



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Scrutiny Performance Panel – Service Improvement & Finance

At: Committee Room 5 - Guildhall, Swansea

On: Monday, 29 October 2018

Time: 10.00 am

Convenor: Councillor Chris Holley OBE

Membership:

Councillors: 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

Agenda

Page No.

- | | | |
|----------|--|----------------|
| 1 | Apologies for Absence. | |
| 2 | Disclosure of Personal and Prejudicial Interests.
www.swansea.gov.uk/disclosuresofinterests | |
| 3 | Public Questions <ul style="list-style-type: none">• Questions must relate to matters on the open part of the Agenda of the meeting, and will be dealt with in a 10 minute period | |
| 4 | Financial Report | 1 |
| 5 | Capital Outturn and Financing 2017-18 <ul style="list-style-type: none">• Ben Smith - Head of Financial Services & Service Centre | 2 - 9 |
| 6 | Q1 Revenue and Capital Budget Monitoring 2018-19 <ul style="list-style-type: none">• Ben Smith - Head of Financial Services & Service Centre | 10 - 24 |
| 7 | Revenue Outturn and Savings Tracker 2017-18 <ul style="list-style-type: none">• Ben Smith - Head of Financial Services & Service Centre | 25 - 43 |
| 8 | Revenue Outturn Housing Revenue Account 2017-18 <ul style="list-style-type: none">• Ben Smith - Head of Financial Services & Service Centre | 44 - 46 |
| 9 | Work Plan 2018 - 2019 | 47 - 50 |

Next Meeting: Tuesday, 13 November 2018 at 10.00 am

Huw Evans

Huw Evans
Head of Democratic Services
Tuesday, 23 October 2018
Contact: Scrutiny 636292

Agenda Item 4



Report of the Convener

To the Service Improvement and Finance Scrutiny Performance Panel – 29th
October 2018

Finance Reports

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

1. Background

- 1.1 The Service Improvement and Finance Scrutiny Performance Panel is the Panel which scrutinises the financial and budget activity of the Local Authority.
- 1.2 A range of reports comes regularly throughout the year for oversight and comment. This meeting has multiple financial reports due to rescheduling from previous meetings as a result of officer availability due to budget meeting commitments.

2. Conclusions/Key Points Summary

- 2.1 The Panel are being asked to review the reports attached and feedback any comments to the relevant Cabinet Member.

Appendices:

- Capital Outturn and Financing 2017-18
- Q1 Revenue and Capital Budget Monitoring 2018-19
- Revenue Outturn and Savings Tracker 2017-18
- Revenue Outturn Housing Revenue Account 2017-18

Agenda Item 5



Report of the Cabinet Member for Economy & Strategy

Cabinet - 19 July 2018

Capital Outturn and Financing 2017/18

Purpose:	This report details capital outturn and financing for the year ended 31 March 2018.
Policy Framework:	Budget Plan 2017/18.
Consultation:	Cabinet Members, Executive Board, Legal Services and Access to Services
Recommendation:	It is recommended that the net under spending of the approved budget of £26.019m is carried forward to 2018/19. The main reasons for the underspend are outlined in Appendix C and should be noted
Report Author:	Ben Smith
Finance Officer:	Ben Smith
Legal Officer:	Debbie Smith
Access to Services Officer	Sherill Hopkins

1. Background

- 1.1 The original capital budget approved by Council in February 2017 for 2017/18 totalled £106.944m (excluding the waste provision). During 2017/18 this figure was increased by £5.289m to give a revised budget of £112.233m (excluding waste provision), which represented one of the largest capital programmes approved by Swansea Council.

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

- a) The addition of both grant funded and Council funded schemes after Council approved the original programme,
- b) Delayed spending from 2016/17 carried forward into 2017/18.

2. **Outturn 2017/2018**

- 2.1 Capital outturn in 2017/18 on the approved budget was £86.214m, an under spend of £26.019m which is detailed in Appendix A. Apart from a small number of exceptions, the under spends in the capital budget represent delayed spending on approved schemes. As such, the unspent budget will need to be carried forward to 2018/19 in order to complete schemes in progress.
- 2.2 It should be recognised that capital schemes are complex projects which are often faced with a host of issues including legal issues (planning, procurement, lease terms etc.) and operational issues (budget, ground conditions, weather, supply chain), which can offer challenges to the delivery timetable. The main underspends are set out in Appendix C.
- 2.3 Appendix A shows the breakdown of Capital Expenditure and variances in respect of individual Directorates and highlights the sum of £45.835m spent on HRA properties during the year.
- 2.4 Notwithstanding the under spending mentioned above, the capital outturn represents a significant expenditure on a number of major projects. Appendix B lists projects with expenditure in excess of £0.5m.

3. **Financial Implications**

- 3.1 2017/2018 capital expenditure will be financed as follows:-

Financing Requirement	£'000
Unfinanced sundry creditors 2016/17	3,153
2017/18 ledger capital spend	86,214
To be financed sundry creditors 2018/19	-3,096
Spend to be funded in 2017/18	86,271

Financing 2017/18	£'000
Supported Borrowing	8,747
Unsupported Borrowing (GF plus HRA) 2017-18	19,220
GF capital receipts	5,145
Grants and Contributions	23,103
Revenue contributions to capital	29,742
Earmarked capital receipts	314
Total financing 2017/18	86,271

4. **Legal Implications**

- 4.1 There are no legal implications.

