 2020 Cabinet approved the new Swansea - Achieving Better Together Transformation Strategy and Programme Framework to strengthen the changes now needed as a result of current circumstances. The new programme builds on and strengthens the Sustainable Swansea

approach, and the strategic aims of Swansea – Achieving Better Together will now focus on:

- The core purpose of the Council
- Transforming services to be effective and efficient
- Greater collaboration with other Councils, organisations, community groups and residents, with a focus on regionalisation
- Balancing the budget for current and future years
- Greater and more meaningful engagements with our residents and community
- To meet the aspirations and targets within the Medium Term Financial Plan.

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

3. Our Service Priorities for 2021/22 and Beyond

3.1. Although the Council is currently focused on its plan, as set out in the existing MTFP, to save around £55m over the next three years (before any AEF or Council Tax increases), it is vital that we continue to retain Member and management focus on the significant proportion of our budget that will remain. Our gross budget is over £750m (excluding Housing Services (HRA)) and we spend just under £1.8m a day on services to residents (this excludes benefits in kind such as housing benefit and the council tax reduction scheme).

3.2. The Council has clear and strong long-term ambitions for Swansea and the proposals for savings must be seen in the context of the following:

- The Council's top 6 priorities and future plans for services to help deliver the well-being of future generations
- The strategic aims of Swansea – Achieving Better Together – which embrace all that we do
- The application of budget principles – which guide decision making
- The ongoing and sustained real terms reduction in external funding and the need to meet known budget pressures.
- All set within the context of the current COVID-19 pandemic

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

3.4. This requirement is illustrated sharply by the “gearing” effect of savings on services. In other words, if our current savings requirement of £55m (since revised – see below) over three years were applied, for example, just to Place Services, the budget for this area would have to be almost cut in its entirety. Consequently, other areas such as Education and Social Care also need to face some relative real terms level of reduction

over the next three years, given the relative size of their budgets. Equally, however, if the level of funding for 2021-22 were to be sustained in every future year then these planning assumptions could be very fundamentally reshaped and savings asks reduced or possibly even eliminated.

3.5. A statement of budget priorities and policy statements that flow from this is set out in **Appendix A**. This statement follows an assessment of services in relation to the following criteria:

- **Invest:** those Services where the Council will increase current levels of investment
- **Maintain:** those services where the Council will broadly maintain current level of spend in the medium term
- **Remodel:** those services where the Council will reduce the current level of spend over the medium term

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

3.6. **Following the welcome uplift in funding received from the Welsh Government (£13m), it is envisaged that all directorates will receive an overall increase in cash budgets for next year of at least 3%.**

3.7. Planning assumptions over future year settlements, building on from this year's material uplift, will very significantly affect these existing planning assumptions. These assumptions are themselves heavily dependent upon the Comprehensive Spending Review, national government's overall approach to public spending, the Welsh Government's priorities and the consequences of Brexit, all of which substantially add to the risks facing future financial planning assumptions.

4. Financial Update

4.1. The financial update that follows needs to be in the context of the Medium Term Financial Plan (MTFP) approved by Council on 5th March 2020.

4.2. The indicative savings requirement for the 2021/22 budget and the existing MTFP for the two years, 2022/23 to 2023/24, has been updated and set out in Table 1 below. This table also includes the forecast for two further years, 2024/25 and 2025/26, as the MTFP now rolls forward one year, and is extended by one further year:

4.3. It should be emphasised that although there is still a requirement to make targeted savings across all Directorates to live within affordable budget limits, this is in the context of just under £90m being invested into services, **meaning that even with savings Directorate budgets will still grow overall by about £60m over 5 years.**

**Table 1 – Indicative Investment and Savings Requirement for
2021/22 to 2025/26**

	Note	Budget	Medium Term Financial Plan			
		2021/22	2022/23	2023/24	2024/25	2025/26
		£'000	£'000	£'000	£'000	£'000
Future cost of pay awards - Non Teachers	1	1,900	3,800	5,700	7,700	9,700
- Teachers		2,300	3,700	5,200	6,600	8,100
National Living Wage – pay bill	2	0	400	800	1,200	1,600
National Living Wage – contracts		1,300	2,000	3,300	4,800	7,000
Increase in Pension Costs	3	0	0	2,100	4,200	6,300
Cumulative contract inflation	4	1,400	2,400	3,900	5,400	6,900
Capital charges – existing	5	0	0	0	0	0
Capital charges - new scheme aspirations	6	1,100	2,350	3,600	4,850	6,100
Capital charges – expected savings as a result of increased grants and so reduced borrowing – general capital and Band B schools	7	-300	-500	-500	-500	-500
MRP review linked to capital programme	8	366	716	1,053	1,377	1,687
Use of reserves to smooth capital charges impact	9	-3,000	0	-1,000	0	-2,000
Contingency	10	23	67	118	106	332
Covid Recovery - stretching the capital programme by further £20m	11	0	500	900	1,200	1,300
One-off funding for COVID-19	12	7,000	3,000	0	0	0
Rebase part of Resources (e.g. agile and remote working)	13	2,000	2,000	2,000	2,000	2,000
Reinstate temporary Use of Insurance Reserve	14	0	0	700	700	700
Demographic & Service pressures	15	3,000	6,000	9,000	12,000	15,000
Mid and West Wales Fire authority Levy (independently decided by the Fire Authority)	16	350	750	1,150	1,650	2,150
Council Tax Support Scheme	17	3,000	4,200	5,400	6,900	8,400
MTFP Service pressures accepted	18	2,115	3,635	5,050	5,065	5,083
New service pressures accepted	18	7,439	8,169	8,319	8,469	8,669
Passed through AEF to Services	19	297	297	297	297	297
Total known pressures		30,290	43,484	57,087	74,014	88,818
Savings Requirement	20	-8,321	-12,474	-16,595	-23,745	-28,945
Net Funding Requirement		21,969	31,010	40,492	50,269	59,873
Aggregate External Finance increase	21	13,261	16,700	20,300	23,900	27,500
Council Tax increase (including premia and tax base increases)	22	8,708	14,310	20,192	26,369	32,373
Total Resource Investment		21,969	31,010	40,492	50,269	59,873

Notes:

1. *The pay award figures represent a forecast increase of 1% for the period of the MTFP for teachers and non-teachers, following the Chancellor's UK Spending Review and broad pay freeze.*
2. *Assumed increases due to implementation of National Living Wage - will affect contract prices and lower end of own pay scale.*
3. *The costs arising from the triennial revaluation of the local government pension scheme were included at an assumed 0% per annum. This has been revised to an expected 1.5% increase per annum.*
4. *Reflects the assumed minimum cumulative effect of contract inflation.*
5. *The additional estimated borrowing costs because of the current capital programme together with potential increases arising from externalisation of borrowing due to cashflow requirements.*
6. *The initial additional estimated borrowing costs for the delivery of the major aspirational capital programme.*
7. *Expected savings from increased grants from the Welsh Government both for general capital spend and for Band B schools. This will result in lower borrowing requirements and therefore lower borrowing costs.*
8. *The MRP policy was reviewed and agreed by Council at its meeting of 20th December 2018, this is the effect of the re-profiling, which should last for the term of the MTFP, having due regard to the scale of new borrowing. The net effect of both 6, 7 and 8 is, that taken in conjunction with sums in the Capital Equalisation Reserve, that there will be no net revenue cost pressure over the lifetime of this Council (i.e. before 2022).*
9. *Cabinet have prudently built up earmarked reserves to reduce the impact of increased capital charges in respect of new schemes, and targeted use of these reserves is now being built into the budget.*
10. *A small sum to be added to the contingency to allow for changes to (for example) levies not yet received.*
11. *An additional £20m can be spent on the capital programme as a response to the COVID-19 pandemic, as an aid to recovery. This shows the future revenue costs of that additional borrowing to invest.*
12. *It is expected that the impact of COVID-19 will continue for the next 18 months in terms of extra costs and lost income so additional local resources are being invested into services .*
13. *To rebase permanently some demand led pressures in Resources predominantly to enable other services to function remotely through expanded ICT provision and other support functions, as well as to address changes in approach within cross cutting agendas, which are no longer achievable due to external influences.*
14. *The 2017/18 budget report agreed an annual take from the insurance reserve on a temporary basis, after which the use of the reserve will need to be re-instated. This is now extended until 2022/23, which the Section 151 Officer considers reasonably prudent having due regard to the latest insurance valuation advice received.*
15. *Assumed Demographic and Service pressures mainly around Schools and Adult and Children's Services. This has been increased as a direct result of the COVID-19 Pandemic and the need to buy additional Personal Protection Equipment (PPE).*

16. *Estimated Fire Authority Levy increase – the final figure won't be known until February when the independent Fire Authority determines its levy requirement. Early indications are that the levy could rise by between 2% and 3%. Included above is the most likely scenario of around 2.5% for 2021/22, and thereafter. Cabinet may wish to note the Standard Spending Assessment funding for Fire services in this authority is £11.4m (2020/21), the actual levy is £13.7m.*
17. *The assumed cost of Council Tax Support Scheme costs based on Council Tax increases as a planning assumption only at this stage. This does include an increase of £1m for our 2020/21 experience to date and a further £2m for 2021/22 as a result of likely increased claim costs relating to the COVID-19 pandemic. This may be expected to stabilise and could reduce as the economy recovers*
18. *Individual service pressures accepted. Previously agreed pressures have reduced slightly since the published MTFP due to removing the increase to the contingency fund. This has instead been redirected to demographic and service pressures.*
19. *Specific funding for services transferred by the Welsh Government as part of the settlement figure in respect of teachers' pay.*
20. *The savings requirement of £28.945m shown in Table 2 is indicative of the scale of savings required and will be revised over time*
21. *Provisional guideline assumption for 2021/22 and future years, this assumption has been updated from the 2% included in the published MTFP to 3.9% in 2021/22 followed by a reduced 1% increase in future years, currently estimated as the most likely increase.*
22. *Current assumptions on Council Tax, premia and tax base increases.*

- 4.4. Fundamental central assumptions have been made in deriving this table. Most significant is a central assumption that future funding from Welsh Government increases by 1% per annum from 2022/23. This is considered by the Section 151 Officer to be a reasonably prudent assumption, and has been decreased from the 2% used in the MTFP approved by Council in March 2020. This reflects the expectation of a necessary rebalancing of the public sector as a whole at UK level post Brexit, post COVID and to repay the substantial borrowing undertaken to underpin the support to the whole country, which will have to be paid for by future generations of service users and taxpayers.
- 4.5. It is therefore essential that we have visibility of likely future multi- year budget settlements at the earliest possible opportunity to enable us to sensibly plan for the longer term and have due regard to the wellbeing of future generations.
- 4.6. Based on the statement of priorities and having regard to the “gearing effect” when considering savings, the suggested indicative percentage reduction remains as agreed **last year** and is set out in Table 2 below (and Appendix B) for longer term “worst case” planning purposes, which of course may not come to pass at all if one off settlements continue to be much more generous, as they have been in the most recent years :

Table 2 – Indicative Targets – Longer term worst case scenario

Service	Percentage Reduction/ Increase over 4 Years at constant prices*	Previous Planning Assumption	Actual change 20/21 1 year ^
Schools	-15%	0%	+6.5%
Education (excluding Schools)	-15%	-15%	+7.1%
Social Care – Child & Families	-15%	-15%	+4.2%
Social Care- Adults	-10%	-20%	+3.5%
Place	-30%	-50%	+3.6%
Resources \$	-15%	-50%	+4.2%

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

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

\$ Resources included a £1.8m one off reserves uplift and £1m for CTRS costs which have been restated to show underlying increase. CTRS is so material it will in future be reported separately to the core resources headline increase.

- 4.7. This statement will form the basis of our future medium term financial plan, as well as individual service plans. Notwithstanding this broad target savings range, where it is appropriate to do so, and as set out specifically in this report, **additional targeted investment in to priority areas will also occur** . This is possible because of the significant increase in funding set out in the Welsh Government’s 2020/21 and 2021/22 budget proposals. Whilst this first phase of consultation necessarily focuses on what may need to be reduced and re-prioritised, the main budget proposals in February and March, once the final settlement is known, and initial consultation is concluded, will show overall substantial net cash investment into all services. Some of this is permanent and some temporary; both reflect the changed nature of wide ranging service delivery in a COVID and, hopefully, post-COVID environment.

- 4.8. The MTFP has been extended by one year to include 2025/26. This is to enable the peak of the capital programme to be fully covered and funded over the life of the MTFP, aligning with our obligations, as part of the wellbeing of future generations, to consider the longer term impact of decisions due to be taken now .
- 4.9. The compounding effect of the key AEF assumption is substantial over the life of the MTFP (the savings ask could be higher, lower, or even fully eliminated) as illustrated below:

Table 3 – Impact of Welsh Government Funding on future scope for investment into services

Increase in future year block grant finance assumptions in the MTFP	Reduction (Increase) in gap in one year £'000	Positive (negative) Impact over life of MTFP £'000
-3% - worst case scenario	(14,000)	(54,700)
0% - possible scenario	(3,400)	(14,200)
1% - current assumption as per the above Table 2	0	0
3.9% - continued at 2021/22 headline uplift	10,300	44,100
5.5% - continued at 2020/21 headline uplift	15,900	67,000

In the above table a positive figure indicates sums available to invest into services.

- 4.10. Over recent years the Council has consistently prioritised the **delegated schools budget**, previously meeting its guaranteed funding requirement over a five year period. There is now no formal ongoing ministerial protection or funding guarantee, so any decision over schools funding is a local one to be made by Cabinet and ultimately by Council, having due regard to any budget consultation responses received. Education will continue to be the biggest area of funding within the council's revenue budget and will continue to be a key priority for the Council.
- 4.11. With respect to the Current and Future **Capital Programme**, it is clear at the present time that future support from the Welsh Government in respect of general capital grant and supported borrowing on an annual basis is likely to remain curtailed. **It is likely however that substantial top up capital grants will continue to be released by Welsh Government and this Council will actively pursue opportunities to access all such grants as well as utilising its own borrowing powers to directly make substantial local capital investments into services, including schools.**

4.12. The current year allocation in respect of both of the above elements is just under £13.0m. This is because the Welsh Government increased the total sum available to Authorities by £100m over 3 years, but reducing subsequently each year. Further one off increases and top up capital grants do remain likely beyond those set out in the provisional settlement but, disappointingly, the provisional allocation for 2021/22 for Swansea has reduced to £12.762m. This allocation is only just sufficient to meet the current budgets allocations to cover core commitments as in Table 4 below:

Table 4 – Capital Allocations for 2021/22 assuming spend maintained

	£'m
Provisional Welsh Government funding	12.762
Allocation - property and highways maintenance	-7.375
Disabled Facilities Grants & Improvement Grants	-5.200
Additional	0.187

- 4.13. The remaining capital programme (including improvements to schools) is heavily dependent on future capital receipts and, to that extent, any shortfall in receipts is likely to require an increase in unsupported borrowing to balance the funding for the agreed programme.
- 4.14. Any rise in borrowing has a potentially detrimental effect on future revenue funding, and thus on future generations, and has to be fully planned for.
- 4.15. As such, it is inevitable that the future capital programme will have to be subject to regular review and will be dependent on receipt of specific grant and/or the availability of excess capital receipts.
- 4.16. The original approved four-year capital programme assumes additional unsupported borrowing of some £115m and a longer term overall envelope of up to £180m. This has been materially added to in year with, most significantly, the approval of the Swansea Bay Field Hospital.
- 4.17. In particular, and in direct contrast, further detailed consideration will also have to be given in respect of likely future commitments to, and funding options for, the second phase of the proposed Schools improvement programme, continued investment in the City Centre and the funding requirements that will flow from the Swansea Bay City Region proposals. All of which will benefit not only current, but also future generations. The impacts of new additional unsupported borrowing are reflected in Table 1 above, now reflecting the expected peak by around 2025-26, **and includes adding a further £20m to the overall capital envelope .**

- 4.18. Given the level of overall revenue resources and the scale of the new investment ask over the extended medium term for new capital and the benefits to be felt by future generations the Section 151 officer considered it appropriate to review all the options around changing the Council's Minimum Revenue Provision policy both for past and future investment. Council agreed a report on this on 20th December 2018 and the impact of the recommendations is reflected in Table 1 above. This has reduced the revenue costs in the medium term and increases them longer term, but crucially better match the future costs to the future benefits of that investment. This is entirely in line with the principles of the Well-being of Future Generations Act.
- 4.19. Furthermore, it should be noted that appropriate use of the Capital Equalisation Reserve will be recommended for use in determining the final shape of the overall budget in line with the principles agreed by previous Cabinet and Council decisions. This is designed to ensure that any immediate short term costs of financing Swansea Central Phase 1 is neutralised and thus has no direct impact on other service revenue budgets as more time is taken to adjust to the overall scale of capital spending. This allows a more gradual move towards the longer term financing costs as fully set out in the medium term financial plan.
- 4.20. Any capital receipts from the sale of Schools' assets and estates will become part of the Council Capital Budget. It is currently predicted that the Schools' capital programme will continue to be funded by the Council as a whole.
- 4.21. Finally, it is appropriate to note that HM Treasury did, on 26 November 2020, remove the 1% penalty premium on new local authority PWLB borrowing subject to certain criteria (primarily around not investing for yield and return). £90m was previously borrowed before the premium was first introduced saving £900k per annum in the base budget for the next approximate 50 years. The remaining £90m of the initial £180m will thus once again avoid the premium. 1% saved on the future £90m will enable future capital financing charge to be reduced by £900k per annum and this has been reflected in the MTFP assumptions.

5. Budget Proposals

- 5.1. Budget proposals to meet the current savings requirement for 2021/22 consist of the following elements:
- Funding fully passported in the settlement
 - Service Pressures funded
 - Continuation and development of service delivery savings
 - Commissioning review identified savings
 - Other legacy elements of the *Sustainable Swansea* Delivery Programme approved by Cabinet particularly around cross cutting themes

- A substantial cash increase in Schools Delegated Budgets to meet cost pressures faced and continue to enhance mainstream capacity within schools.
- **Substantial additional** targeted new cash investment into Resources, Education and Place
- Recommendations from the Reshaping Board

Each of these categories are addressed below.

Funding changes in the settlement passport through to services

- 5.2. It has been the practice in previous years to passport through to services any specific sums provided for in the settlement. This intention remains in place.

Further Service pressures

- 5.3. As well as the continuation of funding for specific service pressures that were agreed as part of the 2020/21 budget setting process, the following additional pressures have been identified in respect of:

- Software licences
- Various corporate pressures following implementation of new strategies and plans
- Removal of some previously agreed savings proposals that have proven undeliverable.
- Social Services additional pressures mainly around inflationary cost of placements
- COVID-19 short-term pressures

Service investment

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

- Education service pressures, particularly in respect of the implications of the Additional Learning Needs Act.
- Social care demography
- Schools funding
- Local priorities and choices
- Responding to continuing and immediate COVID-19 pressures both on a temporary and longer term basis
- Responding to the immediate economic consequences of COVID-19 and the need for a strong civic lead in the future economic recovery of the city

Service Savings

- 5.5. Service savings requirements have been identified in respect of 2021/22 resulting in the summarised position as set out in Table 5 below. The detailed list of savings is set out in Appendix B:

Table 5 – Review of Planned Savings 2021/22

	Proposed savings 2021/22 £'000
Cross Cutting Items	0
Place	1,544
Social Services (including Poverty & Prevention)	4,806
Education (excluding schools)*	1,086
Resources	885
Sub-total (per Appendix B)	8,321
Schools*	0
Total	8,321

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

Budget Strategy

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

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

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

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

5.7. The *Sustainable Swansea – Fit for the Future* programme has been reviewed annually, and it is expected that the same will apply for Swansea – Achieving Better Together, in parallel with budget setting in order to:

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

2020/21 marks the final year of implementation of the Sustainable Swansea programme, from 2021/22 implementation will be under the new Swansea – Achieving Better Together Transformation Strategy and Programme Framework.

5.8. These proposals can be alternatively summarised in Table 6 as follows:

Table 6 – Budget Proposals 2021/22

	Savings	Savings 2021/22 £m
<i>Savings type</i>	Workforce	364
	Other spending	3,078
	Income	1,248
	Mixed (workforce, income, other)	3,631
	Savings Total as per Appendix B	8,321

5.9. For delivery purposes, all proposals that are approved, after considering the outcome of consultation and Equality Impact Assessments, will be combined into a single delivery tracker with progress updated monthly by the Head of Service accountable for delivery.

Schools’ Delegated Budgets

5.10. The indicative savings assessments set out in Table 2 at 4.6 above and Appendix A, show that it is inevitable, given the scale of reductions

required within the one education budget, that ongoing consideration will have to be given to the longer-term level of schools' delegated budgets. However, the settlement for 2021/22 does mean there can be clear prioritised investment, once again into schools.

- 5.11. Budget movements can be viewed in two ways:
- Actual cash increases in levels of funding provided to Schools
 - Real terms changes in Schools funding, taking into account known spending needs, as previously advised and shared with the Schools Budget Forum.

- 5.12. For current consultation purposes, it is intended that there will be a proposed 3.3% (£5.255m) cash increase in headline schools funding (which includes Pupil Deprivation Grant and Post 16 funding, which come separately from Welsh Government and appear themselves likely to be frozen).

This is more than sufficient to meet the additional cost and demographic pressures facing schools, particularly teachers' pay and cost increases in relation to service level agreements. This is clear from the budget pressures set out in Table 7 below that fall directly to the delegated schools budget and further supports the enhancement of mainstream provision within schools as part of the existing education budget strategy.

- 5.13. There are other budget pressures detailed in Table 1 in Section 4.3 that will fall directly to the non-delegated budget, even though these relate to externally driven and demand led areas of statutory provision for pupils (such as additional learning needs (ALN) and home to school transport).

