



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Scrutiny Performance Panel – Service Improvement & Finance

At: Remotely via Microsoft Teams

On: Wednesday, 17 February 2021

Time: 10.00 am

Convenor: Councillor Chris Holley OBE

Membership:

Councillors: 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 and D W W Thomas
Also invited is L Jones, Convener of Education Scrutiny Performance Panel

Agenda

Page No.

1 Apologies for Absence

2 Disclosure of Personal and Prejudicial Interests.
www.swansea.gov.uk/disclosuresofinterests

3 Prohibition of Whipped Votes and Declaration of Party Whips

4 Minutes

To receive the minutes of the previous meeting(s) and agree as an accurate record.

1 - 5

5 Public Questions

Questions must be submitted in writing, no later than noon, on the working day prior to the meeting. Questions must relate to items on the agenda. Questions will be dealt with in a 10 minute period.

6 Budget Proposals 2021/22 - 2023/24 - pre-decision scrutiny

Invited to attend:

Ben Smith – Section 151 Officer & Chief Finance Officer

Rob Stewart – Cabinet Member for Economy, Finance and Strategy

Link to relevant [Cabinet Papers](#)

7 Summarising Views for Feedback to Cabinet

8 Letters

6 - 11

Next Meeting: Monday, 8 March 2021 at 10.00 am



Huw Evans
Head of Democratic Services
Wednesday, 10 February 2021

Contact: Scrutiny – 01792 637732

Agenda Item 4



City and County of Swansea

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

Remotely, via MS Teams

Wednesday 20 January 2020 at 10.30 am

Present: Councillor C A Holley (Chair) Presided

Councillor(s)

P Black
L James
P Jones
B Rowlands

Councillor(s)

P Hood-Williams
P Downing
D Thomas

Councillor(s)

J Jones
M Jones
I Mann

Other Attendees

Cllr Rob Stewart

Cabinet Member - Economy, Finance & Strategy (Leader)

Officer(s)

Ben Smith
Adam Hill
Richard Rowlands
Emily Davies

Section 151 Officer & Chief Finance Officer
Deputy Chief Executive / Director of Resources
Corporate Performance Manager
Scrutiny Officer

Apologies for Absence

None

1. Disclosure of Personal and Prejudicial Interests

No disclosures of interest were made

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 14th December 2020 as an accurate record of the meeting.

4. Public Questions

No questions were submitted by members of the public.

Budget Proposals

The Chief Finance Officer and Director of Resources attended the meeting to present the report and answer questions. It was noted that:

- The report has a view to medium and long-term plans (over the next 5yrs).
- In October 2020, Cabinet approved the new Swansea Achieving Better Together Transformation Strategy and Programme Framework to strengthen the changes now needed moving on from the Sustainable Swansea Strategy.
- 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%.
- The Chief Finance Officer drew the Panel's attention to *Table 1* – Indicative Investment and Savings Requirement for 2021/22 to 2025/26
- *Table 1* has been formatted differently to accommodate figures. Focus on what is going in as much as what is going out.
- Approximately £90m in and £30m out from services over 5 year planning assumptions.
- Planning assumptions made on Council Tax increase of up to 5%, although no decisions made yet.
- Settlement for Swansea is 3.94% being average.
- The Leader stated this year's budget is positive, considering impacts of the pandemic.
- Noted as the second best settlement seen in 10 years from Welsh Government, providing for £13m of additional cash into the Council.
- There will be, in all, an investment of net £22m of additional cash into services next year.
- An investment of £60m net is projected over the next 4 years.
- Both education and schools have been at forefront of pandemic response.
- Council is proposing record investment in *Place* based services. More details to follow in March.
- Assumptions made on Council Tax, as position not yet known – there is no comprehensive spending review from UK Government so difficult to plan for future. Officers and Members are keen for this to be refreshed by the Treasury so can plan with confidence.
- Capital programme – largest ever schools investment. New and better facilities across the County progressing at speed despite pandemic.
- The Leader spoke of major investments covered by the Capital Equalisation Reserve this year, at no cost to the taxpayer.
- Panel queried the planned savings in Social Services – how confident is this plan? Officers explained that our local response has been to open two additional facilities to expand capacity and recruit new staff. Expected to have the majority of this cost back from Welsh Government.
- The Leader reiterated that Covid-related costs are being kept separate from day to day social care costs. The report shows an improved position – Council is confident that we will achieve these savings and be in a balanced budget position (Covid costs aside).
- The Council is now pursuing Council Tax arrears, being mindful of impact of all bills on residents/families. The Leader stated have deliberately not taken

action to add further pressure; however, we also have a legal obligation to pursue this arrears.