5. Equality & Engagement Implications

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

Background Papers: None

Appendices:

Appendix A - 2017/18 Capital Programme Outturn Summary

Appendix B - Capital Projects

Appendix C - Capital Projects Underspent

Directorate Comparison	Original Budget 2017/18 £'000	Revised Budget 2017/18 £'000	Outturn 2017/18 £'000	Net Over / (Under) spending £'000
Resources	1,142	3,608	1,742	(1,866)
People	17,838	11,928	10,534	(1,394)
Place	87,964	96,697	73,938	(22,759)
Total	106,944	112,233	86,214	(26,019)

Budget Book Comparison	Original Budget 2017/18 £'000	Revised Budget 2017/18 £'000	Outturn 2017/18 £'000	Net Over / (Under) spending £'000
21st Century Schools	11,988	9,073	7,944	(1,129)
General Fund Services	35,697	51,274	32,435	(18,839)
HRA	59,259	51,886	45,835	(6,051)
Total	106,944	112,233	86,214	(26,019)

Capital Projects with spend in excess of £0.5m

Appendix B

Project	£'000
Carriageway resurfacing and footways	2,069
Highways Invest to save schemes (carriageways and footways)	1,000
Highways LTF Baldwins Bridge interchange scheme	515
LTNF bus infrastructure, telematics and bus shelters	1,010
Waste generating station	1,135
Swansea Central Phase 1	2,304
Kingsway Infrastructure works	771
3G pitch Penyrheol LC	646
Pentrehafod Comprehensive School remodelling	6,951
Schools building capital maintenance	4,436
Housing Disabled Facilities Grants	4,412
Mini adaptation grants	545
Sandfields Renewal Area	675
Housing other grants and loans	826
Buildings capital maintenance (non-schools)	997
HRA new builds	1,718
HRA Improvements to British Iron & Steel Dwellings	789
HRA Wind & Weatherproofing (including Hi-rise flats)	8,805
HRA Refurbishment (mainly Kitchens & Bathrooms)	23,877
HRA regeneration	2,853
HRA Landscaping & Enhancement	2,512
HRA Energy Efficiency (including Boiler Replacements)	1,495
HRA Tenant Adaptations Programme	2,912
Total of schemes in excess of £0.5m	73,253

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

Project	£'000	Comments
Education		
YGG Lon Las New School	439	The School building is materially complete, the underspend relates in part to retentions and the sourcing of specialist brick materials for the retaining wall and is envisaged to be completed by Q3 2018. Any savings in overall scheme costs will remain within the C21st Schools funding envelope.
Finance		
Finance capital contingency	973	An historic underspend on DFGs was transferred to capital contingency for use in the future wider capital programme
Highways		
Van mounted access platforms	370	Contract Award approved 30th August and orders placed 28th Sept with a 24 week build & delivery time from order, following build delays expected delivery end of May 2018.
Bridges and retaining walls	350	The majority of the underspend relates to the allocation of funding to two schemes which will be delivered in 2018/19 - the A484 bridge painting works and Lone Road Highway Improvement scheme
Corporate Property		
Pipehouse Wharf Relocation	1,776	Delay in acquisition has impacted on the scheme, which will now be delivered during 2018-19.
Property investment portfolio	1,122	Delay in scheme completion was due to resolving lease issues. The scheme will be delivered early in 2018/19. We continue to review all investment opportunities and shall continue to progress where there are attractive returns.
Economic Regeneration & Planning		
Swansea Central Phase 1	2,363	The budget covers Design and professional fees to pre-tender RIBA stage 3 for Swansea Central (Arena). This stage will be complete by August 2018
City centre match funding	1,396	This is match funding to support delivery of ongoing City Centre regeneration schemes which has not yet been allocated to a specific budget for delivery
Llys-Dewi Sant site	401	This budget is for relocation costs for Llys-Dewi Sant which will be spent during 2018/19

Kingsway offices design and planning	850	Budget for Design and professional fees for Kingsway Digital Village which will be spent in 2018-19
Housing (GF)		
Property Appreciation loans	754	Budget is committed with pipeline commitment from schemes approved and schemes with applications being processed. Underspend in 17-18 due to problems encountered with external contractor capacity and availability, will be remedied by introduction of new contractor framework this year.
National Home Imp scheme	857	Welsh Government ring-fenced funding scheme to be committed and spent by end of March 19. Take up of scheme very low, WG proposing changes to criteria of scheme to address these problems, subject to Council report in June 18.
Houses into Homes loans	456	Welsh Government ring-fenced funding scheme to be committed and spent by end of March 2019, scheme's remaining funding will be committed in 18-19. Scheme links to current City Centre Regeneration programme Homes Above Shops and Property Enhancement schemes.
Sandfields	1487	Contractual delay prevented commencement of Scheme 5 in 17-18, remaining budget will be committed in capital programme in 18-19, and release of retentions in 19-20.
HRA		
HRA flats Clyne / Jeffrey Court	1,003	Completion of contract not achieved until late April 2018 therefore large retention monies and balance of Final Account slipped to 18/19
Energy Efficiency schemes	374	Lon Y Felin delayed due to re-scoping of scheme and planning approval . Budget will be committed and spent in 18-19.
Kitchen & Bathrooms C1	1,326	Contractor programme delays and access issues/drop outs meant properties have slipped into 2018/19
Kitchen & Bathrooms C3	548	Contractor programme delays and access issues/drop outs meant properties have slipped into 2018/19
Pitched roof Gower	343	Original tender was over budget necessitating re tender through Sell2Wales and works slipped to 18/19
BISF West Cross	296	Additional works extending contract through to May 2018
More Homes (Parc Y Helig)	281	Site preparation works only carried out awaiting final decision on scheme detail
Matthew St Sprinkler system	250	Works programme amended with Jeffries Court being completed in 17/18. Matthew Street works commenced in April 2018

General Environ schemes	434	Final costs for some schemes were charged at significantly below estimated costs and two schemes were slipped into next financial year as works were not completed as programmed
External Facilities (Penlan)	651	Substantial access issues delayed design/scope of works being completed resulting in works not starting on site until December 2017 with works carrying through to 2018/19
Total underspends greater than £250k 2017/18	19,100	

Agenda Item 6



Report of the Cabinet Member for Economy & Strategy

Cabinet – 16 August 2018

Revenue and Capital Budget Monitoring 1st Quarter 2018/19

Purpose:	To report on financial monitoring of the 2018/19 revenue and capital budgets, including the delivery of budget savings.
Policy Framework:	Budget 2018/19 Transformation and Future Council (Sustainable Swansea –fit for the future)
Consultation:	Cabinet Members, Corporate Management Team, Legal and Access to Services.
Recommendation:	It is recommended that the comments and variations in this report, and the actions in hand to address these, are noted.
Report Author:	Ben Smith
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Catherine Window

1. Background and Introduction

1.1 This report details forecast variations from the agreed budget for 2018/19, including the latest assessment of the delivery of savings.