Table 7 – Main Pressures on Schools Delegated Budgets

Identified budget pressure in schools	2021/22
	£'000
Schools pay award	2,300
Teachers Pay Grant passported by Welsh Government	297
Demographic and other cost pressures, and enhancement of mainstream capacity within schools (e.g. free school meals, ALN and Service Level Agreements)	2,658
Total	5,255

Change from Council budget as proposed	2021/22
	£'000
Additional funding for pressures and continued investment in schools	5,255
Net savings required from schools	0
Total net budget increase proposed - schools	5,255

In addition, a £639k top slice will be made for each of the next ten years from the capital equalisation reserve to ensure that a centrally funded ICT replenishment reserve is available to schools for their likely future infrastructure needs This is provided on top of the cash uplift above .

The schools delegated budget includes PDG and Post 16 grant. We await final clarification on these but they currently look likely to be frozen. The cash uplift on core council funded school budgets excluding PDG and Post 16 is 3.5% not 3.3%

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

Cabinet will have to consider what actual overall funding is proposed in respect of the Schools delegated budget following consultation with all head-teachers at a meeting on 12th January 2021. This will be presented back to Cabinet as part of the overall consultation report.

For the past few years, there has been no ministerial funding guarantee for schools explicit in the provisional revenue settlements. The provisional settlement does make clear however that the cost pressures in schools are definitively recognised by Welsh Government and were a material factor in the overall settlement.

Recognising previous policy commitments, it is also intended that any other specific cash increase for schools in the final settlement, once confirmed, will be passported through as targeted additional investment in schools delegated budgets.

It is recognised that even with that potential level of investment that schools, like all services, face significant real pressures in the medium to longer term, when the costs of the COVID-19 response nationally will need to be repaid.

Total Proposals

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

Table 8 – Proposals for 2021/22

Savings	Net Savings £m
Service Savings (as per Appendix B)	8,321
Schools savings	0
Council tax income (Including assumptions on premia, and an increased tax base)	8,708
Aggregate External Finance increase	13,261

Council pressures	-30,290
Net Pressures less Funding	0

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

Other Savings and Funding Options

- 5.17. The current total of all savings proposals for 2021/22 is £8.321m, against the current total requirement of £30.290m (including Schools pressures). The current assumption is that the gap will be funded by an overall increase in Council Tax yield (which includes growth in tax base and the premium applied to empty and second homes) of £8.708m and Aggregate External Finance increase of £13.261m. Work will continue over the next two months up to Cabinet in February 2021 to assess a range of options. This is necessary because:

- Some proposals may not be approved following the outcome of consultation and Equality Impact Assessments
- Additional savings are required as a contingency against non-delivery of some savings in year
- Some services may need additional investment, which will be decided following consultation.
- Final Council Tax levels may be lower (or higher) than the assumptions in this report.

- 5.18. This assessment will include a review of other service savings and our policy on Council Tax. It should be noted that the Welsh Government has made an assumption of Council Tax increases of 5.1% in its standard spending assessment.

6. Assessment of Risks and Uncertainties

- 6.1. As in previous years, the budget proposals as presented must be viewed in the context of the ongoing risks and uncertainties that the Council faces during 2021/22 and beyond:

- 6.2. These currently include:

- a) **Equal pay claims:** The risk at the present time is now very residual.
- b) **Pay and grading appeals:** It is assumed, as in previous years, that costs arising out of pay and grading appeals will be met from within Directorate approved budgets and schools delegated budgets where appropriate.

- c) **Specific grants:** It is possible that, based on previous experience, the Council could suffer from a reduction in specific grants received from Welsh Government and other public bodies. Initial indications from the provisional settlement are, however, that the risk is very limited in 2021/22. Most specific grants announcements to date appear broadly frozen. There are significant uplifts to both Social Care Workforce Grant (25%) and Housing Support Grant (30%) which taken together should be worth at least an additional £5m to the Council for next year. One off Covid related grant and funding support for next year remains very uncertain with relatively modest sums announced to date for the whole of Wales local government. It remains the case that where grant reductions do occur they will require specific service cost reductions in addition to any savings targets identified above.
- d) **The savings proposals** for 2021/22 and beyond are predicated on clear and decisive action being taken to deliver wide-scale transformational change longer term. This will require robust implementation, monitoring, review and if necessary enforcement of savings proposals.
- e) **The timing** of Welsh Government announcements on the detail of both core and specific grants means that uncertainty will remain until after the final period of the budget setting process.
- f) **Ongoing forecast service overspending** in 2020/21, which may or may not continue into 2021/22, taking into account the very disruptive nature of COVID-19 and the potential disruption post Brexit .
- g) **General Reserves** remain at the lowest advisable level as advised by the Council's 151 officer and are not therefore able to meet any large current or future service overspends.
- h) **Costs of staffing reductions** could continue to be significant. All future departure costs will fall to individual service revenue accounts, including education, for schools departures.
- i) **Overspending risks in 2021/22** are material because future savings are considered to be equally challenging to both agree and deliver, as notwithstanding this year's settlement, savings continue to need to be made, and require ever more difficult decisions and more wide scale transformational change
- j) **Local Government and Elections (Wales) Bill** – the Welsh Government has proposed legislative changes around Local Government and Elections. There are likely to be financial implications arising from this, however until more detail and implementation timescales are known this can only remain a risk for future consideration.

- k) **Future Year Settlements** - there has been no indication from the Welsh Government on future year settlements – there is a significant risk that the increase for 2021/22 may not be capable of being fully sustained in future settlements.
- l) **COVID-19** – there is a real risk that the impact of the COVID-19 pandemic will continue into 2021/22 and beyond, at a level higher than that anticipated. There is also a risk that the ongoing effects of the pandemic could continue to affect national and indeed global finances.
- m) **COVID-19 Grants** – the Welsh Government has reduced dramatically the grant funding available for the impact of COVID-19 in 2021/22 compared to that available in 2020/21. This is a huge risk as things are unlikely to return to normal overnight. The scale is that of those grants confirmed there is a drop from nearly £600m available in 2020/21 to just £13m in 2021/22 at an all Wales level for local government.
- n) **Brexit** – even post Brexit the impact of Brexit on the UK and how that will affect the funding available for Local Government is still largely unknown.

7. Consultation and Engagement

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

- Specific budget proposals relating to budget reductions impacting on the following year's revenue and capital budget together with potential longer term savings to deliver the MTFP.
- Consultation on shaping the Council's Wellbeing Objectives, as set out in the Corporate Plan 2018-22.

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

- **Safeguarding** people from harm – so that our citizens are free from harm and exploitation.
- Improving **Education and Skills** - so that everyone in Swansea gains the skills and qualifications they need to succeed in life.
- Transforming our **Economy and Infrastructure** – so that Swansea has a thriving mixed use City Centre and a local economy that will support the prosperity of our citizens.
- **Tackling Poverty** – so that every person in Swansea can achieve their potential.
- Maintaining and enhancing Swansea's **Natural Resources and Biodiversity** – so that we maintain and enhance biodiversity, reduce our carbon footprint, improve our knowledge and

understanding of our natural environment and benefit health and well-being.

- **Transformation and Future Council** development – so that we and the services we provide are sustainable and fit for the future.

7.3. In terms of the current consultation, it is not intended that we repeat the consultation exercise on overarching Council priorities at this time. Likewise we will not consult again on matters that are merely a continuation of existing good practice, or previously agreed plans, such as our continued successful implementation of the Safe Looked After Children reduction strategy, or where there is more detailed consultation, following the findings of our commissioning reviews.

7.4. However, as in previous years, the Council will undertake a full consultation on proposals that will affect the public in general or specific sections of the Community.

7.5. It is essential that in agreeing to consult we take into account the following:-

- Under the Public Sector Equality Duty (Wales) we have to engage with protected groups to assess the likely impact of any policies or practices being proposed or reviewed.
- The Wales National Principles for Public Engagement include the expectation that engagement gives a real chance to influence policy, service design and delivery from an early stage.
- Under the Gunning principles, consultation should be at an early stage with public bodies having an open mind, those being consulted have enough information to make an intelligent choice, enough time is provided for people to make an informed choice and consultation responses must be taken into account by those making the decision as to budget.
- The requirements and principles embedded in the Well-being of Future Generations (Wales) Act, which underpin everything that the Council does.

7.6. Details of the settlement dates from Welsh Government detailed elsewhere in this report highlight the extremely difficult timetable the Council faces in setting its budget proposals.

7.7. In terms of consultation, the Council intends to fulfil its obligations by:-

- Undertaking a **Public Survey**. Specific budget proposals and those relating to the Commissioning Reviews will be included in the public survey that will be available online.
- **Consultation with groups**. We will promote the survey to a number of Groups including children and young people, groups with protected characteristics and organisations such as Community Councils.
- **Staff engagement**. The survey will be promoted to staff.
- **Unions**. The Leader, Cabinet Members and Officers are due to meet Union representatives to discuss the proposals.

- **Schools.** Officers and Members will consult headteachers on proposals that affect schools.

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

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

8. Staffing Implications

- 8.1. The Council, working in partnership with Trade Unions, succeeded in largely avoiding compulsory redundancies as part of the implementation of the budget savings for 2020/21. This was achieved by a continued flexible policy on redeployment and a proactive approach by all parties. The clear intention is to build on this approach for 2021/22 and to look for other ways of avoiding compulsory redundancies if at all possible.

- 8.2. However, a modest reduction in posts in 2021/22 may still be unavoidable, given that around 45% of the Council's overall costs relate to employees (significantly more in some Service Areas).

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

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

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

Those employed in schools are also considered to be at risk but staffing decisions are a matter for individual school governing bodies to determine. However, the overall proposed cash increase to the delegated budget is more than sufficient to meet any cost pressures and consequently any staffing losses will not be a result of budget proposals but will reflect local factors, particularly pupil numbers and/or changing ALN needs within a particular school.

The latest indicative estimate of the impact of the current proposals on total staffing numbers for 2021/22 is set out in Table 9 (shown as Full Time Equivalent (FTEs)).

Table 9 – Impact of Savings Proposals on FTEs 2021/22

		FTEs
Service Saving Proposals		
	Resources	9
	Place	6
	Education (excluding Schools)	0
	Social Services	0
	Total	15

		FTEs
Indicative schools figure *		
	Schools	0
	Total	0

*** Decisions will be taken by individual school bodies.**

- 8.5. The Council will need to consult with Trade Unions about the 2021/22 savings proposals and the likely impact on staff; in particular, the management of change and selection criteria where posts are at risk of redundancy. It is a legal requirement and incumbent upon the Council to commence formal negotiations with the Trade Unions to seek to avoid the need for such redundancies, to consider alternatives and to seek to reach agreement on the selection process for redundancies, should we get to that position. This is in line with the requirements of Section 188 (1) of the Trade Union and Labour Relations (Consolidation) Act 1992 (as amended). This is on the basis that these proposals could potentially affect less than 99 employees and that the period of consultation will be for a minimum of 30 days.
- 8.6. The Council is committed to continue to work closely with Trade Unions to minimise the number of compulsory redundancies, as it always is. This year especially, however, noting the relatively small scale of numbers of overall posts still remaining at some risk and the potential in the settlement headroom to consider significant investment into services before the budget proposals are finalised, the scope for new redeployment opportunities and absolute minimisation of the final risk to any individual role is greatly enhanced.
- 8.7. Reflecting the principle in the MTFP stated earlier in this report, consultation will be undertaken on a rolling basis outside the normal budget cycle, as the outcomes from commissioning and other reviews are presented to Cabinet. Consequently, in some Service Areas, it is not possible at this time to give details of the precise impact on staff and the

figures quoted are, therefore, overall estimates. The regular liaison meetings with Trade Unions will be used to provide more detail when this becomes available as future options are agreed.

9. Delivery – “Decide and Do”

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

Deliverability of Savings

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

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

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

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

Timeline

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

This timetable is effectively being driven by the dates set for the provisional and final settlements

Table 10 – Budget Timetable

12 th January 2021	Initial consultation with Schools starts	Annual meeting with Headteachers on 12 th January, School Budget Forum met on 6 th January
20 th January 2021	Scrutiny	Review of Cabinet proposals
21 st January 2021	Cabinet	Approves budget proposals for consultation
22 nd January 2021	Rapid consultation commences	A variety of means will be used including specific consultation with <ul style="list-style-type: none"> • Staff • Trade Unions • Young People • Taxpayers • The public
15 th February 2021	Consultation closes	Headline report will be produced on initial consultation responses
17 th February 2021	Scrutiny	Review of Cabinet proposals
18 th February 2021	Cabinet	Reviews initial consultation feedback and recommends Budget
4 th March 2021	Council	Reviews final consultation feedback, approves Budget and sets Council Tax

10. Next Steps – Swansea – Achieving Better Together

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

- *The core purpose of the Council*
- *Transforming services to be effective and efficient*
- *Greater collaboration with other Councils, organisations, community groups and residents, with a focus on regionalisation*
- *Balancing the budget for current and future years*
- *Greater and more meaningful engagements with our residents and community*
- *To meet the aspirations and targets within the Medium Term Financial Plan.*

This ambition is set out in *Swansea – Achieving Better Together*.

10.2. Uncertainty of future funding, especially following the COVID-19 pandemic and post-Brexit, means a range of spending options need to be considered including risks of substantial real terms cuts but equally

opportunities for real terms increase if overall public spending is materially increased. Spending decisions cannot take place without a fundamental review of the future purpose and shape of the Council to 2021 and beyond. This is particularly important because:

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

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

11. Equality and Engagement Implications

- 11.1. The Council is subject to the Public Sector Equality Duty (Wales) and must, in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.

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

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

11.3. Cabinet and Council will receive a full report on the feedback from the consultation and outcomes of the EIA process in February 2020 so that they can be fully taken into account before any decisions are made.

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

12. Financial Implications

12.1. This report sets out the Council's projected budget position for 2021/22 and sets out proposals to meet the projected pressures currently estimated at £30.290m.

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

12.3. Progress with achieving savings agreed as part of the 2020/21 budget is monitored each month by the Corporate Management Team and the Reshaping and Budget Strategy Board, with quarterly reports to Cabinet.

13. Legal Implications

13.1. Specific legal duties relating to consultation and the setting of the budget are set out in the main body of the report. The Council is under a duty to set a balanced budget by 11th March 2021.

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

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

Background Papers: None

Appendices:

Appendix A – Statement of Medium Term Budget Priorities

Appendix B – Savings Proposals 2021/22

STATEMENT OF MEDIUM-TERM BUDGET PRIORITIES

PURPOSE

This paper sets out the Council's views on relative service and budget priorities in the context of the delivery of *Swansea – Achieving Better Together* and the Medium Term Financial Plan.

The statement has three objectives:

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

STRATEGIC CONTEXT

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

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

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

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

FINANCIAL CONTEXT

We currently estimate that the Council will face pressures of around £60m over the next 5 years, on a central scenario of future grant increases at 1% after 2021/22. The actual amount could vary significantly given the uncertainty over the comprehensive Spending Review now due in 2021, Brexit and COVID-19 impacts. This requires not only a strategy for transformation, which is set out in *Swansea – Achieving Better Together*, but also a clear statement of the expected impact across the Council’s major services.

SETTING INDICATIVE MEDIUM TERM FINANCIAL ALLOCATIONS

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

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

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

In setting financial allocations we have also had regard to the “gearing” effect of savings on services. In other words, if our current funding requirement of £60m over five years was applied, for example, just to the Resources Directorate (excluding Council Tax Reduction Scheme) and the Place Directorate, the budgets for these areas would be mostly cut in their entirety. Consequently, other areas such as Education and Social Care also need to face some level of reprioritisation over the next 5 years given the relative size of their budgets.

GENERAL PRINCIPLES FOR ALL SERVICES

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

Budget Principles

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

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

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

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

Service Transformation and Efficiency

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

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

APPENDIX B

Director	Head of Service Budget	Savings Proposal	Savings 2021/22 £'000
Education	Non-Delegated	Further reductions in regional improvement service, consistent with funding settlements	16
Education	Non-Delegated	ALN Transport - review of spread and nature of STF provision / review of assessment / processes to better promote independent travel and integrate provision with Social Services(unless savings are taken corporately and base budget reduced)	50
Education	Non-Delegated	School Meal prices: further increases to reflect increased costs (previously agreed and to be reviewed each year	80
Education	Non-Delegated	Home to School Transport - savings identified as part of wider focused scrutiny of nature and spread of educational provision (unless savings are taken corporately and base budget reduced)	100
Education	Non-Delegated	Catering and Cleaning services - Continuing work towards full cost recovery through SLAs where schools are receiving additional funding to reflect such cost pressures	100
Education	Non-Delegated	Reducing pupil mobility - bringing forward future managed savings through new EOTAS model	150
Education	Non-Delegated	Review of Out of County placements / delivery model - dependent on additional special school places	250
Education	Non-Delegated	Review of demand and service pressures with need for still tighter mitigation actions to replace the savings targets within the existing MTFP which are undeliverable to the timescale required	340
		Education	1,086
Place	Corporate Property Services	Reduce maintenance on a number of building assets assuming a number will have transferred (or would need to be closed)	50
Place	Highways and Transportation	CTU service become commercial operation within 2 year or externalise service	250
Place	Housing & Public Protection	Introduce paid for advice and approval service for businesses across Food Safety and Trading Standards functions (10
Place	Housing & Public Protection	Proceeds of Crime (POCA) income to be reinvested in core Trading Standards Service	10
Place	Housing & Public Protection	Stop Renewal Area programme in Swansea when Sandfields Renewal Area status expires in 2019 and reduce private sector renewal activity. This means no further private sector house condition assessments are done and no further Council led area based private home improvement schemes can be implemented	14
Place	Housing & Public Protection	Registrars - Set a fee to 'save the date' for future weddings. Proposal to charge £25 per booking. Average of 1000 marriages a year. Increase income target accordingly.	25

Director	Head of Service Budget	Savings Proposal	Savings 2021/22 £'000
Place	Housing & Public Protection	Above inflation (5%) increase to fees and charges and increased income generation activity across Bereavement Services, Registration Services, Building Control, Trading Standards, Food & Safety, HMO licensing and Housing Renewals. Main risk in Burials and Registrations is terms of remaining competitive	150
Place	Planning & City Regeneration	Reduce net cost of Natural Environment services by generating additional income and maximise use of grants	25
Place	Waste Management & Parks	Increase graffiti charges by 200% over 4 years to ensure full cost recovery	10
Place		Savings Temporarily funded by one-off COVID money	1,000
		Place	1,544
Resources	Communication & Marketing	Reduction in operating budget	20
Resources	Communication & Marketing	Freezing Vacant Post	30
Resources	Communication & Marketing	DesignPrint - reduce the amount of printed material across the council through centralising budgets	50
Resources	Communication & Marketing	Building costs savings due to relocation to the Civic Centre.	70
Resources	Customer Services & Complaints	Reshaping of how we deliver customer services and complaints	69
Resources	Digital Services	Savings from across budget	28
Resources	Finance	CTRS - Carefully managed use of CTRS budget	9
Resources	Finance	Brings forward modest planned staffing reductions through vacant post and ER/VR management in Service Centre linked to Oracle modernisation	50
Resources	Finance	NDR & Business Grant Administration - One off extra income from processing likely extra Covid related grants in 21-22	200
Resources	HR&OD	Reshaping the delivery of the service and wider functions and freezing vacant posts	199
Resources	Legal Services	Increase in income	3
Resources	Legal Services	Reduction to Supplies & Services	52
Resources	Legal Services	Legal - Saving from freezing vacant posts	105
		Resources	885
Social Services	Adult Services	Efficiencies linked to the spending control and processes in relation to the share of costs of packages of care for individuals with complex health and care needs through bi/tri partite agreements with the Health board and other statutory partners	100

Director	Head of Service Budget	Savings Proposal	Savings 2021/22 £'000
Social Services	Adult Services	Increase regional investment in Hospital to Home Recovery Service to bear down on unnecessary recourse to care)	146
Social Services	Adult Services	Efficiency savings in Printing, Car Allowance, Staff Expenses and Stationary Budgets across the service due to changes in working practices	200
Social Services	Adult Services	Transformational co-produced future model for Day Services, based on lessons learned through Covid	200
Social Services	Adult Services	Increase efficiencies (transactional savings) in costs of direct payments	200
Social Services	Adult Services	1% reduction on staffing budget through vacancy management processes and maximising use of available grant funding.	350
Social Services	Adult Services	Realise savings in efficiencies through the Supported Living retender	400
Social Services	Adult Services	Work though Complex Needs high cost placements and establish a collaborative approach with Health and other statutory partners for funding these packages of care	400
Social Services	Adult Services	Continue with the Right Sizing Packages of Domiciliary Care work to reduce expenditure and under delivery	450
Social Services	Adult Services	Increase funded contributions to costs of packages of care	500
Social Services	Child & Family Services	Integrate Family Support Services across Council into a single family support function focussed on better prevention	50
Social Services	Child & Family Services	Reduce the number of independent foster placements	50
Social Services	Child & Family Services	Efficiency savings in Printing, Car Allowance, Staff Expenses and Stationary Budgets across the service due to changes in working practices	100
Social Services	Child & Family Services	Reduce expenditure on external providers through recommissioning contracts achieving best value	180
Social Services	Child & Family Services	Efficiency savings within supported accommodation for 16 - 17 year olds through recommissioning of fixed accommodation for YP.	250
Social Services	Child & Family Services	Work though Complex Needs high cost placements and establish a criteria and equitable formula for funding these placements with Health and other statutory partners	500
Social Services	Child & Family Services	2.5% reduction on staffing budget through vacancy management processes and maximising use of available grant funding	505
Social Services	Poverty & Prevention Services	Efficiency savings in Printing, Car Allowance, Staff Expenses and Stationary Budgets across the service due to changes in working practices	20

Director	Head of Service Budget	Savings Proposal	Savings 2021/22 £'000
Social Services	Poverty & Prevention Services	1% reduction on staffing budget through vacancy management processes and maximising use of available grant funding.	20
Social Services	Poverty & Prevention Services	20% reduction of core funding for Childcare and Play Grants and replace with available grant funding	35
Social Services	Poverty & Prevention Services	Restructure life stages team within wider staffing structure realising staffing efficiencies	50
Social Services	Poverty & Prevention Services	Diversify Adult Community Learning delivery offer post Covid to address need and maximise use of available Grant	100
		Social Services	4,806
		Grand Total	8,321

Agenda Item 8.