- General income from parking – officers are pursuing some recovery of these costs from Welsh Government. In *Place* directorate, a gap of up to £10m of income not realised. Confident we will receive majority back.
- Council Tax shortfall of £4m anticipated in current year. Pressing Welsh Government for some reimbursement.
- *Table 1* sets out assumptions about Council Tax reduction scheme costs. Includes a substantial uplift in that amount, recognising real economic pressures on households.
- Panel raised concerns over any contingency plan if we do not recover costs. It was explained that general and earmarked reserves could be called upon, but would be very reluctant not to pursue the full support from Welsh Government first. Confident we will get those costs back and claims are rolling in over a three-month period.
- Sums received to date demonstrate success in recovery of costs. We are seeing recovery of at least 85% on items where we are competing against other Councils.
- £100m received this year in business grants and reimbursement support.
- Welsh Government has a smaller sum allocated for next year to local government (£13m) although further announcements likely. Some presumption that further sums will be available in due course.
- Members questioned what Swansea's share of the regional funding is in reality. It was understood that wider budget reports in February will indicate these figures.
- 'Achieving Better Together' – Members queried this change in strategy. Officers explained that we have come to the end of the 'Sustainable Swansea' programme and we need to adopt a slightly different plan now.
- The new 'General Powers of Competence' will allow us to be ambitious in our strategies, inclusive of all partners – third sector, communities, private sector, all stakeholders working together for a better Swansea.
- Socio Economic Duty – supporting and engaging communities to ensure they are part of decision-making. The Council's role being to lead and bring communities together.
- Short-term budget process – Panel queried the public consultation process here. It was heard process is in line with requirements under public sector consultation. There will be a general consultation in terms of how people view priorities; there are no new large-scale proposals that are not already in the public domain.
- Panel queried why *Table 1* format has changed. Officers explained that underlying numbers are broadly the same. Format now includes available sums of aggregate external finance. It is to present £90m of pressure proposed technically funded; one third from Council Tax, one third aggregate external finance, one third savings.
- *Table 1* – pension costs see nothing added for next two years. The Panel heard about fantastic investment return performance; subsequently avoiding millions of pounds worth of (cumulative) pressures. Current valuation certificate assures no increase in costs for 3 years.

Q2 Budget Monitoring 2020/21

- Report went to Cabinet in December. Slightly later reporting cycle due to bidding for recovery funding.
- S2.7 – sets out monies back and forth from Welsh Government. Not guaranteed grants – some money comes in later, there is an in-built 3 month delay.
- S.3 contingency fund summary – base £3.6m in contingency fund.
- S.4 – up to £10m draw from earmarked reserves if necessary.
- Capital section - The figures for *Place* (General Fund) includes £20.46m of expenditure for the Bay Studio Surge Hospital.
- Appendix A – budget remains balanced overall. No draw from general reserves: advice being this should go no lower.
- Cardiff University is helping to track movements of monies.
- Welsh Government, under devolved powers, has decided to allocate money differently in different areas. Swansea Council has had significant pledges of support. This results in the most generous scheme of all four nations in the UK.
- Council does not administer all the support – some goes through other avenues, e.g. Business Wales. Local Government is only part of the bigger picture.