1.2 In respect of Revenue Budgets, this report provides a consolidated forecast which combines:

- projected variations (mainly shortfalls) in relation to budget savings agreed by Council in March 2018

- Variations arising from other service pressures not directly linked to specific savings plans (e.g. increased demand)

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 1st Quarter position

2.1 Appendix 'A' to this report details the approved Revenue Budget for 2018/19 and the forecast variation at this time.

2.2 Other than projected variations on Directorate expenditure, it is still too early to forecast variations that may arise on some significant Corporate items including the level of Council Tax collection (although it more often than not achieves a modest surplus) – it is assumed at the current time that these remain largely as per the approved budget.

2.3 The overall Directorate position is summarised below:-

DIRECTORATE

	FORECAST VARIATION 2018/19 £000	SAVINGS VARIATION 2018/19 £000	OTHER VARIATION 2018/19 £000
RESOURCES (inc. all Business Support)	2,407	2,407	0
PEOPLE - POVERTY AND PREVENTION	0	0	0
PEOPLE - SOCIAL SERVICES	6,532	3,652	2,880
PEOPLE – EDUCATION	0	11	-11
PLACE	0	590	-590
<u>NET DIRECTORATE EXPENDITURE</u>	8,939	6,660	2,279

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

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

2.6 The above potential overspend remains a significant risk and needs to be immediately addressed on a whole Council basis as it would unacceptable to have any further risk of a draw from General Fund reserves at year end. A number of the overspend areas follow on from the outturn position for 2017/18 and need to be considered in the light of the forecast savings going forward within the 2018/19 budget, Medium Term

Financial Plan, and the cumulative effect of non-achievement of savings going forward.

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

- focus on a range of corrective actions;
- targeted immediate spend reduction action;
- further increased spending control on all vacancies and contracts;

2.8 Offsetting opportunities do exist to ameliorate some of the identified service 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.
- £1m 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 rather than allocate elements to any potential specific inflationary pressures that the whole amount is immediately used to offset the pressures listed above. This is likely to exacerbate reported service spending pressures further in due course but is a necessary immediate step to be taken.

2.9 It should be noted that on basis of bids already committed to the Council's remaining Transformation Fund reserve (balance at 1 April 2018 remaining was £193,000)this remains committed and cannot therefore be used to fund further transformative work unless and until monies advanced for existing plans start to crystallise additional and significant savings to pay back to the fund, not merely help unlock already planned budgeted savings.

3. Contingency Fund Provision for 2018/19

3.1 The contingency fund is set at the £3.45m contribution for 2018/19 as set out in the budget report approved by Council on 6th March 2018. This is significantly lower than in recent years.

3.2 The current potential calls on the contingency fund for 2018-19 are:-

Contingency Fund 2018/19	Prediction
	2018/19 (£m)
Contribution for year	3.450
City Deal revenue contribution.	-0.050
Statutory Data Protection Officer post (but to be reimbursed from the Restructure Reserve £53k)	0.000
ER/VR in year costs	-1.400
Balance 31st March 2019	2.000

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

City Deal contribution of £50k per annum will be met initially in 2018/19 from the Contingency and be base budgeted for in future years. There will also be a 1.5% top slice fee which will, where at all possible, be funded by capital flexibilities (and thus charged to capital) as part of the final agreed City Deal terms.

Any departures under ER/VR in 2018-19 up to a maximum of £1.4m are again currently planned to be charged to the contingency fund as a one off cost to release future revenue savings. Any excess costs will fall to the restructure reserve, simply to conserve some headroom in the contingency fund.

The remaining balance of £2m is proposed by the S151 to be utilised to fund forecast service pressures outlined in table 2.3 above and shown in Appendix A..

The Budget report approved by Council in March 2018 included the proposal that Schools would be able to specifically access up to £1.3m of the Restructure Reserve in 2018-19 on a one off basis. This funding will be utilised in meeting ER/VR costs and facilitating innovative and transformative working and will therefore not be charged against the Contingency Fund. Applications to date indicate this sum will be fully utilised.

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

- 3.3 The initial scale of potential overspends for 2018/19 remain significantly in excess of any potential sums available to offset that shortfall. The current indication is that there still needs to be urgent and decisive action to pursue additional savings across the Council.

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

- Management and Business Support Review: ongoing comprehensive 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 2018/19
- Progressing Commissioning Reviews and Cross Cutting Themes.
- Implementation of the Leading Learners transformation programme for Education that outlines a range of projects.
- Further implementation of the Adult Services Saving Plan through which we have identified mechanisms for bringing down overall costs.
- Strengthening and tightening further the extant spending restrictions which have been reviewed, refreshed and reissued by Corporate Management Team.

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

4. Revenue Budget Summary

4.1 The position reported above reflects the best known current position. A net £8.9m of shortfall in revenue budgets, offset by £3.0m of identified additional savings from the non-allocation of the Inflation provision (£1m) together with restricting the use of the Contingency Fund to release £2m. In addition as per 4.9 below the S151 officer is proposing a one off usage of £3m from a review of ear marked reserves this leaves a forecast overall £2.9m overspend forecast for the year at the end of the first quarter.

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

4.3 As previously mentioned, it is too early to provide an accurate forecast as to the potential outturn on corporate items such as Council Tax collection which is in itself potentially affected by the effects of welfare reform measures, but offset by an often increasing tax base.

4.4 Included in the projected budget for 2018/19 for other corporate items were budgeted increases in capital finance charges, recognising the need to commence funding for the ambitious Capital Programme. At this early stage no variance is forecast, in any case any underspending will be transferred at year end to the capital equalisation reserve, a strategy previously agreed by Council . This will be reviewed and updated during the year as various capital schemes/programmes progress.