Report of the Cabinet Member for Economy, Finance & Strategy

Cabinet – 17 December 2020

Revenue and Capital Budget Monitoring 2nd Quarter 2020/21

Purpose:	To report on financial monitoring of the 2020/21 revenue and capital budgets, including the delivery of budget savings.
Policy Framework:	Budget 2020/21. Transformation and Future Council (Sustainable Swansea –fit for the future)
Consultation:	Cabinet Members, Corporate Management Team, Legal Services and Access to Services.
Recommendation(s):	It is recommended that Cabinet: 1) Notes the comments and variations set out in the report and the actions in hand to address these; 2) Approves the virements in para 2.7; 3) Continues setting a level of permitted, in extremis, in year overspending of up to £10m, to be fully financed from draws from earmarked reserves, as approved at Council on 4 November 2020, to ensure the overall budget remains balanced for the year; 4) Endorse that no officer may consider any material further spending commitments and must wherever possible defer and delay spending to contain and reduce the likely forecast overspend by year end as far as is practicable, whilst delivering agreed Council priorities set out in the approved budget.
Report Author:	Ben Smith
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

1. Background and Introduction

- 1.1 This report details forecast variations from the agreed budget for 2020/21.
- 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 March 2020
 - 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.

2. Revenue Outturn Forecast Based on 2nd Quarter Position

- 2.1 Appendix 'A' to this report details the approved Revenue Budget for 2020/21 and the forecast variation at this time.
- 2.2 Other than projected variations on Directorate expenditure, it is still too early to confidently forecast final variations that may arise on some significant Corporate items, including the level of Council Tax collection (which posted a deficit in 2019-20 of £0.7m and 2018-19 of £0.3m). Given the likely impact of COVID on collection it is inevitable that a further shortfall will arise in 2020-21. An updated forecast is that there will be a shortfall of £3.8m (£2.5m in the first quarter) in 2020-21. This may be subject to some form of grant underpin support in due course from the Welsh Government, but is far from assured.
- 2.3 The overall Directorate position is summarised below:-

DIRECTORATE

	FORECAST VARIATION 2020/21 £000	NET COVID VARIATION 2020/21 £000	OTHER VARIATION 2020/21 £000
RESOURCES	4,531	4,821	-290
PEOPLE - SOCIAL SERVICES	4,917	8,176	-3,259
PEOPLE - EDUCATION	4,805	3,533	1,272
PLACE	10,500	10,500	0
Additional Savings	194		194
<i>NET DIRECTORATE EXPENDITURE</i>	24,947	27,030	-2,083

- 2.4 Directors' comments on the above variations are shown at Appendix B :-
- 2.5 Within the *Sustainable Swansea* Delivery Programme, work continues to develop service delivery plans that will include all savings requirements across all strands. This includes the cross cutting nature of new reviews as well as the completion of current in-flight reviews.
- 2.6 The table above shows an estimated overspend for the year of £24.9million. Bar some "Business as usual" fluctuations in Social Services and Education which is in effect entirely as a result of the COVID 19 pandemic and relevant responses in expenditure and reductions in Income as a result. This figure does not include the Business Support Grants costs and Retail/Hospitality/Rates reductions resulting from Welsh Government decisions and which are anticipated to cost around £85m and to be funded in their entirety. Any funding from WG confirmed after the Quarter2 report as a result of grant claims have not been included in the figures above, i.e including the additional £13m approximately due paid out in firebreak grants in early November. Section 2.7 below shows the level of "service" expenditure that has been deemed as eligible and paid by WG to date in the first quarter report and subsequently.
- 2.7 Currently, monthly claims against additional COVID expenditure (April to September and an historic claim in relation to March 2020) and a claim for loss of income for the first two quarters as a result of COVID in relation to the services has been submitted to WG. The summary of claims submitted to date and amounts received is set out below :

Summary of claims submitted and payments received to date in 2020/21

	Claim £000's	Paid £000's	
All other claims : April to July	6,004	5,291	Monthly claims for Free School Meals are held subject to WG review.
Loss of Income 1st Quarter Tranche 1	4,174	4,174	Limited by WG to Carparking ,Waste , School catering and Cultural Services only.
<i>Total April – July</i>	<u>10,178</u>	<u>9,465</u>	<i>as reported in Quarter 1 report</i>
Loss of Income 1 st Quarter Tranche 2	2,917	2,803	WG reviewing and querying elements locally and Nationally - primarily Adult Social Services.
All other claims : August	1,848	1,538	Paid includes July delayed payment .WG reviewing and querying elements locally and Nationally – primarily FSM.
September	1,691	??	Recently submitted :Initial payments will be reflected in third quarter report.
Loss of Income 2 nd			

Quarter 3,779 ?? Recently submitted: Initial payments will be reflected in third quarter report.

Total Aug –Sept 10,235 4,341

Overall total 20,413 13,806 Hardship and Loss of Income.

Welsh Government have amended eligibility criteria as the year has progressed both in relation to additional costs and loss of income. This has included deeming as ineligible certain elements of expenditure (eg day to day expenses such as mobile phones, postage/copying/stationery costs , local decisions re support to local business) and reducing the eligible element of other costs.

As such the monthly claims are amended to include only those elements of expenditure deemed to be eligible so exclude any costs etc not deemed eligible to be claimed.

Whilst some elements of expenditure are going to be continued to be claimed the WG

“panel have suggested as authorities are moving into a different phase of response then some costs deemed additional and necessary at the start will no longer be eligible within the fund but will be a matter for local discretion. E.g. packed lunches for homeless. This is because what was deemed an emergency response at the start of the pandemic is likely to either have a national policy response or there has been enough time for authorities to make alternative arrangements at a lower cost from existing budgets.”

This will result in a further reduction in those elements deemed to be eligible for grant by WG.

Similarly , the Loss of Income claims only include those elements deemed as “eligible” by WG. A second quarter loss of income claim is due to be submitted in mid November to the WG in accordance with their most recent eligibility/guidance criteria.

Grant claims to WG in relation to TTP have commenced which are anticipated to cover all additional costs arising. The additional costs are included under Resources and currently amount to £2.8m in 2020/21. It remains unclear how much will be truly additional cost (and claimable) as opposed to, as is predominantly currently the case, redeployed and redirected costs of existing workforce otherwise prevented from working in their normal service areas, but as “return to new normal” becomes more prevalent it is clear costs will rapidly start to be additional rather than “in lieu” and thus reclaimable.

Grant claims to WG for the £500 carer payments will be made in due course as the scheme develops nationally and again are assumed to fully cover costs with both elements contained with the Social Services forecast . The same will apply to the £500 isolation payments and social care statutory sick pay top up payments once the schemes have been developed nationally.

At present, therefore, it is proposed to allocate the additional sums received since the first quarter report as follows and to seek that cabinet formalise their virement in receiving this report to service budget lines as follows :

Education	£1.1m
Social Services	£1.33m
Place	£1.906m

Resources	£0.005m
Total	£4.341m

And once the figure is confirmed up to the following figure :

Resources (TTP) £2.8m

This proposal has no overall impact on the position, merely allocates grant received back above the line and which will result in some reductions in report service overspending in later reports but equally will remove the net grant income received below the line.

2.8 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 and deferral 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 must work closely with Cabinet Members and the Corporate Management Team to contain, reduce, defer and delay spending as far as possible, having due regard, to existing agreed budget and political priorities to nonetheless seek to limit service overspending.

2.9 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.
- £1.85m was also set aside to meet any specific and significant inflationary increases arising in year. Given the overall financial projection at this stage it is proposed by the S151 officer that this be released as a compensating corporate saving especially as the price inflation outlook for the year looks very subdued..
- Use of the Contingency Fund as detailed below.

3. Contingency Fund Provision for 2020/21

3.1 The contingency fund was set at the £3.621m contribution for 2020/21 as set out in the budget report approved by Council in March 2020. As a result of the favourable outturn position this was added to, on a one off basis, to bring the total available to spend to over £9m. This is significantly higher than in recent years reflecting additional mitigation against any repeated overspending.

3.2 The current potential calls on the contingency fund for 2020-21 are:-

Contingency Fund 2020/21	Prediction
	2020/21 (£m)
Budgeted contribution for year.	3.621
Increase from c/fw from 2019-20 (as per Council 4 November 2020)	6.306
Proposed Strengthening and increased resilience in Financial Services	-0.250
Freedom of the City – Merchant Navy	-0.005
Support to Leisure Centres	-0.800
Underwrite to leisure Operators	-1.000
Support to Swansea Market	-0.500
Pipe House Wharf relocation lease costs	-0.057
School 3G pitch Support	-0.025
Communications/PR improvements	-0.010
City of Sanctuary floral badge	-0.001
Coroners ICT	-0.040
Market Rents	-0.035
COVID ICT agile/homeworking costs: staff and members	-0.320
COVID extension of waiver for staff parking permits –loss of income.	-0.300
Used to reduce service overspending	-6.584
Balance 31st March 2021	0.000

The above table lists current potential calls on the budgeted contingency fund. All bar the Strengthening of Finance (which will be a proposed budget adjustment for 2021-22) are anticipated to be one off costs. 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.

As at 1st April 2020 some £3m remained within the Restructure Reserve to contribute toward ER/VR or other cost risks that may arise in 2020-21. The S151 officer remains satisfied that this is sufficient for 2020-21 and that there should be no call on contingency this year to fund such costs. 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.

Based on current forecast the S151 officer proposes to utilise the current year forecast underspend on the Contingency Fund of £6.584m to provide additional mitigation against the anticipated unfunded elements of cost/loss of income as a result of COVID19.

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

3.3 The current indication is that, for 2020-21, there needs to be continued targeted mitigating action and delivery of savings proposals to help reduce the overall service overspends. It looks inevitable at this early stage that substantial draws from earmarked reserves will be needed to achieve a fully balanced budget for the year. Any inroads to net spending will reduce the necessary draw from reserves and increase the amount of reserves available to carry into 2021-22.

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

- Management and Business Support Review: ongoing review of the management structure across the Council and future requirements given the Council's priorities, future challenges and the changing nature of the role of managers
- Reducing the Pay Bill: review of options to reduce employee costs across the Council as part of our overall future workforce strategy (subject to trade union consultation at the appropriate time)
- Commercialism through third party Procurement Savings and Income Generation: review of further options to increase income from fees and charges, trading etc, in addition to the targets already set for 2020/21
- Progressing implementation of final phases 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.
- On the basis that these are existing agreed actions fully set out in the agreed budget set by Council in March, whilst wholly recognising the ability to progress any of the above have been seriously impacted by Covid 19.
- Continuing the extant spending restrictions which have been agreed as necessary by Corporate Management Team.
- Directors detailed action plans which are summarised in their commentary in Appendix B.
- The Deputy Chief Executive taking forward implementation of the recovery plan approved at Cabinet to agree alternative mitigating actions and future steps, including a successor programme to Sustainable Swansea more suited and fitted pan and post Covid 19 and Brexit.

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

4. Revenue Budget Summary

4.1 The position reported above reflects the best known current position and shows a net £24.9m of shortfall in service revenue budgets, almost entirely in relation to anticipated costs/loss of income as a result of COVID19 which when combined with

a forecast £3.8m shortfall in Council Tax collection leads to a total shortfall of £28.7m. Some additional £4.3m has, since the previous report, actually been received or confirmed from WG in relation to service additional costs/loss of income claims as per 2.7 above. It is assumed that all the TTP costs will also be recovered and for 2020/21 some £2.8m is included at this stage. It is also possible that Council tax losses, or part of them at least, will be met by future WG grant support, but this is yet to be assured. In addition as identified above further mitigation is anticipated from the Apprenticeship/Inflation provision of £1.9m and Contingency fund of £6.584m. Taking account all of these mitigations this results in a net forecast shortfall for the council of some £10.0m.

Summary

Service Forecast overspend	£24.9m
Council Tax shortfall	£3.8m
Less Mitigating	
COVID grants received not incl in service forecasts	-£4.3m
COVID claims submitted no response from WG yet – assume will be received.	-£2.3m
Future covid claims re council tax losses - assumed	-£0.9m
TTP costs recovered	-£2.8m
Apprenticeship/Inflation	-£1.9m
Contingency Fund not currently utilised	-£6.5m
 Net overspend forecast	 £10.0m

NB Further claims for re-imburement of both expenditure and loss of income continue to be submitted to Welsh Government in accordance with their criteria. Based on previous expenditure claims submitted (and subsequently paid to date) it is considered reasonable that as a minimum some additional £2.3m is likely to be paid and is therefore included above. The Welsh Government continues to review all the outstanding Loss of Income claims across Wales including additional claims for Quarter 2 losses. Any decision regarding success or otherwise of the outstanding Loss of Income claims is not expected until late November/early December so no assumption re additional grant income for loss of income is included in the current forecast.

Any additional WG funding towards the additional costs or loss on income received from WG in relation to COVID19 costs /loss of income included in table 2.3 above will further reduce the overall budget shortfall and thus why a target of “no worse than £10m” is recommended kept by Cabinet and by the S151 Officer on a truly exceptional one off basis.

- a. Currently, all revenue grant income from WG in relation to COVID claims for the services, including schools, and has not yet been allocated “back” to departments.
- b. Corporate Management Team have reinforced the expectation that both service and overall net expenditure **must** be, as far as practicable, contained within the relevant limits of the current year budget as set by Council, and certainly within any agreed level of tolerance set by Cabinet on the advice of the s151 Officer, recognising the extreme nature of the Covid 19 impact.

- c. 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, an often increasing tax base, but equally a substantial deterioration in the economy and employment which may inhibit individuals ability to pay tax already set and due.
- d. Included in the projected budget for 2020/21 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.
- e. There continue to be risks around general inflationary pay and price pressures in the forthcoming year including significant increases to the National Living Wage from April 2020 which will significantly impact contractors to the Council in some service areas. It will also put further pressure on the lower end of the current local government pay spine in future years. The national local government pay award offer has been finalised at 2.75%, as budgeted and there is now an agreed new pay offer for teachers worth up to 8% for some teachers (3.25% for majority), and part of the excess will be funded by WG by way of a one off specific grant. Whilst all are entirely welcomed from a policy perspective, nevertheless the Council simply cannot afford to fund them in isolation, unless additional permanent support is forthcoming from the UK and Welsh Governments, otherwise savings will have to be made elsewhere to meet such pressures longer term.
- f. Detailed monitoring of budgets will continue to be carried out and reported to Departmental Performance and Financial Management meetings on a monthly basis.
- g. It remains imperative that sustainable, but sensitive in the unusual circumstances of Covid 19, base budget savings are found to replace in year one off actions to stabilise the 2020-21 budget ahead of the finalisation of the 2021-22 budget round.

5. Capital Budget

5.1 Expenditure to 30th September 2020 is £94.457 million, summarised as follows:

Directorate	Budget 2020/21	Actual to 30/09/20	% spend
	£'000	£'000	
Corporate Services	5,294	851	16.1%
People	34,545	10,438	30.2%
Place (General Fund)	162,457	70,122	43.2%
Place (HRA)	54,166	13,046	24.1%
Total	256,462	94,457	36.8%

Expenditure on major capital schemes is detailed in Appendix C.

It should be noted that the actual spend to 30 September may only have 4 or 5 months costs relating to external invoices. The impact of COVID will have an impact on the timing and potential slippage of the original capital programme. The situation remains fluid and the full impacts of COVID continue to be monitored with capital schemes being reprofiled during the year as the impacts of timing / slippage become known. This will have an impact on the revenue Capital Financing Charges in 2020/21 and beyond.

Bay Studios Surge Hospital (Covid19)

The figures above for Place (General Fund) includes £20.46m of expenditure for the Bay Studio Surge Hospital (Covid 19). As part of the Region's response to address projected increased demand on hospital services as a result of the Covid 19 pandemic, the Authority was asked by Swansea Bay University Health Board (SBUHB)/ Welsh Government (WG) to deliver a 1,000 bed Surge Hospital on the site of the old Bay Studios in SA1.

The scheme was completed in an exceptionally short timeframe. It was conceived, designed, delivered and operational within 3 months (April – June 2020) by Corporate Building Services in partnership with our partner sub-contractors, Kier and TRJ. The full cost of the scheme has been received from SBUHB and WG.

6. Housing Revenue Account

6.1 The Covid situation could have a considerable impact on the HRA revenue budget in 2020/21. During the first half of the year, collection rates have not been significantly affected however as the economic impact of the crisis continues it is anticipated that collection rates will be adversely impacted. Rent income is being closely monitored. It is too early to forecast the full impact on the budgeted Bad Debt Provision. There has also been a major impact on revenue expenditure with the revenue repairs budget for the first 6 months being significantly underspent by £1.6m due to Covid restrictions on entering properties. This budget will continue to be closely monitored however further restrictions could impact this figure further. There are also underspends on transport and employee/vacancies (£0.17m). The

crisis has also understandably impacted the delivery of the HRA Capital Programme with commensurate reduction in spend and financing costs. It is anticipated that financing costs could be reduced by around £1.5m. Work is currently ongoing to re-profile the 2020/21 HRA capital programme and which may have a further impact on this.

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 2020/21

Appendix B - Directors comments on variances and action plans

Appendix C - Expenditure on major Capital Schemes

REVENUE BUDGET PROJECTION QUARTER 2 2020/21			Appendix A
<u>DIRECTORATE</u>	BUDGET	PROJECTED	VARIATION
	2020/21	2020/21	2020/21
	£000	£000	£000
RESOURCES	50,475	55,006	4,531
PEOPLE - SOCIAL SERVICES	124,781	129,698	4,917
PEOPLE – EDUCATION	181,901	186,706	4,805
PLACE	60,943	71,443	10,500
Additional Savings	-194	0	194
<i>NET DIRECTORATE EXPENDITURE</i>	417,906	442,853	24,947
SPECIFIC PROVISION FOR			
APPRENTICESHIP LEVY/INFLATION	2,850	1,000	-1,850
CONTINGENCY FUND	278	0	-278
SUPPORT TO LOCAL BUSINESS	0	51,500	51,500
WG COVID GRANTS (Assured & Due to be allocated to Services)	0	-97,013	-97,013
<i>OTHER ITEMS</i>			
LEVIES			
SWANSEA BAY PORT HEALTH AUTHORITY	87	87	0
CONTRIBUTIONS			
MID & WEST WALES COMBINED FIRE AUTHORITY	13,741	13,741	0
<i>CAPITAL FINANCING CHARGES</i>			
PRINCIPAL REPAYMENTS	16,368	16,368	0
NET INTEREST CHARGES	20,010	20,010	0
<i>NET REVENUE EXPENDITURE</i>	471,240	448,546	-22,694
<i>MOVEMENT IN RESERVES</i>			
GENERAL RESERVES	0	0	0
EARMARKED RESERVES	-2,985	-19,291	-16,306
<i>TOTAL BUDGET REQUIREMENT</i>	468,255	429,255	-39,000
DISCRETIONARY RATE RELIEF	400	400	0
<i>TOTAL CITY AND COUNTY OF SWANSEA REQUIREMENT</i>	468,655	429,655	0
COMMUNITY COUNCIL PRECEPTS	1,582	1,582	0
<i>TOTAL REQUIREMENT</i>	470,237	431,237	-39,000
<i>FINANCING OF TOTAL REQUIREMENT</i>			
REVENUE SUPPORT GRANT	253,660	253,660	0
NATIONAL NON-DOMESTIC RATES	85,721	50,521	35,200
COUNCIL TAX - CITY AND COUNTY OF SWANSEA	129,274	125,474	3,800
COUNCIL TAX - COMMUNITY COUNCILS	1,582	1,582	0
<i>TOTAL FINANCING</i>	470,237	431,237	39,000

Service related COVID19 funding already received from WG of c £13.8m IS included above.

Appendix B

Director's comments on budget variances

Director of Resources

The COVID-19 response has had a detrimental effect on the Resources portfolio budget for the 2nd Qtr. The TTP staffing expenditure is expected to be fully recoverable from Welsh Government. In addition to the staffing there is a short fall in IT funding for the TTP programme, due to WG capping the amount of money available, discussion are ongoing to enable all this funding to be reclaimed.

A number of transformation projects and restructures were unable to be progressed resulting in overspends in both Customer Contact Centre, Digital Services and Transformation and Commercial services. Alternative savings plans are being prepared.

The resources portfolio has limited income streams, however, where income streams are within services, these have also been affected and unlikely to be achieved within the year.

The heads of service will continue to review the budgets and look for alternative ways of achieving efficiencies to balance the budget.