Q1 Performance Monitoring Report 2020/21

The Corporate Performance Manager presented the report to Members. It was noted that:

- Paragraph 2.1-2.6 (P61) of the report setting out context and highlighting the unprecedented nature of the pandemic and its impact.
- The report itself is later than usual, due to suspension of reporting during March/June (focus and diversion of resources elsewhere).
- Such reporting has been suspended again under latest wave of the pandemic and subsequent pressures on staff.
- This is likely to be the only performance report this year. Likewise, no targets set for 2020/21 due to uncertainty of situation.
- P71 – 52% of indicators improved or stayed the same as comparable period last year.
- Safeguarding: Page 72 – summary of impact of Covid. Chart shows 52% of indicators improved or stayed the same as comparable period last year.
- Adult Services: Page 74 (AS11) more adults aged 65+ received support. Increase of 77% compared to same period last year.
- Children's Services: Page 80 (CFS2) increases in looked after children.
- Page 85, measure 24, shows fewer assessments of children completed within statutory guidelines. Impact on social services being able to meet with families and complete assessments.
- Education remains a key priority and concern. The effect of non-attendance is significant.

- No final SENs issued due to impact of Covid. Alternative arrangements are now in place.
- The Panel noted the exceptional staff efforts, commenting that many schools remained open and the work done by all staff has been exceptional.
- Economy & Infrastructure Page 96 – Majority of indicators improved or stayed the same as comparable period last year.
- Page 99 - EP28: percentage of (performance) planning applications fell by nearly 13% due to impact of pandemic.
- The Panel queried EC2 – planning applications approval: Is this correct way to report this? Members raised concerns over reporting data in this context, i.e it seems that performance is measured against number of positive approvals.
- Tackling Poverty, Page 101 – graph shows majority of indicators declined. Page 102/3 – shows longer processing times for Council Tax reduction claims and new housing benefit claims. Claims increased as a consequence of the lockdown.
- POV5 – shows disruption caused to appeals. Welfare benefit fell by nearly 10% compared to same period last year.
- Inability to provide training during lockdown - accredited qualifications attained by adults with support of Council decreased.
- Transforming / Future Council – majority of indicators improved or stayed the same as comparable period last year.
- Resources were redirected to the Covid response, including digital developments.
- Page 108 (CUST2a) 8% reduction in online payments. CUST2b shows large increase in the use of online processes, such as online recycling requests. Illustrates changes needed to respond to lockdown.
- Nature and Biodiversity – Page 113: slight fall in recycling rate by 1.1%.
- Broader appreciation of having access to recreational and green space.
- The leader commented on how staff embraced extra duties whilst maintaining standards, helping to deliver services during very difficult times.

Actions:

- The Panel would like further information on the performance monitoring of major planning applications (with an economic imperative) that are approved. Councillors queried whether this was an appropriate way to measure such performance. We would welcome your views on this indicator and how this data might be better presented.

The meeting ended at 12.06

Agenda Item 8



To:
Cllr Andrew Stevens
Cabinet Member for Business
Improvement and Performance

Please ask for:
Gofynnwch am:

Overview & Scrutiny

Direct Line:
Linell Uniongyrochol:

01792 636292

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scrutiny@swansea.gov.uk

Date
Dyddiad:

8th February 2021

BY EMAIL

Summary: This is a letter from the Service Improvement and Finance Scrutiny Performance Panel to the Cabinet Member for Business Improvement and Performance. The letter concerns the meeting held on 20th January 2021 and the Q1 Performance Monitoring Report 2020/21

Dear Councillor Stevens,

On the 20th January, the Panel met to discuss the Q1 Performance Monitoring Report 2020/21. The Panel are grateful to Richard Rowlands, Corporate Performance Manager, for attending to present the report. We also thank Adam Hill, Deputy Chief Executive / Director of Resources for attendance at this meeting.

The Panel heard that Paragraph 2.1-2.6 (P61) of the report sets out the context and highlights the unprecedented nature of the pandemic and its impact. It was noted that the report itself is later than usual, due to suspension of reporting during March/June as focus and diversion of resources went elsewhere during the pandemic response.

Officers explained to the Panel that such reporting has again been suspended under the latest wave of the pandemic, and the subsequent pressures on staff and officer resources. The Panel understand that this is likely to be the only performance report this year, and, similarly, no targets have been set for 2020/21 due to the uncertainty of the pandemic situation.

The Panel heard, as reported on Page 72, a summary of the impact of the pandemic on safeguarding. The chart showed 52% of indicators improved or stayed the same as the comparable period last year.