- 4.5 The overall judgement at this point is that there is an urgent need to identify significant additional budget savings across all Council Services to improve the 2018/19 position. Based on the level of the current forecast this achievement for 2018/19 is looking once again, extremely challenging.
- 4.6 There remains a degree of confidence that some further minor inroads can be made into the forecast overspend position by ongoing management and member action. Equally, the scale remains such, that it would be on balance very unlikely that spending can be fully contained in year without wide scale mitigation actions, including those set out in this report.
- 4.7 There continue to be increasing risks around general inflationary pressures (including potentially a much higher than previously budgeted teachers' pay award from September). Nevertheless the Council simply cannot afford to fund them, savings will have to be made elsewhere to meet such pressures.
- 4.8 Detailed monitoring of budgets will continue to be carried out and reported to Departmental Performance and Financial Management meetings on a monthly basis.
- 4.9 Within the Council approved budget for 2018-19 was an element of funding from the General Reserve of £1 million to fund support for Minority Ethnic achievement and the education of Roma Traveller learners and School Uniform Grants. The grant funding having been effectively simply withdrawn by the Welsh Government. Following concerns and lobbying from members and officers across Wales as to the impact of this reduction in grant, Swansea Council received a letter on the 17th May from the Welsh Government stating that it would provide the majority of the funding previously withdrawn for 2018-19, albeit in slightly different ways. The shortfall in funding related to the School Uniform Grant and amounted to approximately £60,000. Welsh Government has recently announced an effectively wider replacement scheme for this aspect of funding as well. Therefore, the whole planned emergency draw from General Reserves can be considered fully unwound.

There is a need to consider an Immediate draw from earmarked reserves. To help mitigate overspend pressures further, in light of general reserves being at the minimum declared safe level, and thus no meaningful overspend being acceptable, the S151 officer has consulted with Directors and proposes to immediately draw £3m from earmarked reserves.

The proposed draw includes relative modest sums from the restructure reserve and the insurance reserve, but more importantly exhausts over 20 other reserves in full. This is a clear emergency measure and, as reserves are one off, is not a sustainable funding strategy. Furthermore these reserves were set up to fund known and expected future spend commitments and thus will mean the costs will have to be met when they actually fall due in future years budgets (e.g. the full cost of running the next local government election), when budgets are likely to be under even further strain.

At this point in time CMT has agreed a nominal additional savings stretch target of £1m per directorate – £3m in total, designed to ensure residual overspends are addressed by offsetting underspends elsewhere. The success of this approach will need to be closely monitored and if it does not ameliorate the residual spending pressures, further emergency action will be considered for the second quarter.

In both cases, it is imperative that sustainable base budget savings are found to replace these in year one off actions to stabilise the 18-19 budget ahead of an anticipated extremely challenging 2019-20 budget round.

5. Capital Budget

5.1 Expenditure to 30th June 2018 is £11.268 million, summarised as follows:

Directorate	Budget 2018/19	Actual to 30/06/18	% spend
	£'000	£'000	
Corporate Services	6,711	137	2.0%
People	15,678	1,306	8.3%
Place (General Fund)	52,114	4,294	8.2%
Place (HRA)	63,944	5,531	8.6%
Total	138,447	11,268	8.1%

Expenditure on major capital schemes is detailed in Appendix D.

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

6. Housing Revenue Account

6.1 There are no material budget issues to flag at this stage of the year. There are some anticipated underspends on employee costs and any slippage on the capital programme may lead to a reduction in capital finance costs however it is too early in the year to make an accurate forecast.

7. Legal Issues

7.1 There are no legal issues contained within this report.

8. Equality issues

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

Background papers: None

Appendices: Appendix A – Revenue Budget forecast 2018/19
 Appendix B – Directors comments on variances
 Appendix C – Savings tracker summary
 Appendix D - Expenditure on major Capital Schemes

REVENUE BUDGET PROJECTION QUARTER 1 2018/19

<u>DIRECTORATE</u>	BUDGET 2018/19 £000	PROJECTED 2018/19 £000	VARIATION 2018/19 £000
RESOURCES	41,587	43,994	2,407
PEOPLE - POVERTY AND PREVENTION	6,358	6,358	0
PEOPLE - SOCIAL SERVICES	111,419	117,951	6,532
PEOPLE – EDUCATION	166,808	166,808	0
PLACE	56,701	56,701	0
<i>NET DIRECTORATE EXPENDITURE</i>	382,873	391,812	8,939
SPECIFIC PROVISION FOR APPRENTICESHIP LEVY/INFLATION	2,000	1,000	-1,000
CONTINGENCY FUND	3,450	1,450	-2,000
<i>OTHER ITEMS</i>			
LEVIES			
SWANSEA BAY PORT HEALTH AUTHORITY	86	86	0
CONTRIBUTIONS			
MID & WEST WALES COMBINED FIRE AUTHORITY	12,631	12,631	0
<i>CAPITAL FINANCING CHARGES</i>			
PRINCIPAL REPAYMENTS	16,066	16,066	0
NET INTEREST CHARGES	16,643	16,643	0
<i>NET REVENUE EXPENDITURE</i>	433,749	439,688	5,939
<i>MOVEMENT IN RESERVES</i>			
GENERAL RESERVES	-60	-60	0
EARMARKED RESERVES	-873	-3,873	-3,000
<i>TOTAL BUDGET REQUIREMENT</i>	432,816	435,755	2,939
DISCRETIONARY RATE RELIEF	400	400	0
<i>TOTAL CITY AND COUNTY OF SWANSEA REQUIREMENT</i>	433,216	436,155	2,939
COMMUNITY COUNCIL PRECEPTS	1,403	1,403	0
<i>TOTAL REQUIREMENT</i>	434,619	437,558	2,939
<i>FINANCING OF TOTAL REQUIREMENT</i>			
REVENUE SUPPORT GRANT	239,946	239,946	0
NATIONAL NON-DOMESTIC RATES	79,141	79,141	0
COUNCIL TAX - CITY AND COUNTY OF SWANSEA	114,129	114,129	0
COUNCIL TAX - COMMUNITY COUNCILS	1,403	1,403	0
<i>TOTAL FINANCING</i>	434,619	434,619	0

Directors comments on budget variances

Appendix B

Director of Resources

Variance	£000	Explanation and Action
<u>Savings Variation</u>		
Management review of grade 10 and above	113	These three areas form part of Corporate Services proposals to merge and review cross-cutting functions across the Council related to Business Support functions, exploring new ways working including regional collaboration where possible. Proposals and plans are in discussion with the aim of implementing in the next qtr.
Service review/regional working/shared services	239	
Stopping or reducing services through new ways of working	597	
Working commercially across the Council on income / contract spend, prioritising resources as per strategy and plan	973	The Commercial Strategy and Implementation Plan has been developed and is underway. Progress is already being made by the Commercial team who have successfully secured £177k of income during Qtr 1. New governance has been introduced around contract spend. From June this now forms part of senior management weekly monitoring, which will further reduce and rationalise contract spend
Merging of Land Charges with Planning and Building Control as per the Commissioning Review	25	The team has successfully merged with Planning and savings achieved in the Place Directorate. It was planned that new ways of working would release this £25k in legal however, this is no longer possible therefore alternative savings are now being sought.
Establishing Business Support hubs in the People and Place Directorates	300	£300k of the original £600k target has now been achieved by the People Directorate. Plans are still in discussion with both the People and Place Directorates around further savings as a result of implementing the 'One Council' approach to Business Support.
Transfer and review of the Welsh Translation Unit, including cost and charges	160	The Welsh Translation Unit has now successfully transferred into Corporate Services from the Education Service. A review of processes, ways of working and charges is underway with proposals and plans coming forward to achieve the saving in the next qtr.
Total Variation	2,407	