Variance	£000	Explanation and Action
COVID-19 Variation:		
Test Trace & Protect Programme (TTP)	2,800	Estimated Staffing costs of £2.6m and IT costs of £0.2m. There may be a funding shortfall due to WG funding capping the funding available.
Oracle Cloud Project	0	Project has been delayed, however, after negotiations with Oracle it is not anticipated that there will not be any additional costs.
WCCIS Project	0	Project has been delayed, No additional costs are anticipated as a result of negotiations with NWIS.
Mobile Phones	0	No additional costs are forecasted after working with the supplier to negate the costs.
Digital services staff costs	12	Additional Digital services staffing costs at the start of lockdown to enable homeworking.
Contact centre software licences and consultancy	25	Digital Services remote contact centre software licences and consultancy to enable call handling from home.
Schools infrastructure project	44	Government directive to continue to pay consultants. Estimated additional cost as a result of continuing to pay consultants during

		lockdown and therefore elongated project timelines.
Design Print	300	Loss of trading income which relates mainly to internal recharges to Council departments.
Council Tax Reduction Scheme (CTRS)	1,400	Estimated additional costs due to additional demand, however, position will be reviewed for the next quarter as it is dependant on actual caseloads.
Council Tax Court Cost Income	235	Loss of Council Tax/NNDR court cost income as no court action has be taken for a significant part of the year.
Consultancy and Employee Costs	33	Additional Covid-19 costs.
COVID-19 Hardship grant	-28	Qtr1 WG hardship grant received.
Net COVID-19 variation	4,821	
Other Variations:		
Contact Centre	50	Restructure in flight to ensure sufficient resources in WTU, Complaints and a new model for Customer Services. The restructure will aim to take account of 'new normal' but will still require additional resources needed for Social Services Complaints and WTU in order to meet legal requirements.
Welsh Translation Service (WTU)	183	Welsh Translation Unit Saving from previous years cannot be achieved as requirement to maintain the service and deliver demand due to Welsh language Measures.
Commercial Services	130	Income target attributed to Commercial Services will not be achieved.
Legal Services	-430	Net underspend mainly due to vacant posts.
Other net variations	-223	Net Employee, Supplies & Services, Income shortfall and Unachievable savings.
Total Other Variations	-290	
Total Forecast Variation	4,531	

Director of Social Services

Social Services

Variance	£000	Explanation and Action
Covid 19 Variation		
Additional costs within Child and Family	430	<p>The pandemic has reduced the options for placements with particular issues around care leavers. This has resulting in the Council having to secure more expensive placements than would be usual.</p> <p>There has also been a rise in the cost of Direct Payments as we aim to support families through this time.</p>
Additional Costs within Poverty and Prevention	171	The Directorate has incurred additional costs in supporting those deemed especially vulnerable at this time. Support has seen increased investment in services for those at risk of Domestic Violence as well as in Welfare Rights to help them cope with increased demand. Some of these costs have been offset by the use of grant. This includes a £95k cost for the Summer Provision for Vulnerable Children which is recoverable through the hardship fund.
Lost income within Poverty and Prevention	368	The primary area of income loss relates to the Gower Activity Centres. We have also lost expected income from Adult Education.
Additional Costs within Adult Services	8,146	This is the estimated additional cost of the actions taken to increase local social care capacity and the payment of Welsh Government support to the commissioned sector.
Loss of Income within Adult Services	1,339	This loss of income relates to income received from citizens and partners in respect of our day services that closed at the time of the outbreak.
First Tranche of WG Hardship Funding	-2,278	Significant additional income will follow in Q3 and Q4
Other		
Other Child and Family Variances	200	It is possible that this overspend will be reduced by grant funding later in the year.
External Residential Care	-1,062	An underspend is forecast but this figure remains volatile and will be closely monitored during Q3
External Domiciliary Care	-514	This underspend is a continuation of that reported in 2019/20 and has been driven by increased client income and the 'right sizing' work around packages of care.

Variance	£000	Explanation and Action
Internal Staffing and Services	-2,227	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.
Third Party Spend	-61	The Directorate continues to maintain cost management approaches to ensure that our services are sustainable and we continue to pursue external partners to ensure we receive a fair income for our services.
MHLD Complex Care	529	This remains an area of pressure. Additional budget has been allocated but ongoing pressures on demand and fees remain.
Poverty and Prevention	-124	Some small savings are expected due to the management of grants.
Overall Variation	4,917	

Director's Comments

The Council's response to Covid-19 continues to dominate our financial outlook for the year. We have incurred significant additional expenditure through our response to the crisis. We continue to expect the majority of our additional costs will be recoverable through Welsh Government grant funding have aligned our processes to ensure we are successful in this.

Forecasts for Covid related expenditure and income loss are based on current WG Hardship Funding guidance and are subject to the progression of the pandemic through the remainder of the financial year.

The pandemic continues to effect on our business as usual activity. That said, our non Covid variances continue the story from last year where we have been able to use grant income to offset the cost of our internal services. Some of this funding expires in the current year and presents us with a challenge for the future.

The overspends within Mental Health and Learning Disabilities Complex Care are lower than those we have previously reported. However, retendering has added to the pressures on fees, which have continued to increase at above inflation rates for some time.

We continue with efforts to seek fair and equitable funding contributions from our Health Service partners for the services they commission and have strengthened our systems for the recovery of client income.

Should our expectations around Hardship and Income Loss grants be met, the Directorate will deliver an underspend for the year.

Director of Education

Variance	£000	Explanation and Action
<u>Covid 19 Variations</u>		
Additional direct cost of maintaining provision of lunches / food bags / BACS payments for FSM eligible pupils	3,009	Reflects significant additional food costs, considerably greater coverage of eligible families (with transitional protection), and additional provision over holidays. Work to estimate the cost of continued support in the 20/21 academic year is ongoing and not included in this forecast.
Loss of paid School Meal Income	1,463	Reflects previous year levels of take up of meals
Additional staffing costs over normal contracted hours (catering, cleaning and school support teams)	159	This is due to the support provided to settings at times when they would not usually be open such as weekends and holidays.
Additional hours for teaching assistants outside of term	120	
Additional transport, PPE, and utility costs.	342	Additional costs from the use of vehicles to support the delivery of Free School Meals, as well as the provision of PPE, continues to be scrutinised. Potential shortfall in the Face Covering Grant
Additional costs of licences to support Chromebooks and continuity of learning for pupils	24	Additional cost over and above core broadband and other IT infrastructure costs and available base budget which are no longer claimable against WG grant
Loss of other income such as from school clerking services and penalty notices	10	On the basis of broad comparison with previous year – e.g. £4.2k per quarter re penalty notices
Loss of income to schools for example from school lettings and breakfast and other clubs	1,066	Reflects detailed analysis of income lost across our maintained schools.
1st Tranche of Income Loss and Hardship Income	-2,660	Corporate allocation of payments received from WG in response to claims made.
Total Covid 19 variations	3,533	
<u>Non Covid Variations</u>		
Continuing additional costs of FSM transitional protection - part year impact with schools fully	335	Considerable increase in those entitled to FSM and likely to grow further with impact of lockdown and other restrictions. With transitional protection these numbers will be

Variance	£000	Explanation and Action
re-open		maintained without any certainty of additional core funding from WG
Additional costs of FSM provision during lockdown which cannot be reclaimed from WG under strict grant criteria	214	Additional food costs, which cannot be reclaimed from WG, from free provision of care lunches to all pupils, over ordering by schools of food bags / parcels, and donation to food banks of food items not required due to changing expectations of food parcel contents
Loss of additional paid meal income from previously proposed MTFP increased prices (April 20 and Sept 20)	205	£125k loss of income from removal of increase from April and a further £80k part year impact with no increase in September
Home to School Transport - further underlying cost pressures and undeliverable savings target relating to creation of additional walking routes, allocated from Place Directorate	442	MTFP reflects robust management action to mitigate scale of demand and cost pressures but underlying pressures continue to grow. Further shortfall due to undeliverable savings target allocated to Education, with no influence in its determination or delivery
Continuing Additional Learning Needs demand and cost pressures	92	Significant impact of management action to manage demand and cost pressures reflected in MTFP, but challenges remain
Out of County Placements - undeliverable savings without further specialist provision within County	250	Delay in actions necessary to bring forward delivery of scale of additional Special School Places required
Implications of school decisions on SLA buy back on services	50	Reflects existing pressures on areas such as Music Service, as far as possible mitigated by robust management action
Additional cost for schools of corporate decision relating to average payments to staff	160	A local decision and so not reclaimable against WG funding for COVID 19
Additional staffing costs for schools due to freeze on ER/VR processes	100	Costs may increase further depending on timescales for HR redundancy processes but may be able to mitigate from WG grant
Additional civic catering costs with decision to freeze closure	63	Reflects continuing shortfall exacerbated by loss of any income from sales for the lockdown period - could increase if closure further delayed
One-off additional contribution to Regional Improvement Partnership	82	Agreed for 2020-21 only, before Swansea withdraws from ERW from April 2021

Variance	£000	Explanation and Action
Capita One - one-off cost to have been charged to, and contained, within available 2019-20 budget	30	Proposed carry forward to reflect this one-off cost was not supported
Capita One annual maintenance costs - more than offset by savings in Corporate Digital Services budget but requiring an appropriate budget transfer	32	Highlighted as a potential continuing overspend until an appropriate base budget transfer from Digital Services is approved
Other continuing pressures (Primarily Historic Pension Costs, Maternity etc)	122	Will continue to be scrutinised to as far as possible mitigate pressures
One-off managed savings with delay to full implementation of new EOTAS model	-700	Further managed savings can be delivered whilst the new EOTAS model cannot be fully implemented
One-off managed savings identified in year in addition to those already reflected in MTFP	-205	Continuing robust management action will seek to identify further savings in addition to MTFP requirements
Net non-Covid 19 projected overspend	1,272	Reflects impact of national and local factors preventing the full delivery of current year MTFP savings assumptions and unrecoverable additional Covid-19 costs
TOTAL PROJECTED PRESSURES	4,805	

The closure of schools has had a significant budgetary impact on the Directorate and is the primary cause of the variations reported above. We continue to align our processes in a way to ensure that we maximise the grants available to support us through this period but there is clearly a risk that some costs may not be fully reclaimable.

The non-Covid 19 projected overspend is more than accounted for by the impact of WG or local factors which have increased the uncontrollable and statutory cost pressures, prevented the delivery of significant elements of current year MTFP savings assumptions, and incurred unrecoverable additional Covid-19 costs, in part underwritten by S151 Officer.

There are other areas of identified demand and cost pressures, in spite of the continuing delivery of the Education strategy, but these are anticipated to be more than offset by further one-off managed savings in addition to those already reflected in the MTFP. However, the underlying base budget shortfall facing the Education portfolio budget, potentially at almost £1.9m, is clearly of concern even though almost

£1.2m directly reflects the full year impact of national or local factors outside of the control of the Directorate.

Director of Place

The directorate is currently projecting a £10.5m overspend which is significant and unprecedented (excludes expected tranche 2 quarter 1 loss of income and July Tranche 2 /August Hardship Covid Grant of £1.9m currently held centrally, which when allocated to directorates would improve the forecast outturn in Place to an overspend of circa £8.6m) . The reason for this is the additional costs incurred on Covid related matters, plus the lost income across a range of services areas due to the inability to carry out work or recharge for services. This projected out turn will be revised as clarity is obtained from Welsh Government as to the level of support provided for both expenditure and lost income. There are some other "non Covid" projected overspends as is often the case early in the financial year but as in previous years the directorate would have achieved a balanced budget had it not been for COVID related implications.

Appendix C

Capital expenditure on major schemes to 30 September 2020 (where spend greater than £250k)	£000's
People	
EOTAS new build	2,621
Gorseinon primary new build	2,059
YGG Tan-y-Lan primary new build	1,494
YGG Tirdeunaw primary new build	501
YGG Gwyr secondary extension	549
Bishopston Comprehensive refurbishment	2,298
Hendrefoilan RICs scheme	332
Resources	
ERP System Upgrade	517
Hwb-in-schools infrastructure	271
Place	
City Centre Development Phase 1 (Arena schemes)	33,690
Kingsway Infrastructure	1,927
Kingsway Offices-Design & Plan	604
Corporate Building Services (including schools)	5,100
Highways - Baldwins Bridge / Fabian Way	445
Highways carriageway resurfacing including invest to save	2,503
Vehicle replacement scheme	776
DPD fitout and adaptations	431
Disability Facilities Grants	600
Hafod Copper Powerhouse scheme	263
Palace Theatre Redevelopment	378
Bay Studios Surge Hospital build for SBUHB managed by CBS	20,460
HRA	
HRA capital programme (More Homes schemes)	2,360
Wind and Weatherproofing (including West Cross)	3,003
External Facilities	2,226
HRA Kitchens & Bathrooms	6,416

Total scheme value where spend greater than £250k

91,824

Agenda Item 8



Report of the Cabinet Member for Business Improvement & Performance

Cabinet – 17 December 2020

Quarter 1 2020/21 Performance Monitoring.

Purpose:	To report corporate performance for Q1 2020/21.
Policy Framework:	<i>Delivering a Successful & Sustainable Swansea Corporate Plan 2020/22</i> <i>Sustainable Swansea – Fit for the Future</i>
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that: 1) The performance results are noted and reviewed to help inform executive decisions on resource allocation and, where relevant, corrective actions to manage and improve performance and efficiency in delivering national and local priorities.
Report Author:	Richard Rowlands
Finance Officer:	Paul Roach
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar

1.0 Introduction

- 1.1 This report presents the performance results for Q1 2020/21 delivering the Council's Well-being Objectives (priorities) described in the Corporate Plan 2020/22 *Delivering a Successful & Sustainable Swansea*.
- 1.2 The outturn presented in the performance tables (Appendix A) incorporates an overview of performance that needs to be considered alongside the current financial situation of the Council.
- 1.3 The financial resources required to achieve the specified performance levels in 2020/21 have been provided in the approved budget. As part of the work on *Sustainable Swansea – Fit for the future* there will be an increased focus on understanding the level of activity and outcomes that are achieved for the budget allocated so that choices can be made about relative priorities.

2.0 Performance and Improvement: impact from COVID-19

- 2.1 The ongoing Covid-19 pandemic has brought huge challenges and changes to the Council, its services and workforce. The Council has never undertaken such change in such a short timescale and in such challenging circumstances. A number of non-essential services were suspended in order to redeploy resources to areas where they were most needed.
- 2.2 This inevitably has had a significant impact on the usual areas of performance across the council and that is why performance indicators have not been set for 2020/21. This should also be considered when comparing performance to previous years.
- 2.3 This has been an unprecedented year and the Council's response to the pandemic, whilst not reflected in the established performance indicators in this report, has been extraordinary.
- 2.4 In summary, since March 2020 the Council has transformed the way it works to manage the impact of the pandemic. Thousands of staff were successfully mobilised to work remotely and/or from home within a matter of weeks. This took a massive effort from our ICT team to provide the necessary changes enabling staff and councillors to have full network links at their preferred location.
- 2.5 Other changes include:
- Supporting the Welsh Government's Shielding Programme by setting a new call centre and providing daily support to thousands of vulnerable people.
 - Focusing social services care on the most vulnerable, re-opening a care home and supporting the private care sector.
 - Overseeing the planning and construction of the Bay Field Hospital on Fabian Way.
 - Remodelling schools into care settings for key workers' children.
 - Providing meals to care settings and delivering free school meals.
 - Providing food banks across the city and county.
 - Providing financial support in excess of £100 million to thousands of businesses.
 - Setting up a Track, Trace and Protect function and providing community testing centres.
 - Preparing for mass vaccination in our communities.
- 2.6 Therefore, these Quarter One results should be taken in this wider context and these achievements should be noted
- 2.7 For the sake of this report and given the issues set out above, performance is judged using the results measured by Corporate Plan performance indicators and is usually compared to agreed targets.

Targets for 2020/21 have not been set due to the ongoing impact from COVID-19 and the associated lockdowns and other preventative and reactive measures.

- 2.8 The impact on the performance indicators from COVID-19 can also be seen where this occurs by comparing the results of performance indicators against the results from the same period last year where comparison is possible.
- 2.9 The Q1 outturn shows that **26 out of 50 (52%)** comparable Corporate Plan performance indicators showed improvement or stayed the same compared to Q1 2019/20.
- 2.10 Of the total of 55 PI's reported during Q1, 36 (65%) had a comment added. Of the 36 comments, 29 (80%) referred to the impact from COVID-19 on performance.
- 2.11 The performance indicators are assessed each year to ensure that they remain appropriate; although the COVID-19 pandemic and lockdown disrupted this process during 2020/21 and interrupted preparations underway for 2021/22. The indicators and how the Council can better measure strategic directions and our priorities will be reviewed as soon as allowed by the progress of the pandemic.
- 2.12 The performance tables in Appendix A set out an overview of performance for each Corporate Plan priority provided by Directors and Heads of Service who are the responsible leads; these overviews set the performance data within their proper context and can be found in para 4.0.

3.0 Other considerations

- 3.1 When making comparisons between previous quarters in 2019/20, the following should be considered:
 - 3.1.1 The nature and number of some performance indicators (PIs) may have changed between these two periods and therefore direct comparisons may not always be appropriate.
 - 3.1.2 The results do not always account for changes in resources and workload during that period (although details can be seen in the numerator and denominator information and in the comments column of the data tables attached to this report).
 - 3.1.3 There may be changes to the numerator and denominator information that may affect the trends by showing a decline while the volume of work has increased.
 - 3.1.4 None of the corporate priorities can be seen in isolation from each other. Each priority both affects and is affected by the others. For example,

Improving Education and Skills is both important to our efforts to tackle poverty and improve the economy. For this reason, many of the performance indicators allocated to measuring one priority can also be used to show progress meeting other priorities.

4.0 Context: Overviews of Performance in Q1 2020/21

4.0.1 The following overviews provided by responsible departments describe the context to the performance meeting the Council's key objectives as at Q1 2020/21.

4.1 Safeguarding people from harm

4.1.1 There has been an obvious and expected impact of Covid on the delivery of health and care services. Supporting individuals to stay safe and well during a global health pandemic has become more complex both because their needs have changed and our ability to meet those needs has been more restricted. Staff across health and care have responded magnificently and therefore the detrimental impact on performance has probably been less marked than we might have expected. However this will become more challenging as the year progresses and particularly as we move into Winter.

4.2 Improving education & skills

4.2.1 Attendance in schools remains to be a key priority despite the impact of Covid-19 on statutory education. The effects on children and young people's wellbeing in not attending school during the spring and summer terms in schools is significant. Support and encouragement to families in returning to schools will be a key approach during the new academic year.

4.2.2 The statutory assessment process, from start to finish, for children and young people who require additional learning provision was impacted by Covid-19. However, the transformation within the support for additional learning needs area is gathering pace. As a result, early identification and support is provided to ensure that children and young people's needs are being met. As the new additional learning needs and educational tribunal Act 2018 changes begin, the focus will shift towards even more efficient ways of ensuring learner needs are met.

4.3 Transforming our economy and infrastructure

4.3.1 Performance indicators this quarter show a mixed picture owing to the Covid-19 pandemic and this largely reflects the impact that risk mitigation measures have had on our delivery. However, despite these impacts, our major regeneration priorities continue to make substantial progress on site. Swansea Central Phase 1 works have made significant visible progress with superstructure steelwork erected. The Swansea Central Phase 2 design & viability work, including the potential for a public sector

hub, has also made good progress. The procurement of the strategic sites marketing opportunity was re-designed, to take account of the Covid restrictions on events. The Kingsway infrastructure project works suffered delays owing to the crisis, but work resumed with rapid progress on site. Planning permission for the Kingsway Employment Hub building was awarded and procurement commenced.

- 4.3.2 A draft post-Covid economic recovery plan was produced with partners and will be reported to cabinet for future consideration. In addition, during the crisis, resources were mobilised to support businesses and individuals with financial aid support as part of the government's Covid response funding programme. This also included rent-relief support provided by the council to avoid business failures and redundancies wherever possible.
- 4.3.3 During this quarter Cultural Services deployed staff from across the service teams to support the vulnerable, shielding, families in need, refugees, homeless and essential workers. Advice and guidance was developed for the sector partners, helping them secure grants, understand the implications of guidance and lockdown and to develop Covid-secure ways of operating for the future. Reaching out to some of the most vulnerable people included bespoke online gallery tours for those with anxieties, web-based art classes and befriending phone calls for older people, activity packs with online resources for distribution with foodbank parcels, and online heritage talks for older audiences.
- 4.3.4 Maintaining social networks and introducing new community and civic partners to each other, this included podcasts to introduce local area coordinators to their communities and to introduce business, voluntary and creative freelancers to each other, the promotion of new talent with the Swansea Music Hub and attracting blood donors through the use of the city's art collection. Families were helped to home school, providing hundreds of online suggestions for arts activities, workshops, performances and quizzes, and providing route maps with a Dylan Thomas theme to make local exercise more interesting. An international profile for Swansea was maintained, via new tourism campaigns, participation in virtual conferences and seminars, and using online gallery talks on the theme of the Wales-India relationship to attract hundreds of participants from around the world. They were introduced with live welcoming views of the city.
- 4.3.5 A large number of Cultural Service staff were deployed to delivering community support during the early stages of the Covid-19 pandemic, supporting the voluntary sector; shielding residents; homeless and vulnerable. Officers from all across the Service were mobilised to this effort, from establishing food distribution centres, sourcing sponsorship for supplies, staffing the new shielding helpline and supporting Area Coordination, to assisting organisations and services to close down, or operate safely. For example, whilst all events ceased, and the Airshow was delivered 'virtually', the Events team supported queue management

and access issues for essential services, as well as drawing on suppliers for temporary infrastructure like fencing and portaloos for essential services and major schemes such as the Field Hospital. Others maintained services such as sports and physical activity in schools, and providing information, advice and guidance to local groups and organisations, helping them access grants and other support from national and government bodies. By participating in national working groups, forums and networks, we were able to facilitate significant awards to the cultural, tourism and leisure sector in the city, including for our own council run facilities, as well as influence new guidance and frameworks for operating in a future 'Covid secure' way.