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU
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Officers explained that, as shown on Page 74 (AS11) more adults aged over 65 received support. This demonstrated an increase of 77% compared to the same period last year. Notable also was the increase in looked after children (Page 80, indicator CFS2).

The Panel heard that there had been fewer assessments of children completed within statutory guidelines, due to the impact on social services not being able to meet with families and complete assessments (Page 85, measure 24).

It was explained that Education remains a key priority. The Panel expressly noted the exceptional efforts of school/education staff, commenting that many schools remained open during difficult periods, and that the work done by all staff has been truly extraordinary. The Panel wished to express their admiration and respect for this continued hard work.

The Panel heard that under Economy and Infrastructure (Page 96) the majority of indicators improved or stayed the same as compared to the equivalent period last year.

The Panel discussed Page 99 (EP28) and that the (performance) percentage of planning applications had fallen by nearly 13% due to the impact of the pandemic. The Panel queried EC2, planning applications approval, and whether this was the correct context in which to report. Members raised concerns over reporting data from this perspective as it seemed that performance is being measured against the number of positive approvals. Members queried whether applications that were turned down would reflect negatively on the performance data. It was noted this data applied only in the context of planning applications with a major economic imperative.

Members heard that there had been an increase in longer processing times for Council Tax reduction claims and new housing benefit claims (Page 102/3), claims having increased as a consequence of the lockdown.

Officers explained how the report reflected changes in how the Council was responding to online requests. Page 108 (CUST2a) reported an 8% reduction in online payments and (CUST2b) shows large increases in the use of online processes, such as online recycling requests.

The Leader commented on how Council staff had embraced extra duties whilst maintaining high standards, helping to deliver services during very difficult times. The Panel also recognise this and are grateful for the continued efforts of staff across a broad range of services.

We note that current performance data will not provide the usual comparisons going forward, due to the continuing pandemic situation. We anticipate that due to the lack of current performance data, there will be no comparable data set for next year's performance indicators to be measured against. This is an issue the Panel will take into account during next year's discussions around this topic.

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 by 1st March 2021:

- 1) The Panel would like further information on the performance monitoring of major planning applications (with an economic imperative) that are approved. Councillors queried whether this was an appropriate way to measure such performance. We would welcome your views on this indicator and how this service might be better represented.

Yours sincerely,

Councillor Chris Holley

Convener, Service Improvement and Finance Scrutiny Performance Panel

✉ cllr.chris.holley@swansea.gov.uk



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

Please ask for:
Gofynnwch am:

Direct Line:
Llinell Uniongyrochol:

e-Mail
e-Bost:

Date
Dyddiad:

Overview & Scrutiny

01792 636292

scrutiny@swansea.gov.uk

8th February 2021

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 held on 20th January 2021 and the Budget proposals and the Q2 Budget Monitoring Report 2020/21

Dear Councillor Stewart,

On the 20th January, the Panel met to discuss the Budget proposals and the Q2 Budget Monitoring Report 2020/21. The Panel are grateful for your attendance and input at this meeting. We also thank Ben Smith, Section 151 Officer / Chief Finance Officer, and Adam Hill, Deputy Chief Executive / Director of Resources for their attendance and contributions.

Budget Proposals

The Panel heard about the new Swansea Achieving Better Together Transformation Strategy and Programme Framework; Members queried this change in strategy. Officers explained that we have come to the end of the 'Sustainable Swansea' programme and we need to adopt a slightly different plan now. We also heard that the new 'General Powers of Competence' will allow us to be ambitious in our strategies, inclusive of all partners and all stakeholders working together for a better Swansea.

It was pleasing to hear that, 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%.

The Chief Finance Officer drew the Panel's attention to *Table 1* – Indicative Investment and Savings Requirement for 2021/22 to 2025/26. We heard that *Table 1* has been

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formatted differently to accommodate figures, the focus on what is going in as much as what is going out.

We understand that, for the purposes of planning, assumptions have been made on Council Tax increases of up to 5%, although we heard that no decisions have been made on this yet. It was noted that there is no comprehensive spending review from UK Government, meaning it is difficult to plan accordingly. Officers and Members are keen for this to be refreshed by the Treasury so we can plan with confidence.