Corporate Services underwent significant change in the final quarter of 2017-18, in order to realise savings and rebalance the budget for the start of 2018-19. As many of these

changes involved staff leaving the Council on early retirement/voluntary redundancy there was a time lag where some staff did not depart until the 30th June. The Directorate has proactively and strictly managed any overspending in Quarter 1, from both these delayed departures and the implementation of the in year 2018-19 savings targets. At the end of Quarter 1 the Council Tax Reduction Scheme underspent by £345k, which could indicate a final year underspend of around £750k. However, this budget delivers important support and is dependent on demand, particularly with the introduction of changes to Universal Credit. The current assumption is that all in year spend additional spend pressures can be accommodated by the likely underspend on CTRS.

Detailed plans and proposals are in place for all of the variances above except for £25k in Land Charges, which will be ready for the Quarter 2 report.

Reducing Sick Pay and Professional Fees - A Terms & Conditions Working Group has been established, comprising Trade Unions, Cabinet Members and Directors. The work plan to deliver the savings has been agreed. This quarter progress has been made on developing flexible working practices to contribute to management of absence. It will take some time for the interventions to impact the cost of sickness. However the outcomes of work plan are being closely monitored and any corporate actions will be taken through the Terms and Conditions Working Group.

Director of People

Social Services

Variance	£000	Explanation and Action
Savings Variation		
Review of CHC arrangements - Maximise Health contribution for packages of care	1,000	Issues continue with established ways of working and resistance from ABMU to discuss equitable and appropriate contributions towards identified packages of care.
Senior Staffing - Review/Reduce posts at senior level (linked to implementing preferred options of Adult Services Commissioning Reviews and fit for purpose structure)	435	The achievement of these savings are substantially linked to the outcome of the Commissioning Reviews noted below.
Residential Care for Older People - Implement preferred options as outcome of Commissioning Review leading to reduction of in-house beds	169	Consultation to conclude 23rd July 18. Analysis of responses will dictate next steps & potentially affect timeline for delivery
Provide day services to those who are eligible only	110	
Implement preferred options as outcome of Commissioning Review (LD, PD & MH service provision commissioning review)	500	Draft strategies consulted upon alongside budget consultation.

Direct Payments Prepaid Cards - Introduction of prepaid cards to service users to minimise potential for direct payments to be used incorrectly	150	Roll out of pre-paid cards to all new customers and transition of existing clients underway. Monitoring and monthly financial reporting on savings established to accurately report on progress against target
Review of CHC Arrangements/LD MH Right Sizing and Review - Review all Mental Health and Learning Disability packages of care, to ensure that they are fit for purpose and those eligible for health funding receive it.	500	Full process review completed & next steps/change in processes agreed. Invest to save support, including legal assistance, in process of recruitment
Test and challenge residential care - Reduce overall number of funded residential care placements by 20 per year	171	
Direct Payments Strategy - Targeted increase in recourse to direct payments as alternative to non-complex domiciliary care packages and complex care packages for MH & LD	500	A strategy has been developed and actions decided - review of structure for the administration of such payments will provide an immediate small reduction in spend.
Charging Policy and Annual Fee Increases - Increased client income through uplifts and more efficient processes following transfer of Income and Finance Team to Corporate Finance	250	Delays in the commencement of some charges, specifically Day Services, mean that achievement of the current year's target is unlikely.
Spend to Save Measures	-133	Delays in recruitment. Majority of posts now recruited and expected full activity will commence in August
Other		
Independent Child and Family Placements	1,300	This budget is subject to both fee and demand pressures. It is hoped that the implementation of a new practice model will see this forecast reduce over time.
External Domiciliary Care	1,225	These areas continue to be exposed to both demographic and cost pressures. Work to ensure all placements are appropriate and cost effective continues.
External Residential Care	237	
Internal Staffing and Services	-974	Tight vacancy/contract management has resulted in underspends in this area.
Third Party Spend	-97	
MHLD Complex Care	1,189	This is a continuation of the previous years' overspend and remains an area of extreme pressure. Additional budget has been allocated but is being outstripped by both pressures on demand and fee levels.
Overall Variation	6,532	

The Social Services position is due to a combination of both unachieved savings and fee and demand pressures across externally commissioned services. Significant management action will follow to improve this position in year.

Education

Variance	£000	Explanation and Action
Savings Variations		
Further assumed reductions in Regional Consortium School Improvement Grant - matching funding requirements.	11	This variation has occurred due to a requirement for the Council to maintain match funding at the same cash levels as 2017/18. This is despite an 11% reduction in the value of the grant. Officers will seek to identify alternative savings to manage this and other in year pressures.
Other Variations		
Servery	30	Estimated costs for the refurbishment of the civic centre servery – agreed as part of commissioning review on the assumption that the cost will be offset over time by future reduction in net cost of the provision
Savings to be found	-41	Savings proposals for future years will be scrutinised to seek to identify plans that can be brought forward.
Overall Variation	0	

It is currently felt that the service is in a position to deliver an outturn in line with budget for the year.

Poverty & Prevention

All 2018/19 savings targets are believed to be achievable and the service is forecast to deliver a balanced budget.

Director of Place

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

- Significant increased electricity costs of £321k
- Reduced recycling prices in waste management of £300k to £350k
- Increased costs for maintaining and replacing aging social services fleet £636k

In year savings of £590k have been identified as not being achieved at year end and these comprise mainly of Commissioning Review (Corporate Building & Cultural Services) savings and Integrated Transport Unit savings.