- 4.3.6 A successful collaboration with Education colleagues and external partners is working to secure significant improvements to leisure facilities at Cefn Hengoed School. Also continued support, discussion and legal work was undertaken to support partners' sustainability, ensure the future delivery of services post-lockdown, including with Freedom Leisure, Parkwood, RNLI and Wales National Pool.
- 4.3.7 During lockdown, the arts and cultural service teams also developed new ways to access the services through online and virtual activities, including writing projects, poetry and arts workshops, forums, talks and presentations, podcasts, exhibitions and films. As part of our participation and continued engagement with Agenda 21; culture in sustainable cities, we entered into the Rome Charter for culture, which entailed a commitment to sharing our knowledge and ways of working to support culture during and post Covid19 restrictions. Our projects, including online writing, were included as examples of good practice in the charter, and our successes - with others from 50 countries - were discussed in an online event that shared learning experiences, arranged by United Cities and Local Governments (UCLG). This is a global network of cities and governments, bringing together the collective knowledge of participant cities, which is now being developed for presentation at a UCLG international seminar this September. The theme is cultural rights and we have developed this theme around our work to promote diversity within our cultural sector; resulting in a Pledge that has formed the basis of our work to address and support the Black Lives Matter campaign and subsequent Council Motion to support the principles of equal opportunities and representation.
- 4.3.8 As with the rest of our leisure and cultural portfolio and partnerships, the tourism and hospitality industry went into lockdown during this period. It was and continues to be one of the hardest hit areas of the economy, losing out on promoting Easter, May bank holidays and half term, usually vital trading periods and the precursor to the summer season. The Tourism team refocused and repurposed its main priorities and channels of communication with the sector to support the sector and business community by keeping them well informed of funding and grant aid opportunities and also their responsibilities as businesses to abide by the evolving Covid regulations and guidance as outlined by the Welsh and

UK governments. They supported individual businesses, with accessing support, correlated and collated all the relevant information for distribution in a weekly newsletter to tourism businesses along with the Tourism Industry webpages, and businesses told us that they found this approach invaluable. Campaigns continued to be delivered, keeping our profile high, but communicating the key message that we are not able to offer a business as usual experience. This included the 'Visit Swansea Bay Later' digital campaign, including social media and video, to run alongside the #StayHome #StaySafe #ProtectOurNhs and #SaveLives messaging, and the Visit Wales. Later' campaign. Previous visitors were encouraged to act as ambassadors for the destination in sharing their own images and positive experiences of the destination and we shared the message that we are looking forward to welcoming them again once restrictions are lifted; keeping Swansea Bay front-of-mind.

- 4.3.9 For the first quarter of 2020/21, delivery across all areas of the WHQS programme shrank compared to trends from previous years due to the impact of COVID lockdown. Key areas of delivery such as roof renewal resulted in 53 completed properties which represents around 46% of the normal programme (based on a 5 year average of 1st qtr. delivery). Kitchen and bathroom renewal in this period saw a major drop compared with previous years with only 37 kitchens and 33 bathrooms signed off as fully complete and in both cases representing only 10% of normal delivery expectations.
- 4.3.10 Whilst limited the Council has been able to install innovative smoke and carbon dioxide detectors into 148 homes. The system is able to remotely report normal operation, activations, faults and detector head removals allowing the Housing Service to confirm systems are operational and also when there has been an activation or when a repair is needed. The planned refurbishment to high-rise blocks at Croft Street has been able to continue with the design and the development of the specification. The majority of surveys were complete prior to the end of March 2020 allowing architects to continue with their preparations and it is anticipated that the scheme design will be complete later in the year. Overall, spend was down from previous years and achieved only £2.8m for the first quarter against an average of £6.3m for the same quarter in previous years. Whilst the difference in spend is £3.5m the momentum since lockdown measures were eased, has not recovered to levels achieved prior to March 2020 and it is expected that overall spend will be less than originally expected. However, major efforts are being made to ensure programmes continue in some capacity, ensuring tenants remain safe in their homes and that they continue to have the opportunity to receive improvements to their homes albeit on a different time line than originally expected.
- 4.3.11 As part of the commitment to develop 1000 new homes, the council has completed the development at Parc Yr Helyg of 16 energy efficient homes, and work is progressing at pace on a second phase of 18 new homes at Colliers Way Phase 2. Work is also underway on a further 25

new homes in Clase. All these schemes were awarded Innovative Housing programme funding. As a response to the Covid crisis, the Council has also been successful in securing Phase 2 homelessness funding to support Local Authorities to provide additional accommodation. This has enabled a new scheme of 8 units to be developed in Uplands, which will include 4 MMC pods, and 4 1 bedroom flats. 2 additional new build schemes are also being brought forward to provide a further 18 units, and 20 acquisitions of 1 bedroom flats in the city is also underway.

- 4.3.12 The council is also developing a framework to develop Housing and Council fund sites in partnership with developers and it is hoped that this framework will be launched in the new year. The conversion of a former social services building in West Cross is nearing completion and will be available for letting in the next month. The property has been converted into a 4 bedroom adapted home and a 3 bedroom home. A former community centre in Rhodfa'r Brain is in the process of being converted back into family accommodation. Most designs are complete and planning permission is currently being sought. The aim is to have the properties ready for letting early in the new financial year 2021/22.

4.4 *Tackling Poverty*

- 4.4.1 Due to the impact of Covid 19 there has been significant increase in Housing Benefit and Council Tax Reduction claims and this has impacted on the average processing times, which has seen an increase compared to last year. Covid 19 has impacted on the number of people gaining employment through employability support, there was a 19% reduction compared to this time last year, but despite the challenging circumstances, 70 people were supported into work.
- 4.4.2 The lockdown measures restricted the amount of employability training and accredited qualifications that were able to be offered this quarter, although delivery was adapted where possible, to online provision and 86 qualifications were achieved. During this quarter the steps taken to Tackle Poverty have continued, with increased partnership working to tackle homelessness, address food poverty through supporting the significant expansion of community food provision and increased support with financial and digital exclusion.

4.5 *Transformation & future Council development*

- 4.5.1 Covid 19 and lockdown priorities dominated qtr 1. Resources across the Council were diverted onto Covid-19 related duties therefore work on the Corporate Priorities reduced. That said, activities were still in line with the overall Corporate Plan and in some cases fast-tracked existing projects, e.g. those around digital developments as evidenced in the Cust 2b indicator. Financial progress was reported to Cabinet in the Q1 report.

4.5.2 Key areas delivered in Q1 relating to Covid-19 included:

- Facilitated relief payments to residents and businesses.
- Some staff were redeployed into helping deliver food banks and food parcels for vulnerable or shielding residents.
- Established a 20 seat helpline contact centre for those residents shielding so they could access support services. This included ensuring the helpline staff could work from home.
- The agile working programme had already enabled many staff to work from home. Connectivity was further enhanced during lockdown.
- Launched a domestic abuse virtual agent to support those experiencing increased abuse during lockdown.
- An application was developed so parents could continue to access Free Schools Meal payments.
- 97 new public web pages were built, populated and updated daily by the web team. Much of the content was written from scratch, including 'school's out' content for families. Most popular pages include Coronavirus help for businesses, benefits information and local food supplier pages. Over 500,000 page views across lockdown.
- Support for those Council services needing to move completely online.
- Support delivered in enabling new care home sites.
- Developed processes and enabled technology for large remote meetings via TEAMS. Teams use increased by 550% and email use increased just under 45% during lockdown. Use of collaboration tools like SharePoint increased 43%.
- Delivered a solution and support for live public council meetings.
- Live broadcast for the opening of the Nightingale field hospital.
- Delivered a solution and support for Social Services for job interviews to be held remotely.
- Supported Building Services in the sourcing and supply of PPE.
- Used the gov.notify functionality during the crisis to communicate with residents and staff.
- Engaged in extensive regional and national partnership working on digital solutions to support frontline workers.
- Delivering the requirements of TTP, establishing the teams and communicating digital aspects of the national TTP system locally and regionally.

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

4.6.1 The Covid-19 pandemic has highlighted how important it is for people to have good quality environments within which to live, work and relax. The first quarter of 20/21 has seen a significant increase in access to recreational and greenspace areas, and far greater local appreciation of what the wonderful range of parks, nature reserves, beaches and landscapes of the County have to offer. This increased access has resulted in capacity issues and conflict between users at some locations, and highlighted areas with significant potential but which are currently being underutilised, such as the 350ha Clyne Country Park. It has also

highlighted how ease of access and proximity to quality greenspace is lacking in some areas and the need to reduce such inequalities must continue to be prioritised.

- 4.6.2 Local biodiversity has had the opportunity to thrive as a result of fewer journeys being undertaken and increased walking and cycling has provided wider health and wellbeing benefits. Projects that seek to maintain and enhance biodiversity and reduce our carbon footprint have not been affected by the pandemic with on-site operations continuing, such as the preparation and implementation of environmental enhancement schemes for Council housing estates as part of the Welsh Housing Quality Standard programme, tree and wildflower planting, control of invasive species, etc.
- 4.6.3 The Council has also successfully bid for additional capital funding for improvements to public rights of way, Clyne Country Park, as well as Nature Reserves at Swansea Vale and Bishops Wood, Caswell and these works have already commenced. Additional capital and maintenance funding has also been provided for tree planting which is being focused on school grounds and parks around the city. Whilst within the city centre structural landscape work has continued to create a new sense of place along and around the Kingsway.
- 4.6.4 Trees on private property have become a particular focus of attention during lockdown with an increase in garden improvement projects resulting in a threefold increase in the number of applications for works to protected trees. A review of the public consultation responses to the City Centre Green Infrastructure Strategy has also been completed with a view to adoption by the final quarter. However, training, educational and environmental events for the public and schoolchildren, such as Seashore Safaris and trips to local nature reserves, have had to be put on hold.
- 4.6.5 Draft Supplementary Planning guidance has been prepared for public consultation on Development and Biodiversity; Trees, Hedgerows and Woodlands on Development Sites; as well as a revised Gower AONB Design Guide. These documents provide guidance on how the relevant policies of the Council's Local Development Plan should be applied in order to ensure development within Swansea maintains and enhances the County's biodiversity and delivers long term ecosystem resilience. This is in line with the Council's duties under Part 1, Section 6 of the Environment (Wales) Act 2016, and the Resilient Wales Goal of the Well Being of Future Generations Act 2015.

5.0 Equality and Engagement Implications

- 5.1 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.

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

6.0 Well-being of Future Generations

- 6.1 The performance indicators in this report are part of the way in which the Council measures and reports progress meeting its Well-being Objectives as described in the Corporate Plan.

7.0 Financial Implications

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

8.0 Legal Implications

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

Background Papers: None.

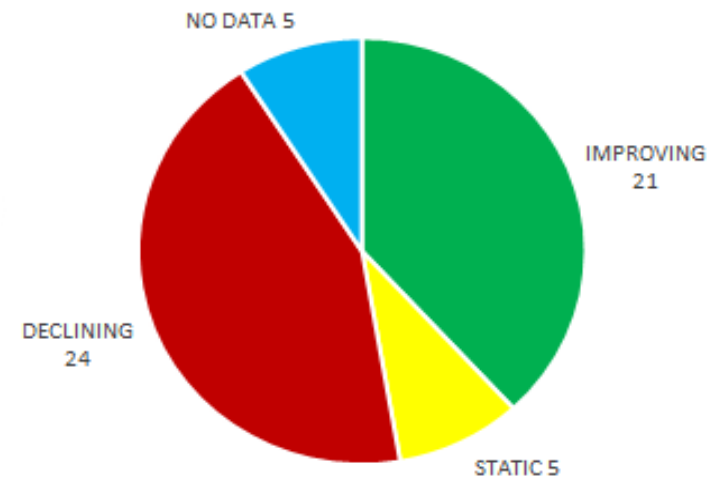
Appendices:

Appendix A Q1 2020/21 Performance Monitoring Report

Corporate Performance Management Report Q1 2020/2021

Performance compared to same Period of previous year

2020/2021 Quarter 1



Performance compared to the same period of the previous year:

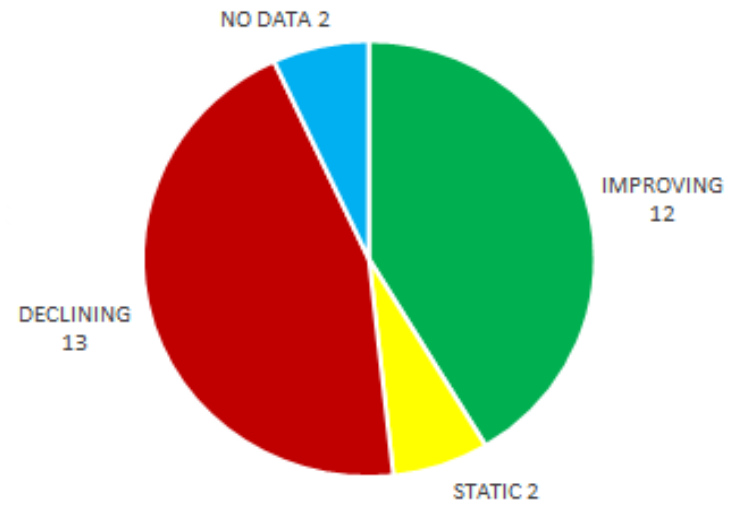
- IMPROVING** Better performance
- STATIC** Same performance
- DECLINING** Worse performance
- NO TREND** New indicator - No historical comparison

Of the total of 55 PI's reported during Q1, 36 (65%) had a comment added. Of the 36 comments, 29 (80%) referred to the impact from COVID-19 on performance.

There has been an obvious and expected impact of covid on the delivery of health and care services. Supporting individuals to stay safe and well during a global health pandemic has become more complex both because their needs have changed and our ability to meet those needs been more restricted. Staff across health and care have responded magnificently and therefore the detrimental impact on performance has probably been less marked than we might have expected. However this will become more challenging as the year progresses and particularly as we move into Winter.

Performance compared to same Period of previous year

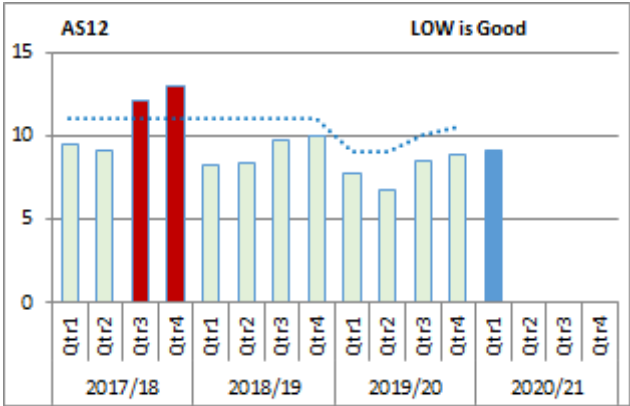
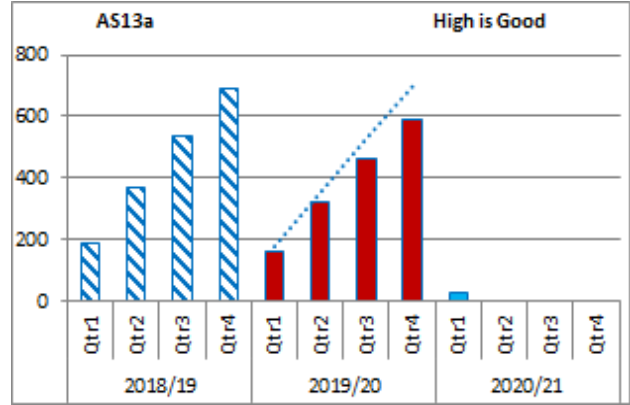
2020/2021 Quarter 1



Safeguarding 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
AS10 ↑ Percentage of annual reviews of care and support plans completed in adult services	RAG	AMBER	AMBER		
	Result	68.98%	66.65%	72.98%	+9.5%
	Target	70.00%	70.00%		
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	4058	3621	3687	+1.8%
	Den	5883	5433	5052	-7.0%
<p>AS10 HIGH is Good</p>					
AS11 ↓ Rate of adults aged 65+ receiving care and support to meet their well-being needs per 1,000 population	RAG	GREEN	GREEN		
	Result	64.78	62.74	111.23	+77.3%
	Target	86.00	68.00		
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	3080	2983	5419	+81.7%
	Den	47549	47549	48720	+2.5%
<p>AS11 LOW is Good</p>					Due to the pandemic we have seen an increase in care and support across most types of service. This includes an increase in reablement which is an intentional strategy to provide more people with short-term support with a view to decreasing those with long-term care needs.

Safeguarding 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
<p>AS12 ↘</p> <p>Rate of adults aged 18-64 receiving care and support to meet their well-being needs per 1,000 population</p> 	RAG	GREEN	GREEN		Due to the pandemic we have seen an increase in care and support across most types of service.
Result	8.28	7.74	9.14	+21.6%	
Target	9.00	9.00			
Trend	IMPROVING	IMPROVING	DECLINING		
Num	1248	1166	1382	+22.1%	
Den	150659	150659	151285	+0.4%	
<p>AS13a ↗</p> <p>Number of carers (aged 18+) who received a carer's assessment in their own right during the financial year</p> 	RAG		RED		The rate of uptake of carers assessments remains low, which requires a more detailed understanding given the impact of the current restrictions on informal carers during the pandemic. We are keen to increase the number of carers assessments performed for those who do request them.
Result		160	31	-80.6%	
Target		175			
Trend		DECLINING	DECLINING		
Num		160	31	-80.6%	
Den					

Safeguarding 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
AS14 ↑ The percentage of people who have completed reablement who were receiving less care or no care 6 months after the end of reablement.	RAG	GREEN	GREEN		
	Result	83.57%	95.10%	98.94%	+4.0%
	Target	80.00%	80.00%		
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	117	136	279	+105%
	Den	140	143	282	+97%
<p>AS14 HIGH is Good</p>					
AS15a ↑ The percentage of quantitative statutory performance indicators where performance is broadly maintained (within 5%) or improving compared to previous year's performance	RAG		GREEN		Welsh Government reporting measures changed and new metrics agreed for 20/21 which will be reported at the year end and not quarterly. Only one of the seven historic measures remains from 2019/20.
	Result		71.43%		
	Target		70.00%	No data	
	Trend		DECLINING		
	Num		5		
	Den		7		
<p>AS15a High is Good</p>					

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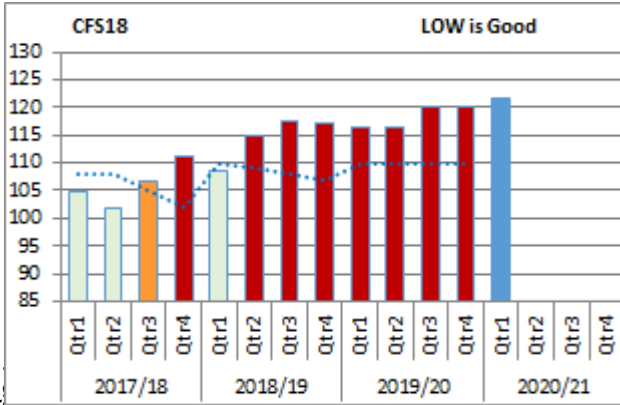
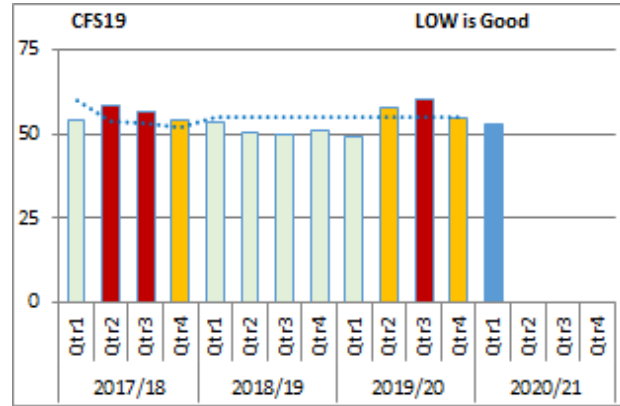
Safeguarding 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
AS9 ↑	RAG	RED	AMBER		
The percentage of Deprivation of Liberty Safeguarding (DoLS) Assessments completed in 21 days or less.	Result	50.60%	67.88%	83.66%	+23.3%
<p>AS9 HIGH is Good</p>	Target	70.00%	70.00%		
	Trend	DECLINING	IMPROVING	IMPROVING	
	Num	243	262	169	-35.5%
	Den	480	386	202	-47.7%
FS11 ↓	RAG		GREEN		
The number of children on the Local Authority's Child Protection Register (CPR) at end of the period	Result		231	247	+6.9%
<p>CF511 Low is Good</p>	Target		260		
	Trend	No Data	IMPROVING	DECLINING	
	Num	252	231	247	+6.9%
	Den				

Safeguarding 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021	
CFS14 ↑ The percentage of decisions about a referral for care and support received by Child and Family Services which are taken within 24 hrs from receipt of referral.	RAG	GREEN	GREEN			
	Result	100.00%	100.00%	100.00%	0%	
	Target	100.00%	100.00%			
	Trend	STATIC	STATIC	STATIC		
	Num	362	295	188.	-36.3%	
	Den	362	295	188.	-36.3%	
CFS16 ↑ The percentage of initial core group meetings held within 10 working days of the initial child protection conference.	RAG	GREEN	GREEN		There has been a slight decline in performance, however we are above target (90%).	
	Result	92.71%	94.90%	91.23%		-3.9%
	Target	89.00%	90.00%			
	Trend	IMPROVING	IMPROVING	DECLINING		
	Num	89.	93	52		-44.1%
	Den	96.	98	57		-41.8%

Safeguarding 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
<p>CFS18 ↓</p> <p>The rate of looked after children (LAC) per 10,000 of the 0-17 Swansea population at end of the period.</p> 	RAG	GREEN	RED		<p>COVID has had an impact on Social Work practice, and a Social Worker's ability to undertake assessments and direct work with children to provide sufficient evidence to the Courts to grant Special Guardianship Orders / revoke Care Orders. There was also a delay in the Court's working remotely due to COVID, causing some timelines to be extended.</p>
Result	108.52	116.34	121.73	+4.6%	
Target	109.00	110.00			
Trend	DECLINING	DECLINING	DECLINING		
Num	513.	549.	572.	+4.2%	
Den	47272.	47189.	46988.	-0.4%	
<p>CFS19 ↓</p> <p>The rate of children on the Local Authority's Child Protection Register per 10,000 of the 0-17 Swansea population.</p> 	RAG	GREEN	GREEN		<p>There is not a significant increase in the number of children on CPR. We anticipated some increase due to COVID, with children remaining on the CPR for longer, or being registered earlier.</p>
Result	53.31	48.95	52.57	+7.4%	
Target	55.00	55.00			
Trend	IMPROVING	IMPROVING	DECLINING		
Num	252.	231.	247.	+6.9%	
Den	47272.	47189.	46988.	-0.4%	