Officers explained that the settlement for Swansea of 3.94% is average, noting this as the second best settlement seen in 10 years from Welsh Government, providing for £13m of additional cash into the Council. You also stated that this year's budget is positive, considering the impacts of the pandemic.

It was pleasing to hear your updates on the Capital Programme and the largest ever schools investment. The Panel heard that new improved facilities are being built across the County and this is progressing at speed despite the pandemic.

We queried the planned savings in Social Services and how confident we can be in this forecast. Officers explained that our local response has been to open two additional facilities to expand capacity and recruit new staff. It is expected that the Council recovers the majority of these costs from Welsh Government. You reiterated that Covid-related costs are being kept separate from day to day social care costs, the Council being confident that these savings will be achieved and result in a balanced budget position (Covid-associated costs aside).

We understand that the Council is now pursuing Council Tax arrears, being mindful of the impact of all bills on households. You explained to us that the Council has deliberately not taken action to add further pressure; however, there is also a legal obligation to pursue such arrears. We also heard that a Council Tax shortfall of £4m is anticipated in the current year and the Council is pressing Welsh Government for some reimbursement.

It was explained that the Council is pursuing some recovery of costs from Welsh Government, relating to general income from parking. In *Place* directorate, a gap of up to £10m of income has not been realised. Officers are confident we will receive the majority of this back in recovered funds.

We raised concerns over any contingency plan if we do not recover costs. It was explained that general and earmarked reserves could be called upon, but the Council would be very reluctant not to pursue the full support from Welsh Government initially. Officers seemed confident we will recover these costs and most claims are currently rolling in successfully over a three-month period.

We heard that £100m has been received (Swansea) this year in business grants and reimbursement support. Members queried what Swansea's share of the regional funding is in reality. It was understood that wider budget reports in February will indicate more precise figures and the Panel would like further information on these figures in due course.

The Panel raised concerns over the short-term budget process. Members queried the public consultation process here. It was explained that the process is in line with requirements under public sector consultation and that there will be a general consultation in terms of how people view priorities. There are no new large-scale proposals that are not already in the public domain.

Members raised queries over the figures in *Table 1* relating to pension costs, as nothing is added in for the next two years. The Chief Finance Officer explained about the prudent work of the team and the fantastic investment return performance; subsequently avoiding millions of pounds worth of (cumulative) pressures. It was pleasing to hear that the current valuation certificate assures no increase in costs for 3 years.

Q2 Budget Monitoring 2020/21

We heard that the report went to Cabinet in December; a slightly later reporting cycle due to bidding for recovery funding from Welsh Government.

We heard that, as set out in S2.7, monies move back and forth from Welsh Government and not all grants are guaranteed; some money comes in later and subsequently there is an in-built 3-month delay. It was noted that Cardiff University is helping to track movements of monies.

Officers explained that Welsh Government, under devolved powers, has decided to allocate money differently in different areas. Swansea Council has had significant pledges of support. It was heard that this results in the most generous scheme of all four nations in the UK. You highlighted that Swansea Council does not administer all the support; some goes through other avenues, e.g. Business Wales, and that Local Government is only part of the bigger picture.

We are interested in any thoughts you may have on the contents of this letter, however, on this occasion, no written response is required.

Yours sincerely,

Councillor Chris Holley
Convener, Service Improvement and Finance Scrutiny Performance Panel
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Agenda Item 9

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. Draft 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 – <i>pre-decision scrutiny</i> Ben Smith – Section 151 Officer & Chief Finance Officer Cllr Rob Stewart – Cabinet Member for Economy, Finance & Strategy
<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
<p>Meeting 6 12th April 2021</p>	<ol style="list-style-type: none"> 1. Corporate Complaints Annual Report 2020/21 Cllr David Hopkins – Cabinet Member for Delivery and Performance Sarah Lackenby – Chief Digital and Transformation Officer 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>	<p>TBC</p>

- Review of Byelaws – date to be agreed.
- Reschedule - Overview/Summary of Commissioning Review Outcomes (to June 2021)
- Budget process
- Management Structure – PR. Development of Council Structure.