In addition there are some challenges in achieving all of the “cross cutting” saving identified for 18/19 in particular

- Sickness reduction of £400k which requires a change in policy to reduce sickness costs

The directorate is working to offset these spending pressures within its overall budget but at this stage it is likely that further decision will have to be made around fleet and sickness to be able to offset these costs and return a balanced budget.

Sustainable Swansea/MTFP Savings & Delivery Tracker

Summary - Qtr. 1

BBRAG Postion							
	Blue	Red	Amber	Green	BLANK	Black	
Total BRAGS	26	16	36	64	1	2	
Total £	£ 3,262,000	£ 6,955,000	£ 4,311,000	£ 1,922,000	£ -	£ 80,000	
DIRECTORATE	SAVING TARGET	FIRM	FORECAST	VARIANCE	FIRM Variance %	FORECAST Variance %	Status
PLACE	£ 3,318,000	£ 1,062,000	£ 2,822,000	£ 496,000	32%	85%	GREEN
PEOPLE	£ 7,355,000	£ 1,014,000	£ 6,176,000	£ 1,179,000	14%	84%	AMBER
CROSS CUTTING	£ 2,455,000	£ 1,400,000	£ 2,455,000	-	57%	100%	BLUE
RESOURCES	£ 3,402,000	£ 495,269	£ 2,628,000	£ 774,000	15%	77%	AMBER
	£ 16,530,000	£ 3,971,269	£ 14,081,000	£ 2,449,000	24%	85%	GREEN

BBRAG Definitions

BLUE	The change/action has been undertaken to achieve the saving – <i>Tip: is the saving target achieved and no further service action</i>
BLACK	The change/action CANNOT be achieved or implemented and alternative options must be explored, to achieve the financial saving FIGURE.
RED	Significant or high risk of saving not being achieved, as there are barriers preventing the necessary actions to achieve the savings taking place. <i>Tip: No progress of saving target, no plans, no budget code identified. Must be raised and risks escalated to Programme Board via PFM</i>
AMBER	A risk of saving not being achieved as there are potential barriers preventing the necessary action to achieve the saving taking place. <i>Tip: Irregular, no progress of saving target or no budget code identified. Must be raised any further risks escalated to Programme Board via PFM - Mgt by Exception</i>
GREEN	Plans in place to take the necessary actions and change to achieve the saving – <i>Tip: regular and ongoing progress of saving within the identified budget code on target.</i>

Appendix D

Capital expenditure on major schemes to 30 June 2018 (where spend greater than £250k)	£000's
People	
Pentrehafod Comp School Remodelling	1,200
Place	
Kingsway Urban Park	803
Swansea Central	807
Acquisition (property portfolio)	879
Disability Facilities Grants	867
HRA capital programme (including More Homes schemes)	5,531

Total scheme value where spend greater than £250k

10,087

Agenda Item 7



Report of the Section 151 Officer

Cabinet - 19 July 18

Revenue Outturn & Savings Tracker 2017/18

Purpose:	To report on the detailed Revenue financial outturn for 2017/18
Policy Framework:	Sustainable Swansea Budget Plan 2017/18
Consultation:	Cabinet Members, Corporate Management Team, Legal Services and Access to Services.
Recommendation:	It is recommended that the comments and variations in this report be noted, and that the proposed reserve transfers detailed in Section 7.3 are approved.
Report Author:	Ben Smith
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Sherill Hopkins

1. Background and Introduction

- 1.1 This report details net expenditure for 2017/18 and highlights variances from the revised budget.
- 1.2 The Revenue Budget for 2017/18 was approved at Council on 23rd February 2017. The budget as approved included the following proposals to address a potential budget deficit of £18.96m.

<u>Budget Proposals 2017/18</u>	£'000	£'000
Planned Service Savings	-12,536	
Senior Staff Reductions	-2,465	
Reduction to Insurance Reserve	-700	
		-15,701
Net effect of Council Tax base increase and increased charge		-3,263
<u>Overall resourcing</u>		<u>-18,964</u>

- 1.3 The specific savings proposals detailed above were incorporated into Directorate budgets at service level and have been the subject of specific monitoring via the budget savings tracker, reported to Cabinet on a quarterly basis during the year. Achievement of Sustainable Swansea savings has equally been monitored.
- 1.4 2017/18 marked the fourth year following the introduction, from 1st April 2014, of the Council's single status pay and grading scheme relating to all staff on NJC grades. The scheme specifically excludes Teaching staff, those on the Soulbury Scheme and Senior Officers at Head of Service/Director level.
- 1.5 The introduction of the scheme has been accompanied by an extensive appeals process for those staff adversely affected by pay and grading allocations made during the original allocation process. Despite significant inroads made to the numbers of appeals, elements of the appeals and grievance process does remain ongoing.
- 1.6 The extent to which appeals are successful in terms of job allocation will inevitably affect financial performance on an annual basis and impact on future budget planning.
- 1.7 The modelled costs of single status as at the implementation date have been incorporated in revenue budgets going forward. However, costs in respect of successful appeals have not, and any costs arising from appeals and grievances will have to be met from within existing Directorate Budgets.
- 1.8 The report that follows details the Revenue outturn position for 2017/18, makes commentary on comparison with in year budget monitoring and, where appropriate, details action already taken in setting the 2018/19 Revenue Budget based on anticipated outcome at quarter 3 of the year. It remains critical that the progress on savings adopted under *Sustainable Swansea* is subject to constant review and updated during each financial year and that future budgets are constantly informed by outcomes from the monitoring process.