Safeguarding 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021																					
CFS19a ↑ The percentage of visits to children on the Child Protection Register (CPR) which were not overdue.	RAG		GREEN		There has been a slight decline in performance, however we are above target (90%); and have done well to maintain this considering the impact of COVID.																					
	Result		95.77%	92.95%		-2.9%																				
	Target			90.00%																						
	Trend	No Data	IMPROVING	DECLINING																						
	Num	126.0	204.	211		+3.4%																				
	Den	252.	213.	227.		+6.6%																				
<p>CFS19a High is Good</p> <table border="1"> <caption>CFS19a Data</caption> <thead> <tr> <th>Year</th> <th>Qtr</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td rowspan="4">2019/20</td> <td>Qtr1</td> <td>50%</td> </tr> <tr> <td>Qtr2</td> <td>70%</td> </tr> <tr> <td>Qtr3</td> <td>90%</td> </tr> <tr> <td>Qtr4</td> <td>90%</td> </tr> <tr> <td rowspan="4">2020/21</td> <td>Qtr1</td> <td>92.95%</td> </tr> <tr> <td>Qtr2</td> <td>-</td> </tr> <tr> <td>Qtr3</td> <td>-</td> </tr> <tr> <td>Qtr4</td> <td>-</td> </tr> </tbody> </table>	Year	Qtr	Percentage	2019/20	Qtr1	50%	Qtr2	70%	Qtr3	90%	Qtr4	90%	2020/21	Qtr1	92.95%	Qtr2	-	Qtr3	-	Qtr4	-					
Year	Qtr	Percentage																								
2019/20	Qtr1	50%																								
	Qtr2	70%																								
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2020/21	Qtr1	92.95%																								
	Qtr2	-																								
	Qtr3	-																								
	Qtr4	-																								
CFS2 ↓ The number of Looked After Children (LAC) at end of the period.	RAG		RED		COVID has had an impact on Social Work practice, and a Social Workers ability to undertake assessments and direct work with children to provide sufficient evidence to the Courts to grant Special Guardianship Orders / revoke Care Orders. There was also a delay in the Courts working remotely due to COVID, causing some timelines to be extended.																					
	Result		549.	572		+4.2%																				
	Target			520.0																						
	Trend	No Data	DECLINING	DECLINING																						
	Num	513.	549	572.		+4.2%																				
	Den																									
<p>CFS2 Low is Good</p> <table border="1"> <caption>CFS2 Data</caption> <thead> <tr> <th>Year</th> <th>Qtr</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td rowspan="4">2018/19</td> <td>Qtr1</td> <td>513</td> </tr> <tr> <td>Qtr2</td> <td>540</td> </tr> <tr> <td>Qtr3</td> <td>555</td> </tr> <tr> <td>Qtr4</td> <td>555</td> </tr> <tr> <td rowspan="4">2020/21</td> <td>Qtr1</td> <td>549</td> </tr> <tr> <td>Qtr2</td> <td>-</td> </tr> <tr> <td>Qtr3</td> <td>-</td> </tr> <tr> <td>Qtr4</td> <td>-</td> </tr> </tbody> </table>	Year	Qtr	Number	2018/19	Qtr1	513	Qtr2	540	Qtr3	555	Qtr4	555	2020/21	Qtr1	549	Qtr2	-	Qtr3	-	Qtr4	-					
Year	Qtr	Number																								
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	Qtr3	-																								
	Qtr4	-																								

Safeguarding 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
CFS20 ⬇️ The rate of Children in Need (CiN) with a care and support plan per 10,000 of the 0-17 Swansea population at end of the period.	RAG	GREEN	GREEN		
	Result	186.58	163.81	149.40	-8.8%
	Target	205.00	170.00		
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	882.	773	702	-9.2%
	Den	47272	47189	46988	-0.4%
CFS20a ⬇️ The number of Children in Need (CiN) with a care and support plan at end of the period.	RAG		GREEN		
	Result		773	702	-9.2%
	Target		800.		
	Trend	No Data	IMPROVING	IMPROVING	
	Num	882.	773	702.	-9.2%
	Den				

Safeguarding 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
CFS23a ↴ The percentage of contacts to the Child & Family IAA (Information, Advice and Assistance) Hub that are subsequently passed on for formal assessment.	RAG		RED		
	Result		10.77%	8.08%	-25.0%
	Target		10.00%		
	Trend	No Data	IMPROVING	IMPROVING	
	Num	362.	295	196	-33.6%
	Den	2872.	2740	2427	-11.4%
CFS23b ↴ The number of contacts to the Child & Family IAA (Information, Advice and Assistance) Hub that are subsequently passed on for formal assessment.	RAG		RED		
	Result		295	196	-33.6%
	Target		150		
	Trend	No Data	IMPROVING	IMPROVING	
	Num	362	295	196	-33.6%
	Den				

Safeguarding 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
CFS23c ↴ The percentage of referrals to Child & Family Services that were received with 12 months of the previous referral.	RAG		GREEN		There has been a slight increase in the re-referrals, but this would be expected given families seeking support and other services being closed due to COVID.
	Result		11.53%	12.77% +10.8%	
	Target		15.00%		
	Trend	No Data	IMPROVING	DECLINING	
	Num	49	34	24 -29.4%	
	Den	362	295	188 -36.3%	
CFS24 ↴ The total number of children with a care and support plan at the end of the period.	RAG		GREEN		
	Result		1533	1490 -2.8%	
	Target		1600		
	Trend	No Data	IMPROVING	IMPROVING	
	Num	1623	1533	1490 -2.8%	
	Den				

Safeguarding 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
Measure 18 ↑ The percentage of adult protection enquiries completed within 7 days	RAG	GREEN	GREEN		There has been a slight decrease due the complexity of the enquires received.
	Result	97.32%	94.88%	91.98% -3.1%	
	Target	90.00%	90.00%		
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	291.	241	241 0%	
	Den	299	254.	262 +3.1%	
Measure 19 (PAM025) ↓ The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	RAG	RED	RED		All DTOC data is provided by the Health Board, however due to substantial pressures to support and understand the impact of the pandemic, health have not been able to provide this data since March 2020.
	Result	1.69	2.82		
	Target	1.50	1.50	No data	
	Trend	DECLINING	DECLINING		
	Num	37	62		
	Den	21956	21956.		

Safeguarding 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
Measure 24 (PAM028) ↑ The percentage of assessments completed for children within statutory timescales	RAG	AMBER	RED		COVID impacted families willingness and our ability to meet with them to complete assessments.
	Result	86.41%	78.28%	67.88% -13.3%	
	Target	90.00%	90.00%		
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	178	191.	112 -41.4%	
	Den	206	244.	165 -32.4%	
<p>Measure 24 HIGH is Good</p>					
Measure 27 ↓ The percentage of re-registrations of children on local authority Child Protection Registers (CPR) at end of the period.	RAG		RED		Note from SDU - Data reported for Q1 2019/20 included all children on the CPR, not new registrations.
	Result		22.51%	20.34% -9.6%	
	Target		20.00%		
	Trend	No Data	DECLINING	IMPROVING	
	Num	12	52.	12. -76.9%	
	Den	79.	231.	59 -74.5%	
<p>Measure 27 Low is Good</p>					

Safeguarding 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
Measure 28 ⚠️ The average length of time for all children who were on the Child Protection Register (CPR) during the period	RAG	GREEN	GREEN		There has been an increase in the average number of days, which is to be expected as the safest option during lockdown was for children to remain on the CPR as it was difficult to evidence change. The average number of days on the CPR is still within our target range.
	Result	247.73	248.34	291.07 +17.2%	
	Target	300.00	300.00		
	Trend	DECLINING	DECLINING	DECLINING	
	Num	20314.	26076	21248 -18.5%	
	Den	82	105	73. -30.5%	
Measure 28 					
PAM029 (Measure 33) ⚠️ Percentage of Looked After Children (LAC) at end of the period who have had three or more placements during the year (formerly SCC004)	RAG		GREEN		There has been an increase in the average number of days, which is to be expected as the safest option during lockdown was for children to remain on the CPR as it was difficult to evidence change. The average number of days on the CPR is still within our target range.
	Result		11.66%	8.39% -28.0%	
	Target		12.00%		
	Trend	No Data	DECLINING	IMPROVING	
	Num	58.	64.	48 -25.0%	
	Den	513.	549.	572 +4.2%	
PAM029 					

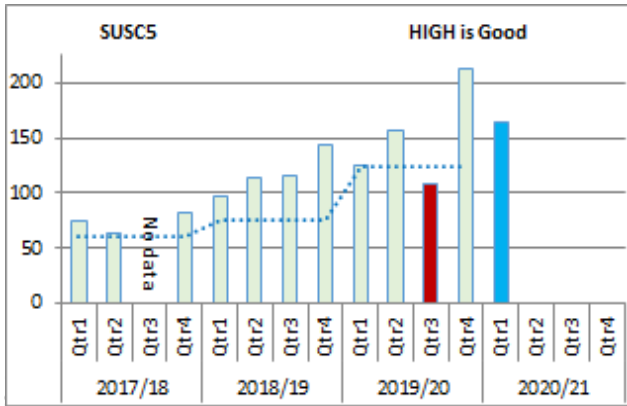
Safeguarding 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
SCC013ai ↑ The percentage of children on the Child Protection Register (CPR) at the end of the period allocated to a social worker	RAG		GREEN		
	Result		100.00%	100.00%	0%
	Target		100.00%		
	Trend	No Data	STATIC	STATIC	
	Num	252	231	247	+6.9%
	Den	252	231	247	+6.9%
<p>High is Good</p>					
SCC013aai ↑ The percentage of Looked After Children (LAC) at the end of the period allocated to a social worker	RAG		AMBER		
	Result		99.27%	100.00%	+0.7%
	Target		100.00%		
	Trend	No Data	DECLINING	IMPROVING	
	Num	510	545	572	+5.0%
	Den	513	549	572	+4.2%
<p>High is Good</p>					

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
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SUSC5 ↑

The number of new introductions recorded by Local Area Coordinators



RAG

GREEN

GREEN

Result

97.

125.

164.

+31.2%

Target

75.

125.

Trend

IMPROVING

IMPROVING

IMPROVING

Num

97.

125.

164.

+31.2%

Den

The Local Area Coordinator's response to the pandemic has been a reactive, addressing thousands of urgent and emerging needs, and requests for support in communities. During this period they have aimed to maintain the core Coordination principles of focusing on people's strengths and building sustainable supportive community networks.

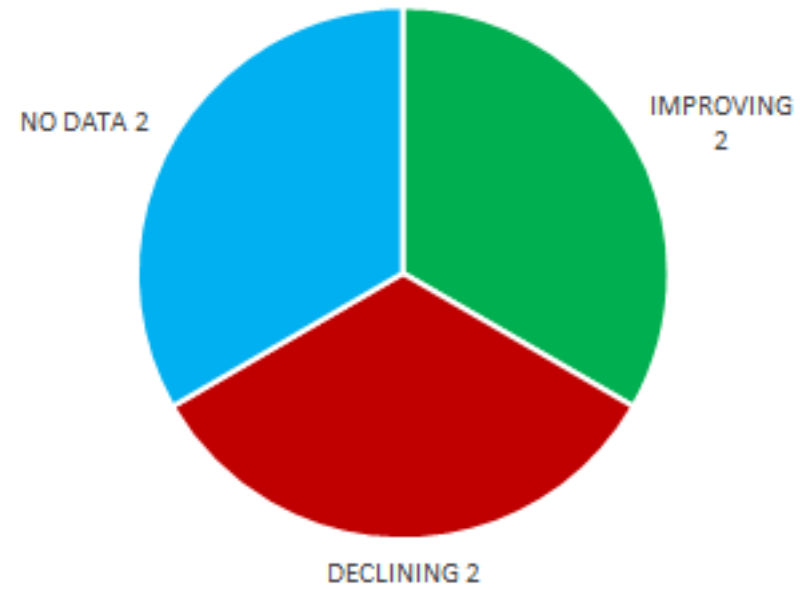
88 88

Attendance in schools remains to be a key priority despite the impact of Covid-19 on statutory education. The effects on children and young people's wellbeing in not attending school during the spring and summer terms in schools is significant. Support and encouragement to families in returning to schools will be a key approach during the new academic year.

The statutory assessment process, from start to finish, for children and young people who require additional learning provision was impacted by Covid-19. However, the transformation within the support for additional learning needs area is gathering pace. As a result, early identification and support is provided to ensure that children and young people's needs are being met. As the new additional learning needs and educational tribunal Act 2018 changes begin, the focus will shift towards even more efficient ways of ensuring learner needs are met.

Performance compared to same Period of previous year


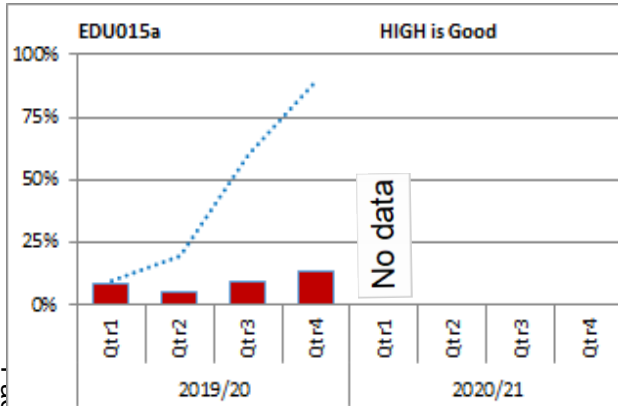

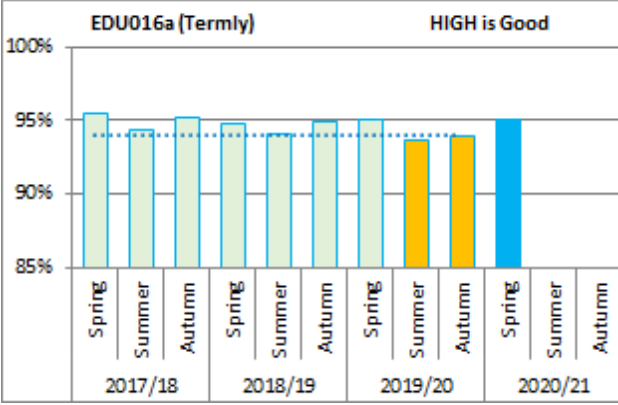
2020/2021 Quarter 1



Education & Skills 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021	
BBMA4 <p>The number of apprenticeships or trainee starts in the Council</p>	RAG	RED	GREEN		10 additional waste operatives started in Q4 2019/20, information was not supplied to BBM until July 2020.	
	Result	2	0	10		+100%
	Target	5	0			
	Trend	IMPROVING	DECLINING	IMPROVING		
	Num	2.	0.	10.		+100%
	Den					
EDU015a <p>The percentage of final statements of Special Education Need (SEN) issued within 26 weeks including exceptions</p>	RAG		GREEN		No final issues were issued during this period. This is entirely due to Covid-19 - medical advices were not received from Health, a core advice in the process, and staff were unable to access hard copy files. Digitalisation has now taken place on all files. Improvement is already shown in Q2 data and an improving trend should continue to be shown with the new structure and processes being embedded.	
	Result		8.16%			
	Target		5.00%			
	Trend		No Data	No Data		
	Num		4.			
	Den		49.			

Education & Skills 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021	
EDU015b  The percentage of final statements of Special Education Need (SEN) issued within 26 weeks excluding exceptions	RAG		RED		No final issues were issued during this period. This is entirely due to Covid-19 - medical advices were not received from Health, a core advice in the process, and staff were unable to access hard copy files. Digitalisation has now taken place on all files. Improvement is already shown in Q2 data and an improving trend should continue to be shown with the new structure and process being embedded.	
Result			8.16%			
Target			10.00%			
Trend			No Data	No Data		
Num			4.			
Den			49.			
						
EDU016a (PAM007)  Percentage of pupil attendance in primary schools	RAG	GREEN	GREEN		The data relates to the first half of the Spring term only as data for the second half of the term was affected by the Covid-19 lockdown.	
Result		94.70%	95.04%	95.02%		-0.02%
Target		94.00%	94.00%			
Trend		DECLINING	IMPROVING	DECLINING		
Num		1604664.	1984045	879679.		-55.7%
Den		1694499.	2087489.	925764.		-55.7%
						

Education & Skills 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021																									
EDU016b (PAM008)	RAG	GREEN	GREEN		The data relates to the first half of the Spring term only as data for the second half of the term was affected by the Covid-19 lockdown.																									
Percentage of pupil attendance in secondary schools	Result	93.74%	93.71%	93.64%		-0.08%																								
	Target	93.00%	93.00%																											
	Trend	IMPROVING	DECLINING	DECLINING																										
	Num	1161814.	1491975.	686096.		-54.0%																								
	Den	1239349.	1592089.	732718.		-54.0%																								
<p>EDU016b (Termly) HIGH is Good</p> <table border="1"> <caption>EDU016b (Termly) Data</caption> <thead> <tr> <th>Year</th> <th>Spring</th> <th>Summer</th> <th>Autumn</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>93.74%</td> <td>94.0%</td> <td>94.0%</td> </tr> <tr> <td>2018/19</td> <td>94.0%</td> <td>94.5%</td> <td>94.0%</td> </tr> <tr> <td>2019/20</td> <td>93.71%</td> <td>93.5%</td> <td>93.0%</td> </tr> <tr> <td>2020/21</td> <td>93.64%</td> <td>93.0%</td> <td>93.0%</td> </tr> </tbody> </table>						Year	Spring	Summer	Autumn	2017/18	93.74%	94.0%	94.0%	2018/19	94.0%	94.5%	94.0%	2019/20	93.71%	93.5%	93.0%	2020/21	93.64%	93.0%	93.0%					
Year	Spring	Summer	Autumn																											
2017/18	93.74%	94.0%	94.0%																											
2018/19	94.0%	94.5%	94.0%																											
2019/20	93.71%	93.5%	93.0%																											
2020/21	93.64%	93.0%	93.0%																											
POV07	RAG	GREEN	RED		Most construction sites continued even if it was with a smaller team of people, some staff were furloughed but as they were still employed they would continue to count towards the Targeted Recruitment & Training weeks (we do not anticipate a decline in these roles once the furlough scheme finishes at the end of October because most of these employees are back on site already). These increased figures reflect the amount of development taking place across the city, and should continue to increase.																									
The number of training and employment person weeks created by BBM for unemployed and economically inactive.	Result	688.00	326.00	680.		+109%																								
	Target	450.	450.																											
	Trend	DECLINING	DECLINING	IMPROVING																										
	Num	688.	326.	680.		+109%																								
	Den																													
<p>POV07 HIGH is Good</p> <table border="1"> <caption>POV07 Data</caption> <thead> <tr> <th>Year</th> <th>Qtr1</th> <th>Qtr2</th> <th>Qtr3</th> <th>Qtr4</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>1200</td> <td>1100</td> <td>1800</td> <td>2400</td> </tr> <tr> <td>2018/19</td> <td>1200</td> <td>1200</td> <td>1700</td> <td>2000</td> </tr> <tr> <td>2019/20</td> <td>326</td> <td>800</td> <td>1700</td> <td>2600</td> </tr> <tr> <td>2020/21</td> <td>680</td> <td>680</td> <td>680</td> <td>680</td> </tr> </tbody> </table>						Year	Qtr1	Qtr2	Qtr3	Qtr4	2017/18	1200	1100	1800	2400	2018/19	1200	1200	1700	2000	2019/20	326	800	1700	2600	2020/21	680	680	680	680
Year	Qtr1	Qtr2	Qtr3	Qtr4																										
2017/18	1200	1100	1800	2400																										
2018/19	1200	1200	1700	2000																										
2019/20	326	800	1700	2600																										
2020/21	680	680	680	680																										

Performance indicators this quarter show a mixed picture owing to the Covid-19 pandemic and this largely reflects the impact that risk mitigation measures have had on our delivery. However, despite these impacts, our major regeneration priorities continue to make substantial progress on site. Swansea Central Phase 1 works have made significant visible progress with superstructure steelwork erected. The Swansea Central Phase 2 design & viability work, including the potential for a public sector hub, has also made good progress. The procurement of the strategic sites marketing opportunity was re-designed, to take account of the Covid restrictions on events. The Kingsway infrastructure project works suffered delays owing to the crisis, but work resumed with rapid progress on site. Planning permission for the Kingsway Employment Hub building was awarded and procurement commenced. A draft post-Covid economic recovery plan was produced with partners and will be reported to cabinet for future consideration. In addition, during the crisis, resources were mobilised to support businesses and individuals with financial aid support as part of the government's Covid response funding programme. This also included rent-relief support provided by the council to avoid business failures and redundancies wherever possible.

During this quarter Cultural Services deployed staff from across the service teams to support the vulnerable, shielding, families in need, refugees, homeless and essential workers. Advice and guidance was developed for the sector partners, helping them secure grants, understand the implications of guidance and lockdown and to develop covid-secure ways of operating for the future. Reaching out to some of the most vulnerable people, included bespoke online gallery tours for those with anxieties, web-based art classes and befriending phone calls for older people, activity packs with online resources for distribution with foodbank parcels, and online heritage talks for older audiences. Maintaining social networks and introducing new community and civic partners to each other, this included podcasts to introduce local area coordinators to their communities and to introduce business, voluntary and creative freelancers to each other, the promotion of new talent with the Swansea Music Hub and attracting blood donors through the use of the city's art collection. Families were helped to home school, providing hundreds of online suggestions for arts activities, workshops, performances and quizzes, and providing route maps with a Dylan Thomas theme to make local exercise more interesting. An international profile for Swansea was maintained, via new tourism campaigns, participation in virtual conferences and seminars, and using online gallery talks on the theme of the Wales-India relationship to attract hundreds of participants from around the world. They were introduced with live welcoming views of the city.

A large number of Cultural Service staff were deployed to delivering community support during the early stages of the Covid-19 pandemic, supporting the voluntary sector; shielding residents; homeless and vulnerable. Officers from all across the Service were mobilised to this effort, from establishing food distribution centres, sourcing sponsorship for supplies, staffing the new shielding helpline and supporting Area Coordination, to assisting organisations and services to close down, or operate safely. For example, whilst all events ceased, and the Airshow was delivered 'virtually', the Events team supported queue management and access issues for essential services, as well as drawing on suppliers for temporary infrastructure like fencing and portaloos for essential services and major schemes such as the Field Hospital. Others maintained services such as sports and physical activity in schools, and providing information, advice and guidance to local groups and organisations, helping them access grants and other support from national and government bodies. By participating in national working groups, forums and networks, we were able to facilitate significant awards to the cultural, tourism and leisure sector in the city, including for our own council run facilities, as well as influence new guidance and frameworks for operating in a future 'covid secure' way. A successful collaboration with Education colleagues and external partners is working to secure significant improvements to leisure facilities at Cefn Hengoed School. Also continued support, discussion and legal work was undertaken to support partners' sustainability, ensure the future delivery of services post-lockdown, including with Freedom Leisure, Parkwood, RNLI and Wales National Pool. During lockdown, the arts and cultural service teams also developed new ways to access the services through online and virtual activities, including writing projects, poetry and arts workshops, forums, talks and presentations, podcasts, exhibitions and films. As part of our participation and continued engaged with Agenda 21; culture in sustainable cities, we entered into the Rome Charter for culture, which entailed a commitment to sharing our knowledge and ways of working to support culture during and post Covid19 restrictions. Our projects, including online writing, were included as examples of good practice in the charter, and our successes - with others from 50 countries - were discussed in an online event that shared learning experiences, arranged by United Cities and Local Governments (UCLG). This is a global network of cities and governments, bringing together the collective knowledge of participant cities, which is now being developed for presentation at a UCLG international seminar this September. The theme is cultural rights and we have developed this theme around our work to promote diversity within our cultural sector; resulting in a Pledge that has formed the basis of our work to address and support the Black Lives Matter campaign and subsequent Council Motion to support the principles of equal opportunities and representation.

As with the rest of our leisure and cultural portfolio and partnerships, the tourism and hospitality industry went into lockdown during this period. It was and continues to be one of the hardest hit areas of the economy, losing out on promoting Easter, May bank holidays and half term, usually vital trading periods and the precursor to the summer season. The Tourism team refocused and repurposed its main priorities and channels of communication with the sector to support the sector and business community by keeping them well informed of funding and grant aid opportunities and also their responsibilities as businesses to abide by the evolving Covid regulations and guidance as outlined by the Welsh and UK governments. They supported individual businesses, with accessing support, correlated and collated all the relevant information for distribution in a weekly newsletter to tourism businesses along with the Tourism Industry webpages, and businesses told us that they found this approach invaluable. Campaigns continued to be delivered, keeping our profile high, but communicating the key message that we are not able to offer a business as usual experience. This included the 'Visit Swansea Bay Later' digital campaign, including social media and video, to run alongside the #StayHome #StaySafe #ProtectOurNhs and #SaveLives messaging, and the Visit Wales. Later' campaign. Previous visitors were encouraged to act as ambassadors for the destination in sharing their own images and positive experiences of the destination and we shared the message that we are looking forward to welcoming them again once restrictions are lifted; keeping Swansea Bay front-of-mind.

For the first quarter of 2020/21, delivery across all areas of the WHQS programme shrank compared to trends from previous years due to the impact of COVID lockdown. Key areas of delivery such as roof renewal resulted in 53 completed properties which represents around 46% of the normal programme (based on a 5 year average of 1st qtr. delivery). Kitchen and bathroom renewal in this period saw a major drop compared with previous years with only 37 kitchens and 33 bathrooms signed off as fully complete and in both cases representing only 10% of normal delivery expectations. Whilst limited the Council has been able to install innovative smoke and carbon dioxide detectors into 148 homes. The system is able to remotely report normal operation, activations, faults and detector head removals allowing the Housing Service to confirm systems are operational and also when there has been an activation or when a repair is needed. The planned refurbishment to highrise blocks at Croft Street has been able to continue with the design and the development of the specification. The majority of surveys were complete prior to the end of March 2020 allowing architects to continue with their preparations and it is anticipated that the scheme design will be complete later in the year. Overall, spend was down from previous years and achieved only £2.8m for the first quarter against an average of £6.3m for the same quarter in previous years. Whilst the difference in spend is £3.5m the momentum since lockdown measures were eased, has not recovered to levels achieved prior to March 2020 and it is expected that overall spend will be less than originally expected. However, major efforts are being made to ensure programmes continue in some capacity, ensuring tenants remain safe in their homes and that they continue to have the opportunity to receive improvements to their homes albeit on a different time line than originally expected.

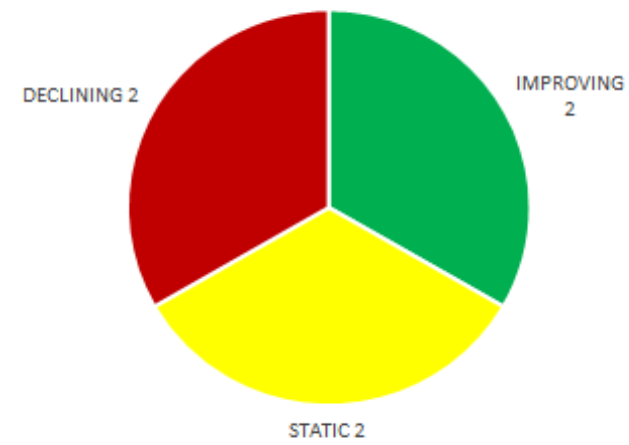
As part of the commitment to develop 1000 new homes, the council has completed the development at Parc Yr Helyg of 16 energy efficient homes, and work is progressing at pace on a second phase of 18 new homes at Colliers Way Phase 2. Work is also underway on a further 25 new homes in Clase. All these schemes were awarded Innovative Housing programme funding.

As a response to the Covid crisis, the Council has also been successful in securing Phase 2 homelessness funding to support Local Authorities to provide additional accommodation. This has enabled a new scheme of 8 units to be developed in Uplands, which will include 4 MMC pods, and 4 1 bedroom flats. 2 additional new build schemes are also being brought forward to provide a further 18 units, and 20 acquisitions of 1 bedroom flats in the city is also underway. The council is also developing a framework to develop Housing and Council fund sites in partnership with developers and it is hoped that this framework will be launched in the new year.

The conversion of a former social services building in West Cross is nearing completion and will be available for letting in the next month. The property has been converted into a 4 bedroom adapted home and a 3 bedroom home. A former community centre in Rhodfa'r Brain is in the process of being converted back into family accommodation. Most designs are complete and planning permission is currently being sought. The aim is to have the properties ready for letting early in the new financial year 2021/22.

Performance compared to same Period of previous year

2020/2021 Quarter 1



Economy & Infrastructure 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
BBMA1 The number of projects with social benefit clauses and Beyond Bricks & Mortar in their contracts	RAG	GREEN	GREEN		Trend reflects programming and is unrelated to previous period
	Result	5	5	5	0%
	Target	4	5		
	Trend	IMPROVING	STATIC	STATIC	
	Num	5	5	5	0%
	Den				
EC2 The Percentage of all major applications with an economic imperative that are approved	RAG	GREEN	RED		
	Result	100.00%	60.00%	100.00%	+66.7%
	Target	85.00%	90.00%		
	Trend	STATIC	DECLINING	IMPROVING	
	Num	9	3	3	0%
	Den	9	5	3	-40%

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021	
<p>EC5 ↑</p> <p>Amount of commercial floorspace (measured by sq m) created within the TRI (Targeted Regeneration Investment) Programme target areas to accommodate job creation</p>	RAG	GREEN	GREEN		Schemes are on site but wont be completed until later quarters.	
	Result	0	0	0		0%
	Target	0	0			
	Trend	No Data	STATIC	STATIC		
	Num	0.	0.	0.		0%
	Den					
<p>EC6 ↑</p> <p>Number of new housing units created in TRI target areas as a result of Targeted Regeneration Investment (TRI) Programme funding.</p>	RAG	GREEN	GREEN		schemes are underway but will not complete until later in the year	
	Result	0	4	0		-100%
	Target	0.	4			
	Trend	No Data	IMPROVING	DECLINING		
	Num	0.	4.	0		-100%
	Den					

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
EC7 ↓ Average Turnaround Time for Land Charge Searches completed in the period	RAG		GREEN		
	Result		5.00	4.46	-10.8%
	Target		10.00		
	Trend	No Data	No Data	IMPROVING	
	Num	6.94	5.00	4.46	-10.8%
	Den				
EP28 ↑ The percentage of all planning applications determined within 8 weeks.	RAG	GREEN	GREEN		Due to the Covid-19 Pandemic, there was a delay in officers being able to carry out site visits. Until these site visits were undertaken, applications could not be processed. This meant some took longer than 8 weeks to be determined. In addition Planning Committee was cancelled in April and May so no Committee applications could be determined.
	Result	89.35%	87.69%	76.49%	-12.8%
	Target	80.00%	80.00%		
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	470	463	257	-44.5%
	Den	526	528	336.	-36.4%

Due to the impact of Covid 19 there has been significant increase in Housing Benefit and Council Tax Reduction claims and this has impacted on the average processing times, which has seen an increased compared to last year. Covid 19 has impacted on the number of people gaining employment through employability support, there was a 19% reduction compared to this time last year, but despite the challenging circumstances, 70 people were supported into work. The lockdown measures restricted the amount of employability training and accredited qualifications that were able to be offered this quarter, although delivery was adapted where possible, to online provision and 86 qualifications were achieved.

During this quarter the steps taken to Tackle Poverty have continued, with increased partnership working to tackle homelessness, address food poverty through supporting the significant expansion of community food provision and increased support with financial and digital exclusion.

Performance compared to same Period of previous year

2020/2021 Quarter 1



Tackling Poverty 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021	
HBCT01a ↴ Housing Benefit Speed of Processing: Average time for processing new claims.	RAG	GREEN	GREEN		Significant influx of benefit claims in a short period due to Covid 19 resulted in longer processing times	
	Result	12.77	14.18	24.70		+74.1%
	Target	22.00	20.00			
	Trend	IMPROVING	DECLINING	DECLINING		
	Num	7290.	6993	13802		+97.4%
	Den	571	493.	559.		+1.8%
<p>HBCT01a LOW is Good</p>						
HBCT01b ↴ Housing Benefit Speed of Processing: Average time for processing notifications of change in circumstances.	RAG	GREEN	GREEN			
	Result	7.80	4.92	4.58		-7.0%
	Target	8.00	7.00			
	Trend	DECLINING	IMPROVING	IMPROVING		
	Num	87376	37413	25379		-32.2%
	Den	11196.	7607	5547		-27.1%
<p>HBCT01b LOW is Good</p>						

Tackling Poverty 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
HBCT02a ↴ Council Tax Reduction Speed of Processing: Average time for processing new claims.	RAG	GREEN	AMBER		Significant influx of benefit claims in a short period due to Covid 19 resulted in longer processing times
	Result	19.60	22.90	28.20 +23.0%	
	Target	22.00	22.00		
	Trend	DECLINING	DECLINING	DECLINING	
	Num	25924	36381	65462 +79.9%	
	Den	1321	1588	2323 +46.3%	
HBCT02b ↴ Council Tax Reduction Speed of Processing: Average time for processing notifications of change in circumstances.	RAG	GREEN	GREEN		Significant influx of benefit claims in a short period due to Covid 19 resulted in longer processing times
	Result	5.02	4.84	8.40 +72.7%	
	Target	8.00	7.00		
	Trend	DECLINING	IMPROVING	DECLINING	
	Num	84338	77790	145151 +86.6%	
	Den	16810	16070	17361 +8.0%	

Tackling Poverty 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
POV05 ↑ The amount of welfare benefits raised through securing rights and entitlements by the Welfare Rights Team	RAG	RED	GREEN		Due to Covid 19 there was much disruption to the appeal service with in this quarter, as many appeals were postponed or adjourned until HM Courts and Tribunal Service adopted new processes.
	Result	122941.00	296241.94	266842.28 -9.9%	
	Target	200000	175000		
	Trend	DECLINING	IMPROVING	DECLINING	
	Num	122940.65	296241.94	266842.28 -9.9%	
	Den				
<p>POV05 HIGH is Good</p>					
POV06 ↓ The average number of days all homeless families with children spent in Bed and Breakfast accommodation	RAG	GREEN	GREEN		
	Result	0.00	4.50	0 -100%	
	Target	6.00	5.00		
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	0	27	0 -100%	
	Den	0	6	0 -100%	
<p>POV06 LOW is Good</p>					

Tackling Poverty 17-22

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
POV10 Number of people gaining employment through Employability Support	RAG	GREEN	RED		The impact of the pandemic and lockdown measures on the labour market has seen a decrease in recruitment. The Employability Teams continue to create opportunities and links to job roles on a remote working basis with job seekers.
	Result	128	70	82 +17.1%	
	Target	125	100		
	Trend	No Data	DECLINING	IMPROVING	
	Num	128	70	82 +17.1%	
	Den				
POV11 Number of accredited qualifications achieved by adults with local Authority support	RAG	RED	RED		The Employability programmes have been limited in being able to offer training during this quarter due to lockdown measures. Some training was delivered on a smaller scale and via online methods.
	Result	117	86	80 -7.0%	
	Target	200	100		
	Trend	No Data	DECLINING	DECLINING	
	Num	117	86	80 -7.0%	
	Den				

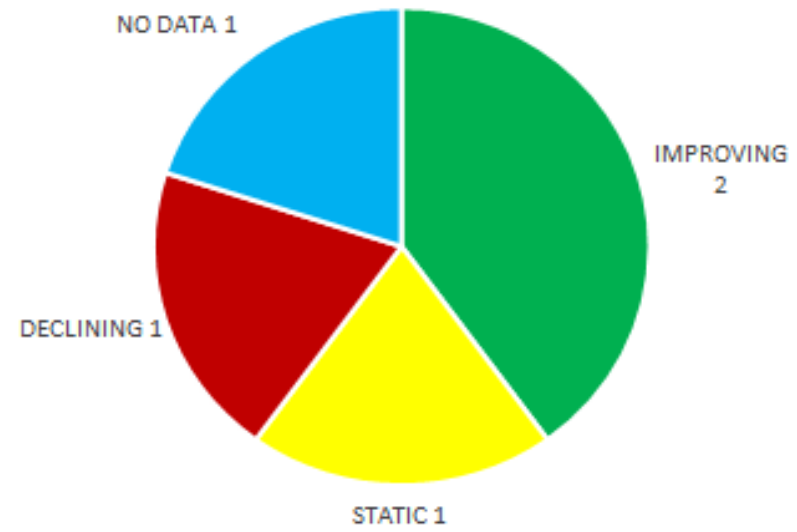
Covid 19 and lockdown priorities dominated qtr 1. Resources across the Council were diverted onto Covid-19 related duties therefore work on the Corporate Priorities reduced. That said, activities were still in line with the overall Corporate Plan and in some cases fast-tracked existing projects, e.g. those around digital developments as evidenced in the Cust 2b indicator. Financial progress was reported to Cabinet in the Qtr 1 report.

Key areas delivered in qtr 1 relating to Covid-19 included:

1. Facilitated relief payments to residents and businesses
2. Some staff were redeployed into helping deliver food banks and food parcels for vulnerable or shielding residents
3. Established a 20 seat helpline contact centre for those residents shielding so they could access support services. This included ensuring the helpline staff could work from home
4. The agile working programme had already enabled many staff to work from home. Connectivity was further enhanced during lockdown
5. Launched a domestic abuse virtual agent to support those experiencing increased abuse during lockdown
6. An application was developed so parents could continue to access Free Schools Meal payments
7. 97 new public web pages were built, populated and updated daily by the web team. Much of the content was written from scratch, including 'school's out' content for families. Most popular pages include Coronavirus help for businesses, benefits information and local food supplier pages. Over 500,000 page views across lockdown
8. Support for those Council services needing to move completely online
9. Support delivered in enabling new care home sites
10. Developed processes and enabled technology for large remote meetings via TEAMS. Teams use increased by 550% and email use increased just under 45% during lockdown. Use of collaboration tools like SharePoint increased 43%
11. Delivered a solution and support for live public council meetings
12. Live broadcast for the opening of the Nightingale field hospital
13. Delivered a solution and support for Social Services for job interviews to be held remotely
14. Supported Building Services in the sourcing and supply of PPE
15. Used the gov.notify functionality during the crisis to communicate with residents and staff
16. Engaged in extensive regional and national partnership working on digital solutions to support frontline workers
17. Delivering the requirements of TTP, establishing the teams and communicating digital aspects of the national TTP system locally and regionally.




Performance compared to same Period of previous year

2020/2021 Quarter 1



Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
<p>CHR002 (PAM001) ⬇</p> <p>The number of working days/shifts per full time equivalent lost due to sickness absence</p>	RAG	GREEN	RED		<p>Note from Corporate Performance Team - Data quality under review</p>
Result	2.37	3.64	2.31	-36.7%	
Target	2.50	2.50			
Trend	DECLINING	DECLINING	IMPROVING		
Num	21535.45	32404.50	20415.25	-37.0%	
Den	9089.21	8892.36	8844.79	-0.5%	
<p>UST2a ⬆</p> <p>Number of online payments received via City and County of Swansea websites</p>	RAG	GREEN	GREEN		<p>Compared with Q1 2019 the number of online transactions was slightly lower (2156 fewer transactions). This is due to COVID-19 affecting services, for example the suspension of face-to-face courses and very popular online services like bulk waste during Q1.</p>
Result	22930.	26390	24364	-7.7%	
Target	20700	22950.			
Trend	IMPROVING	IMPROVING	DECLINING		
Num	22930.	26390.	24364.	-7.7%	
Den					

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
CUST2b <p>Number of forms completed online for fully automated processes.</p>	RAG	GREEN	GREEN		Online processes rocketed during Q1 2020 due to the lockdown, with 9577 more automated requests than Q1 2019 (mainly recycling requests and other environmental services). For example, with recycling requests which link directly into the back office system, online increased by 159% compared with last year's Q1 while calls reduced by 36%.
	Result	4692.	7502.	17079. +127%	
	Target	4500	4700.		
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	4692.	7502.	17079. +127%	
	Den				
FINA6 <p>Percentage of identified forecast General Fund Revenue savings and income for the year compared to originally approved budget (Â£000's)</p>	RAG	GREEN	RED		Due to Covid the current monitoring of agreed savings is on hold, so there is no data to provide. Budget issues and forecasts are being dealt with at P&FM and the overall budget position, which is rather more material in light of Covid 19, is still reported to Cabinet.
	Result	85.18%	79.00%		
	Target	85.00%	85.00%		
	Trend	IMPROVING	DECLINING	No data	
	Num	14081.	9985		
	Den	16530.	12640		

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
PROC12  Number of data breaches which has resulted in an enforcement or monetary penalty notice being issued by the Information Commissioners Office (ICO)	RAG	GREEN	GREEN		
	Result	0 	0 	0	0%
	Target	0	0		
	Trend	No Data	STATIC	STATIC	
	Num	0	0.	0	0%
	Den				
NO GRAPH DISPLAYED THIRD YEAR OF REPORTING ALL RESULTS ARE ZERO					

The Covid-19 pandemic has highlighted how important it is for people to have good quality environments within which to live, work and relax. The first quarter of 20/21 has seen a significant increase in access to recreational and greenspace areas, and far greater local appreciation of what the wonderful range of parks, nature reserves, beaches and landscapes of the County have to offer. This increased access has resulted in capacity issues and conflict between users at some locations, and highlighted areas with significant potential but which are currently being underutilised, such as the 350ha Clyne Country Park. It has also highlighted how ease of access and proximity to quality greenspace is lacking in some areas and the need to reduce such inequalities must continue to be prioritised. Local biodiversity has had the opportunity to thrive as a result of fewer journeys being undertaken and increased walking and cycling has provided wider health and well-being benefits. Projects that seek to maintain and enhance biodiversity and reduce our carbon footprint have not been affected by the pandemic with on-site operations continuing, such as the preparation and implementation of environmental enhancement schemes for Council housing estates as part of the Welsh Housing Quality Standard programme, tree and wildflower planting, control of invasive species, etc. The Council has also successfully bid for additional capital funding for improvements to public rights of way, Clyne Country Park, as well as Nature Reserves at Swansea Vale and Bishops Wood, Caswell and these works have already commenced. Additional capital and maintenance funding has also been provided for tree planting which is being focused on school grounds and parks around the city. Whilst within the city centre structural landscape work has continued to create a new sense of place along and around the Kingsway. Trees on private property have become a particular focus of attention during lockdown with an increase in garden improvement projects resulting in a threefold increase in the number of applications for works to protected trees. A review of the public consultation responses to the City Centre Green Infrastructure Strategy has also been completed with a view to adoption by the final quarter. However, training, educational and environmental events for the public and schoolchildren, such as Seashore Safaris and trips to local nature reserves, have had to be put on hold. Draft Supplementary Planning guidance has been prepared for public consultation on Development and Biodiversity; Trees, Hedgerows and Woodlands on Development Sites; as well as a revised Gower AONB Design Guide. These documents provide guidance on how the relevant policies of the Council's Local Development Plan should be applied in order to ensure development within Swansea maintains and enhances the County's biodiversity and delivers long term ecosystem resilience. This is in line with the Council's duties under Part 1, Section 6 of the Environment (Wales) Act 2016, and the Resilient Wales Goal of the Well Being of Future Generations Act 2015.