2. Detailed Outturn Position

- 2.1 Overall direct revenue expenditure for 2017/18 was £4,717,000 more than the revised budget as follows:

	£000's
Net Expenditure on Services per appendix 'A' (including 2017/18 ER/VR costs) –overspend	7,240
Reduced call on Apprenticeship levy	-225
Specific Grant provision not utilised	-946
One off corporate costs/income	-850
Other net underspends including Council Tax collection	-502
<u>Overall net overspend</u>	<u>4,717</u>

- 2.2 Members will see from the table at 2.1 above that the net overall overspend at year end is the result of a significant overspend in the services and the costs of ER/VR. Furthermore over £2m of the mitigating action is itself one off and will drop out adding to longer term spending pressures.
- 2.3 Separately there is a continued significant in year underspend on capital financing of £3,071,000. An element of capital programme slippage has contributed to the capital charge underspend. There is a strategy to monitor interest rates and average in the borrowing requirement over a period of time but inevitably as the need to fund the capital financing requirement increases so will the capital charges in line with budget. Such underspends should therefore be considered temporary, albeit not necessarily solely one off. Further borrowing will be externalised where rates, which are monitored on a constant basis, are favourable. Indeed already in 2018-19, £60m of that external borrowing has now occurred to lock in favourable rates. The indicative minimum revenue provision at current 4% rates would cost £2.4m per annum and interest a further £1.5m per annum in a full year. That is sufficient additional costs, to remove all historic capital financing underspending in the near future.
- 2.4 As outlined in the Third Quarter Budget Monitoring report (and set out in Section 7 below) it is proposed that the underspend on the Capital Charges be transferred in its entirety to a new Capital Equalisation Reserve to meet future capital costs. This approach was agreed by Council in its review last year of all reserves.
- 2.5 As highlighted in the Third Quarter Budget Monitoring report (February 2018) the Section 151 Officer reserved his position as to the final usage of both the Restructuring Reserve and Contingency Fund to fund the additional ER/VR costs pending the final outturn position. The proposal, based on the outturn position is to utilise fully the Contingency Fund and to utilise some £2.5m of the Restructuring Reserve.

- 2.6 The Third Quarter report also outlined the potential for utilising the Specific Grant provision of some £946,000 , if not required in year , to additionally off-set some of the service overspend. This is the position , now confirmed and is reflected accordingly in 2.1 above.
- 2.7 Details of net expenditure variations are given in Section 2.10 and onwards below. The corporate costs net income figure primarily relates to additional one off income received with regard to an historic VAT claim of £1m.
- 2.8 Recommendations in terms of Reserve Movements and Review as a result of the final outturn position as set out in Section 2.1 are made in Section 7 of this report.
- 2.9 However, the Directorate outturn position itself is made up of a mix of over and under spends and it is clear that some elements of the overspends in particular will continue into 2018/19 and most of the mitigating actions drop out as one off actions. Consequently, management action and, in some cases, further Member decisions, will inevitably be required to address the underlying base budget issues.
- 2.10 The following sets out the major service specific variances in 2017-18.

Resources Directorate

	£
Net Employee Costs	-2,169,000
Shortfall in Sustainable Swansea savings target	3,051,000
Council Tax Reduction Scheme (CTRS)	-792,000
Job Evaluation Compensation Costs	250,000
Other net variances	514,000
	<u>854,000</u>

Director Comments:-

1. As reported in the 2016-17 outturn, there was a shortfall in the target attributable to Sustainable Swansea savings in the Directorate. This was compounded with a further shortfall into 2017-18 and highlighted at quarterly monitoring throughout the year. The shortfall in both years was due to a timing delay. Several change projects had to be delivered first before savings could be realised. The interim Director, appointed in July, undertook two courses of action:
 - a. Measures to proactively underspend to control the in-year budget
 - b. A restructure of the Directorate to realise planned savings.

This action meant a steady reduction of in-year spending mostly related to staff costs through the management of vacancies and ER/VR applications during the restructure. This resulted in a nearer, but not yet fully, rebalanced Directorate budget ready for the start of 2018-19.

2. The enhanced ER/VR scheme closed at the end of March 2018 and significantly contributed to the accelerated reduction in staff costs.
3. A second area of underspend variance relates to the implementation of a new mobile phone contract. Final contract implementation costs were not fully known until year-end due to a set of complex transition arrangements, hence the need for contingencies built into the project.
4. The final major variance relates to budget overprovision for CTRS (Council Tax Reduction Scheme), which is predominantly demand led. Some significant reduction in this overall budget was factored into the 2018-19 budget but it remains under review with the wider rollout of the Universal Credit system and wider efforts by Welsh Government to encourage and maximise local take up of the scheme.

People Directorate – Poverty & Prevention

	£
Tackling Poverty Unit/Adult Prosperity & Wellbeing (Restructure delays and maximising use of Grants)	-424,000
Child Poverty Projects (Maximising use of Grants)	-85,000
Young People's Services	-30,000
Early Intervention Services	-25,000
Partnership & Commissioning	-38,000
Joint People Directorate Commissioning	-21,000
Other	-8,000
	-631,000

Directors Comments:-

Poverty and Prevention

The core budget of Poverty and Prevention funds 33% of the service, with the remainder funded by income, mostly Welsh Government grants. The principle adopted by the service area is always to fully maximise grant funding, there has been a real focus is on this during 17/18 to ensure no grant funds are returned. To achieve this within the financial year this has created underspends and one off savings to core budgets.

The Tackling Poverty Unit has undergone a restructure into the Adult Prosperity & Wellbeing service this year and this restructure and delays to recruitment has contributed to core underspends. The largest underspend in this area through maximising the use of WG Grants, which have been fully realised this year, in particular ensuring that the WG Communities First Grant is fully spent in its final year.

In other service areas there are small underspends due to management of staff vacancies and maternity leave and the impact of maximising the use of external grants.

The Child Poverty Projects budget is in place to support projects as need arises, however Grant funds have been fully utilised instead of drawing on core spend in this area; therefore there was no significant call on core funding during the year.

People Directorate – Social Services

	£
Unachieved Savings	
Review of contracts and efficiencies	170,000
Use of Direct Payments	570,000
Additional Income	708,000
Domiciliary Care – Reduction in use of double handed calls	650,000
Outcome based assessments	760,000
Maximising Health Contributions to Packages of Care	529,000
Other	
External Domiciliary Care	385,000
External Residential Care	1,005,000
Internal Staffing and Services	-1,745,000
Third Party Spend	-374,000
MHLD Complex Care	2,750,000
Looked After Children and Special Guardianship Orders	946,000
Additional Grant Income	-700,000
Balance Sheet Adjustment (One Off)	-928,000
	<u>4,726,000</u>

Directors Comments:-

Social Services

Child and Family have achieved a small underspend for the financial year. This represents an improvement on the position previously reported. This position has been achieved through the allocation of grant income and the one off benefit afforded by a review of balance sheet items. This more than offset overspends on independent placements caused by increases in both cost and demand.