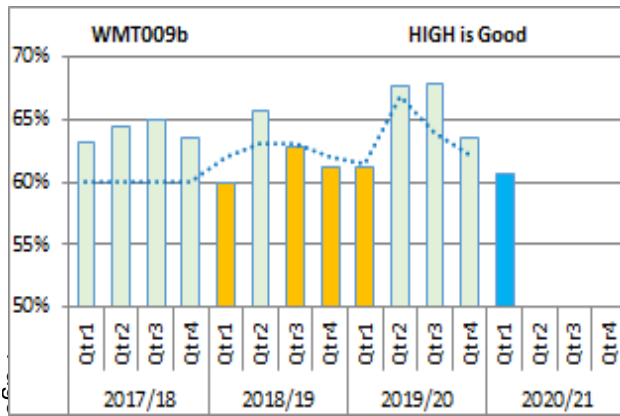
**Performance compared to same Period of previous
year**

2020/2021 Quarter 1

No chart shown - only one Performance Indicator

One of one PI's for this priority declined

Performance Indicator	KEY	2018/2019 Quarter 1	2019/2020 Quarter 1	2020/2021 Quarter 1	Comment-2020/2021
WMT009b (PAM030) ↑ The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	RAG	AMBER	AMBER		As before the figures reported are one quarter in arrears, i.e. 1 January to 31 March 2020. Slight drop due to HWRCs closing due to Covid-19 for the last few weeks of the quarter.
	Result	59.86%	61.24%	60.55% -1.1%	
	Target	62.00%	61.41%		
	Trend	DECLINING	IMPROVING	DECLINING	
	Num	15325.89	15032.22	16053.99 +6.8%	
	Den	25603.75	24547.87	26511.54 +8.0%	



Agenda Item 9



To:
Cllr Louise Gibbard
Cabinet Member for Supporting
Communities

Please ask for:
Gofynnwch am:

Overview & Scrutiny

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Llinell Uniongyrochol:

01792 636292

e-Mail
e-Bost:

scrutiny@swansea.gov.uk

Date
Dyddiad:

11th January 2021

CC:
Cllr Alyson Pugh
Cabinet Member for Supporting
Communities

BY EMAIL

Summary: This is a letter from the Service Improvement and Finance Scrutiny Performance Panel to the Cabinet Member for Supporting Communities. The letter concerns the meeting held on 14th December 2020 and the annual Equality Review Report 2019/20.

Dear Councillor Gibbard,

On the 14th December the Panel met to discuss the annual Equality Review Report 2019/20. The Panel are grateful to yourself and to Joanne Portwood, Policy and Strategy Officer, for attending to discuss the report. We also thank Adam Hill, Deputy Chief Executive / Director of Resources for attendance and input at this meeting.

We thanked all those involved in the collation and publication of this informative and comprehensive report. The report was a crosscutting review, highlighting the breadth and depth of positive work across the Council. This is the ninth review under the Public Sector Equality Duty and reflects the reporting regulations for Wales, which were introduced in 2011. The Review held particular significance this year in light of the pandemic, which seemed to expose far-reaching inequalities across the country.

You told us that the Review reports on some excellent case studies underlining a range of events and the ongoing work of Equality Representatives in each department. You highlighted the valued work undertaken liaising with Equality forums, and work with older people through Local Area Coordinators, drawing attention to the continued corporate commitment to tackling poverty.

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SWANSEA COUNCIL / CYNGOR ABERTAWE

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You expressed the opinion that improvements would be valued in terms of gaps in data held on Council staff and those interacting with us. You acknowledged that this is a difficult topic as this data is given voluntarily and people are often suspicious and wary in disclosing such data. It was explained that without such data it is difficult to present patterns and develop awareness of trends. You also explained that the Council is developing a more co-productive approach to gathering data and that more engagement across the Council would be beneficial. We understand that the Swansea coproduction network have been co-opted onto a number of Policy Development Committees and we look forward to hearing about the outcomes of this engagement in the future.

You explained that a new data management system is outlined in the Review. It was heard that data is anonymised and thus looked across the organisation rather than at individuals. You emphasised that if we do not have this data to analyse, we will not be able to ascertain whether or not discrimination is inadvertently or indirectly taking place.

Officers reported to the Panel that there is a new Strategic Equalities Board being established to drive forward objectives. It was pleasing to hear that the new system ('Oracle Cloud') will build on the current Human Resources (HR) and finance system, making it more resilient and easier to access and record information.

The Panel also acknowledge that steps are being taken to improve data collection, but would like to know more about what these steps involve exactly. We would also appreciate further information about how assurances can be given to people that their information will be used efficiently and appropriately.

We agree that accurate and relevant data will help the Council respond and react more quickly to situations, such as the effect of the pandemic on the Black Asian and Minority Ethnic (BAME) community. The Panel heard that the Council is working closely with HR and Unions to understand how better to ask questions, phrase questions and generally reassure data subjects that any information collected has no negative purpose, but rather to be able to respond and react, supporting the workforce.

Officers explained that voluntary data collection currently takes place at the point of recruitment, and not again thereafter during the course of employment. Officers acknowledged it would be useful for them to question how to improve and build on current process.

The Panel was interested to hear about the *School Swap* case study, a community cohesion initiative for young people aged 11-18 across Swansea, Neath Port Talbot and Bridgend. We requested more information on the case histories section of the Review and in particular the names of the schools that took part in the swap. We would be interested to learn more about the cross section of schools used and the partner authorities involved in this swap.

We discussed the title on Page 9 of '*Equitable Provision of Services For All*'. The Panel felt that as some projects, such as Families First, are not facilitated universally the title could be misleading. Panel Members raised concerns over this title being fit for

purpose in this context. You acknowledged our concerns here and noted this point for future reporting.

Officers explained that Families First and associated programmes have been subject to Welsh Government funding based on the Welsh Index of Multiple Deprivation. Officers accepted there were gaps in provision and this should be taken on board in future reporting. Officers undertook to provide a more comprehensive answer on this point and how best to address pockets of deprivation in every ward.

The Panel queried general understanding of the legal requirements of the Review. Officers explained that the obligation arises under the Equality Act 2010 and there are specific duties to report annually and develop a new Strategic Equality Plan. Officers acknowledged that the report is quite legalistic and that future reports could develop language to ensure better clarity and understanding.

We heard that the Public Sector Equality Duty places an obligation on the Council to demonstrate and report on steps taken each year. The Panel felt that in future reporting it would be useful to separate legal duty from Council actions taken above and beyond legal requirements.

Panel members suggested that a cost-benefit analysis be included in future and would see this as a valuable addition to the Review.

In relation to Paragraph 5.3 (*Equality Impact Assessments, EIA*); Members queried whether there is any follow up on EIAs and questioned whether the Council gathers information and follows through on results. You acknowledged that this should be done and it could be appropriate for the new Strategic Equalities Board to oversee.

Officers explained to the Panel that it is envisaged individual departments will take ownership of EIAs, with support from the Equalities Team. The Panel also heard that work is underway to review EIA procedures and develop a new process surrounding Integrated Impact Assessments; taking into account the new socio economic duty that will be a requirement from April 2021, ensuring council decisions take into account those from disadvantaged socio economic backgrounds.

The Panel expressed a view on Paragraph 5.7 relating to *Community Cohesion*. Members felt this should be the top priority and therefore the first item of reporting. We discussed how community leaders take responsibility for community cohesion and this principle should be used as a guiding light for equality, becoming a primary feature of future reporting.

We are interested in any thoughts you may have on the contents of this letter. We would be grateful if you could please provide a written response to the following points by 1st February 2021:

1. Names of and information about the schools that took part in the schools swap case study.
2. Outline information about what new steps are being planned, and what assurances can be given to people, for gathering data.

3. Officers undertook to provide more information about funding gaps and how they plan to address pockets of deprivation in every ward.
4. Clarification of what role the Policy Development Committee will have in terms of equality performance and reporting.

Yours sincerely,

Councillor Chris Holley

Convener, Service Improvement and Finance Scrutiny Performance Panel

✉ cllr.chris.holley@swansea.gov.uk



To:
Councillor Rob Stewart
Cabinet Member for Economy,
Finance and Strategy

Please ask for:
Gofynnwch am:

Overview & Scrutiny

Direct Line:
Llinell Uniongyrochol:

01792 636292

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e-Bost:

scrutiny@swansea.gov.uk

CC: Cabinet Members

Date
Dyddiad:

25th November 2020

BY EMAIL

Summary: This is a letter from the Service Improvement and Finance Scrutiny Performance Panel to the Cabinet Member for Economy, Finance and Strategy. The letter concerns the meeting on 9th November 2020 and the Revenue and Capital Budget Monitoring Report Q1 2020/21, the Review of Revenue Reserves and the Mid Term Budget Statement.

Dear Councillor Stewart,

On the 9th November, the Panel met to discuss the Revenue and Capital Budget Monitoring Report Q1 2020/21, the Review of Revenue Reserves and the Mid Term Budget Statement. The Panel are grateful to the Chief Finance Officer and Director of Resources for attending to discuss the report.

We heard that, overall, these reports are not typical due to the unprecedented impacts of Covid-19 and the uncertain nature of competitive bidding for funding from Welsh Government.

The Panel heard that the Revenue and Capital Budget Monitoring Report Q1 2020/21 tries to bridge the normal budget reporting style for Q1 and the wider challenges of Covid-19. Attention was immediately drawn to Recommendation 3 as it is unusual to draw such sums as £10m from reserves, however, this is consistent with accepted advice to Council.

The Panel asked questions about Council Tax arrears. We heard that Council Tax arrears at the end of 2019-20 was £4.7m and the cumulative total is nearer £10m. It was explained that this is an unusual capital debt that can remain open for a longer period. We are on course for a shortfall in Council Tax collection. Last year the shortfall was £100K with just one week of Covid-19. Expectations are for a £2.5m shortfall in Council Tax this financial year. We heard that it is anticipated that some people may choose to defer payments due to financial difficulty. It was felt appropriate to draw

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attention to the likelihood of substantial collection losses. The Panel heard that losses cannot be spread over the following 3 years as in England, so there is no flexibility in this respect.

Officers presented to the Panel an overall summary, which continues to be challenging and likely to be an unusual year ahead for Q2 and Q3. The Chief Finance Officer confirmed he is confident we are in a position to balance the overall budget at the end of this financial year.

The Panel queried the projected £16m over spend in the Place Directorate. This was due to 'Place' being a department where lots of discretionary activity is undertaken; for example, significant reduction in parking income. Officers described how Swansea Council is unusual in that it owns much of the city centre land following the Second World War, we are therefore the largest commercial landlord in the city centre. Some tenants are struggling to pay. Similarly, leisure and culture activities have been curtailed. The Place Directorate is therefore significantly affected by the impacts of Covid-19, in terms of footfall income and support received to keep venues solvent.

The Panel heard that business grants of £53m were distributed during Q1, and continue into Q2; there are also additional funds to expand business rate relief. There is a specific additional grant of £35m. Officers assured us that the £37.7m is therefore not an under spend, but rather a variation from budget due to the interaction between specific and block grants. Officers, in discussion with Audit Wales, suggest we are acting as an Agent for Welsh Government in the distribution of these grants and should therefore be able to record this as net neutral on the account. The Chief Finance Officer described how this is difficult to report in the usual way, whilst accurately reflecting distortions of Covid-19 effects. The distortions are complicated and there remains a need to draw (potentially) from reserves. Officers expect the Q2 report to indicate the service over spend is down, reflecting the realisation of more grants. In any event, Officers assure the Panel that they will balance this year's budget.

The Panel queried whether Welsh Government would cover the Council Tax shortfall (Q1) and the £10m over spend. Officers responded with their understanding that whilst Welsh Government is sympathetic to the situation, this factor remains the biggest inherent uncertainty. It is therefore likely that there will be a loss for the year. Council Tax is the most local of taxes and therefore losses usually fall to local authorities, however, this particular loss is not caused by local circumstances, but Ministers may yet decide not to meet this local tax in full or at all.

The Panel queried whether Welsh Government give a time scale for funding decisions. Officers explained it is difficult to keep track of the numerous and differing announcements and there is a time lag of claims within this competitive process. Cardiff University is keeping track of sums allocated via UK and Welsh Government funding streams for Welsh local government as a whole. The Panel noted that there seems to be an inherent uncertainty to the rest of the year.

The Panel queried whether the Council is at risk of any fines and penalties (for example over waste and recycling). Officers assured us that although there have been no relaxation to rules around obligations, and we are therefore exposed to penalties,

it is not to say these will be enforced. The Panel heard that (recycling) targets are legislative, so Welsh Government did not want to change legislation. Early indications are that they are sympathetic and unlikely to impose such fines but will look at it on a case by case basis.

The Panel drew attention to the Housing Revenue Account (HRA) not being adversely affected during Q1 and queried why not. Officers explained that we were expecting a less generous job support scheme. The furlough scheme is now extended and therefore likely to help this position, however overall economic performance for the economy is not looking positive. Unemployment will mean adjustment to living on benefits is likely to increase pressure on ability to pay. This is a national policy consideration and not directly relevant to this report; we recognise that this is a macro-economic and policy consideration for another time.

The Chief Finance Officer emphasised that general fund reserves, in his opinion, remain at the minimum safe level and are at the lowest they can be. The Panel understood that, thankfully, the Council had earmarked reserves to fall back on.

We are interested in any thoughts you may have on the contents of this letter. We would be grateful if you could please provide a written response to the following points by 16th December:

- We require a more detailed view of Place Directorate grants and the possible short fall.
- We would like an outline of the spend profile that has taken place over the 1st Quarter in relation to the budget position.

Yours sincerely,

Councillor Chris Holley

Convener, Service Improvement and Finance Scrutiny Performance Panel

✉ cllr.chris.holley@swansea.gov.uk

Councillor Chris Holley
Convenor
Service Improvement & Finance
Scrutiny Performance Panel

Please ask for: Councillor Rob Stewart
Direct Line: 01792 63 6366
E-Mail: clr.rob.stewart@swansea.gov.uk
Our Ref: RS/CM
Your Ref:
Date: 14th December 2020

BY EMAIL

Dear Councillor Holley

I thank you for your letter dated 25th November 2020.

I broadly concur with all that you have referred to in the letter. It is indeed the most unusual and challenging of years, finance wise, as well as for the wider stresses and strains placed upon the whole Council, our residents and communities and the country. Fortunately our financial strategy remains a sound one and has meant we came into 2020-21 in stronger shape, especially as a result of our significant outturn underspend, and the sums council has continued to prudently set aside for financing our ambitious medium term capital programme on the advice of the Chief Finance Officer.

As the Chief Finance Officer both explained in person at the meeting and within the report to Cabinet, and as the panel has graciously acknowledged, the reporting does, in my opinion get the right blend of forensic routine reporting, the high level ravages for our funding from the response to, and economic consequences of, the pandemic, demonstrates the considerable uncertainty we face both in the remainder of this financial year and the forthcoming budget rounds but equally makes clear that whilst draws from earmarked reserves in extremis look regrettably necessary, the Council has at present sufficient resources to cover all eventualities for the current year and waits with anticipation the forthcoming local government finance settlement on 22nd December following the Chancellors recent Spending Review. It is undoubtedly the case that challenges will remain going forward.

You asked two specific follow up matters and I respond as follows

Place directorate grants and assurance

Finance officers have compiled a useful extract of the overall revenue grants that the place directorate is reliant upon. I trust the panel will find it a really useful strategic summary.

As the panel has rightly noted the grants are a significant contribution to the overall directorate spend power and any material failure or clawback of grants would have a material bearing on the position for the directorate. The Director of Place and his Heads of Service have reviewed the grants and made an overarching assessment of likelihood of grant clawback and losses and report that they expect compliance with and achievement of these grant sums in full. That does rely on Welsh Government being pragmatic over performance based outcome targets in light of the operating restrictions caused by Covid 19.

PLACE 2020-21 Budgeted Grant income

Based on the 2020-21 RA Statistical return for Welsh Government

Roads and Transport		£000's
	Concessionary fares re-imburement grant	-7,105
	Bus Services Support Grant	-4,668
	Local Transport Fund (formerly Local Transport Grant)	-546
	Road Safety Grant	-128
Total Roads and Transport		-12,447

Housing		
	Housing Support Grant (formerly supporting people - housing)	-726
Total Housing		-726

Other Local Services		
	Culture and Heritage (including CyMAL Innovation and Development Grants)	-151
	European community grants for other local services (objective 1, etc.)	-509
	Recreation and sport	-580
	Waste grant	-1,407
Total Other Local Services		-3,324

	Other Grants	
	Flood Risk Management	-111
	National Resources Wales	-222
	Heritage Lottery Fund	-162
	Environment & Sustainable Development	-109
	NPTCC - Workways	-508
	Fusion Grant : Cultural Strategy	-25
	Various Other Housing	-112
Total Other Grants		-1,249

Total Budgeted Grants PLACE 2020-21 -17,746

Outline of the spend profile re 1st quarter position

As the report to Cabinet makes clear along with other responses that both Chief Officers and Members have given, the impact on our budget position has been unprecedented. The Chief Finance Officer has indicated that net revenue budgets have flexed by around a quarter of the whole year budget in first quarter alone. Whilst spending is not exactly evenly matched through the year in all cases, much of our spending (e.g. salaries accounting for around 40% of all spend alone) is and thus an impact for the year of 25% is magnified as an impact of more like 100% of the expected spend in first quarter in isolation. The impact on cash flow is even more pronounced for two reasons:

- The method used for reimbursing covid related costs is one where claims go in and are assessed in tranches which can take 2-3 months to fully resolve. This is because there are national limited pots which all authorities bid against rather than the more usual arrangements of firm and formal grant offers. This adds materially to uncertainty in the intervening period and has caused the delay of quarterly reporting cycles to Cabinet by 1 month
- Where there have been grant offers, particularly for the business grants and business reliefs, where Council is acting as rapid delivery agent for Welsh government the grant offer is typically one of 50% cash up front, then two further tranches in arrears of 25%

To partly ameliorate this the Welsh Government have made some changes to and advanced some of our instalments of block grant (RSG) more rapidly than normal.

Fortunately as the Chief Finance Officer set out in his report on the Statement of Accounts and on Treasury Management the Council came into 2020-21 with “a wall of cash” to finance cash flow behind the scenes but the funding mechanism is undoubtedly causing increasing strain on cash flow. As well as financing major new activity there is a requirement to ensure normal business occurs and that includes meeting monthly pay roll, meeting supplier payment deadlines, meeting payments to HMRC etc.

The outlook remains incredibly uncertain for the year and indeed the second quarter report will imminently be before Cabinet on 17 December which will show continued containment of the overall pressures but increased need to flexibly apply budgets and spending across the piece and use planned substantial draws from earmarked reserves (cash backed ones) to manage through the immediate issues before looking beyond to next year and the medium term.

I am sure the Chief Finance Officer will forgive me for restating a phrase often used in the Council Chamber that there is an element of the dark arts to financing the overall complexities of any Council of this size and Councillors have repeatedly made clear we are grateful for the endeavours of all finance staff to enable Cabinet and Council to make appropriate interventions at the appropriate time with an absolute assurance that our

skilled and dedicated finance team will ensure, in collaboration with Cabinet, that issues are resolved to ensure a balanced budget position.

Yours sincerely

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

Y Cyngorydd/ Councillor Rob Stewart
Arweinydd/ Leader

Agenda Item 10

Service Improvement and Finance – Scrutiny Performance Panel Work Plan 2020/21

<p>Meeting 1 9 Nov 2020</p>	<ol style="list-style-type: none"> 1. Work Planning for 2020/21 2. Q1 Budget Monitoring 2020/21 3. Review of Revenue Reserves 4. Mid Term Budget Statement Ben Smith – Section 151 Officer & Chief Finance Officer 5. Recycling and Landfill - Annual Performance Monitoring 2020/21 Chris Howell – Head of Waste Management and Parks Cllr Mark Thomas – Cabinet Member for Environment Enhancement & Infrastructure Management
<p>Meeting 2 14 Dec 2020</p>	<ol style="list-style-type: none"> 1. Equality Plan Review Joanne Portwood – Policy & Strategy Officer Cllr Louise Gibbard – Cabinet Member for Supporting Communities
<p>Meeting 3 20th January 2021</p>	<ol style="list-style-type: none"> 1. Budget Proposals 2. Q2 Budget Monitoring 2020/21 Ben Smith – Section 151 Officer & Chief Finance Officer Rob Stewart – Cabinet Member for Economy, Finance & Strategy 3. Q1 Performance Monitoring Report 2020/21 Richard Rowlands – Corporate Performance Manager Cllr Andrew Stevens - Cabinet Member for Business Improvement & Performance
<p>Meeting 4 17th February 2021</p>	<ol style="list-style-type: none"> 1. Budget Proposals 2021/22 – 2023/24 – pre-decision scrutiny Ben Smith – Section 151 Officer & Chief Finance Officer Cllr Rob Stewart – Cabinet Member for Economy, Finance & Strategy 2. Q2 Performance Monitoring Report 2020/21 Richard Rowlands – Corporate Performance Manager Cllr Andrew Stevens - Cabinet Member for Business Improvement & Performance (Not available)
<p>Meeting 5 8th March 2021</p>	<ol style="list-style-type: none"> 1. Mid-Year Budget Statement 2020/21 2. Q3 Budget Monitoring 2020/21 Ben Smith – Section 151 Officer & Chief Finance Officer Cllr Rob Stewart – Cabinet Member for Economy and Strategy 3. Q3 Performance Monitoring Report 2019/20 Richard Rowlands – Corporate Performance Manager Cllr Andrew Stevens - Cabinet Member for Business Improvement & Performance (Not available)
<p>Meeting 6 12th April 2021</p>	<ol style="list-style-type: none"> 1. Corporate Complaints Annual Report 2020/21 Julie Nicholas Humphreys - Customer Services Manager Cllr David Hopkins – Cabinet Member for Delivery and Performance 2. Planning Annual Performance Report 2020/2021 Ian Davies - Development Conservation and Design Manager Cllr David Hopkins – Cabinet Member for Delivery and Operations
<p>Meeting 7 10th May 2021</p>	<ol style="list-style-type: none"> 1. Annual Review of Well-being Objectives and Corporate Plan 2018/22 2. How Performance has been affected by Covid-19 situation Richard Rowlands – Corporate Performance Manager Cllr Rob Stewart – Cabinet Member Economy, Finance & Strategy

- Review of Byelaws to be added to the work programme – date to be agreed.
- Reschedule - Overview/Summary of Commissioning Review Outcomes (to June 2021)