Within Adult Services, the financial picture is more challenging. Significant overspends were reported at each quarter and the final position is similar with unachieved savings having a major impact on the final outturn.

The overspend in respect of Learning Disability and Mental Health placements is a continuation of the previous year's overspend and additional in year pressures. The transition of placements from Child and Family as well as the impact of new placements and supported living schemes have seen costs rise significantly. Additional budget was allocated to this area during 2017/18 due to the receipt of grant funding from Welsh Government and steps have been taken to allocate additional resource for 2018/19. Despite this, we forecast that this will remain an area of significant pressure.

The internal staffing and savings figure is indicative of efforts to reduce expenditure on staffing through ER/VR arrangements, tight vacancy

management, the use of grant income to offset such spend, and a one off revenue benefit from a review of the balance sheet.

External Residential Care and External Domiciliary Care are exposed to both demographic and cost pressures. Work to ensure all placements are appropriate and cost effective continues. The success of work to control demand will be critical to the financial sustainability of the service.

People Directorate – Education

	£
EOTAS/One to One	-520,000
Recoupment/Independent Placements	-547,000
Home to School Transport	114,000
Catering and Cleaning	239,000
Broadband and IT	-175,000
Other	-148,000
	<u>-1,037,000</u>

Directors Comments:-

Education

Significant work has been undertaken to support the final outturn position. All areas have been challenged to reduce their spend and a number of underspends have been achieved

EOTAS/One to One : A number of one off underspends were identified in year to support the department's financial position and robust management action taken to contain pressures in the 'one to one' budget. A review of budgets in this area is ongoing and will be considered in line with the continuing development of the new model of EOTAS provision, whilst the new facilities on a single site are awaited.

Recoupment/ Independent Placements : This is an inherently volatile demand-led budget and whilst underspent, a significant number of placements late in the financial year will have a major full year consequence in 2018/19 and there have also been further placements in 2018-19. The additional proposed planned places at Penybryn Special School are essential to avoid far more costly provision out of county but the additional revenue costs at the school of £343,000 will also need to be met from this budget.

Home to School Transport : This remains a significant area of concern as it is inherently volatile and effectively uncontrollable within existing national and local policy and as expectations continue to be raised by Welsh Government and through legal challenges. The greatest area of cost pressure in 2017-18 related to the area of post 16 transport.

Catering and Cleaning : Catering and cleaning have both been affected by the withdrawal of a number of schools from the respective Service Level Agreements. Additionally, cost pressures (particularly increasing food costs)

and the loss of income from school closures due to adverse weather have had an impact on the Catering outturn.

Broadband and IT : Tight cost control and contract monitoring, has enabled savings in this area to exceed targets.

Other tight cost control in all areas has enabled the achievement of underspends additional to those reported above. These are primarily those achieved by the control of staffing vacancies and particularly across Learner Support areas.

Place Directorate

	£
Art Gallery	273,000
Unachieved Culture & Tourism Savings	285,000
Housing General Fund	-199,000
Pollution Control	-148,000
Marina	-282,000
Civil Parking Enforcement	-181,000
Highways Winter Maintenance	360,000
Car Parks	86,000
School Crossing Patrols	-89,000
Bus Station	-102,000
Park & Ride	160,000
Transport Support	-331,000
Social Services Transport	436,000
Carbon Reduction Commitment	-241,000
Mail Room	-145,000
Accommodation Strategy	-209,000
Corporate Cleaning	-107,000
Corporate Properties	-318,000
Strategic Estates	-498,000
Corporate Building Trading	125,000
Property Preventative Maintenance	232,000
Back pay Costs	634,000
Other net variances	-86,000
	<u>-345,000</u>

Director Comments:-

Notwithstanding the ongoing financial challenges, significant progress is being made against the current and future savings targets with a number of savings being accrued earlier than planned resulting in an underspend in the 2017/18 budget. In addition a number of areas have generated increased income and proactive budget management have reduced overall spend levels across the directorate. This will assist the directorate in achieving a balanced budget in 2018/19.

Some of the key variances are outlined in more detail below:

1. Art Gallery - £75k extra charge for NNDR, £45k Utilities, £85k for additional staffing and JE appeals. Waterfront Museum - £15K overspend as a result of RPI.
2. Unachieved Delayed Culture & Tourism Savings - Cefn Hengoed LC £59K, Plantasia £126K, Penlan LC £60K, Bishopston Leisure Centre £40K.
3. Housing General Fund - Underspend due to delayed replacement of staff in Housing Options and Urban Renewals and additional income.
4. Pollution Control - Underspend due to delayed spend on replacement of staff and supplies & services. Waiting on surveys and dredging in 18/19.
5. Marina – Delayed spend on RCCO to finance capital projects.
6. Civil Parking Enforcement - Employee underspend £45K due to delay in recruitment, supplies and services underspend of £65K, RCCO contribution of £35K to finance capital expenditure and increased income of £100K.
7. Highways Winter Maintenance - Additional salt/ gritting usage due to adverse weather conditions.
8. Car Parks - Overspends on abandoned vehicles £50K, an income shortfall of £70K and employee underspends of £57K due to delay in recruitment.
9. School Crossing Patrols - Underspend of £104K on employees due to inability to recruit to posts.
10. Bus Station - Underspends on employees £40K due to delay in recruitment, Premises costs £39K, and Supplies and Services £62K.
11. Park & Ride - Underspend on employees £162K and Premises costs £68K. These underspends are offset by an income shortfall of £220K and an overspend on Bus Operator Payments of £170K. All variances were in the main attributable to closure of the Fforestfach park & ride site.
12. Transport Support - Concessionary Fares £265K and Surplus income from eligible pupils travelling on subsidised bus services £50K.
13. Social Services Transport - Overspend on Vehicle Maintenance, Hire & Fuel budgets.
- 14 Carbon Reduction Commitment – underspend due to reduced usage and purchase of credits carried forward from previous years £124k.
15. Mail Room - Underspend on employee costs due to vacancies and savings in postage and carriage due to new external contract achieved.
16. Accommodation Strategy – further savings and early achievement of achieving underspend to £209K.

17. Corporate Cleaning - Underspend of £107K as a result of the full implementation of commissioning review, primarily via increased income recovery target.
18. Corporate Properties - Additional ad-hoc income from rent reviews, grants funding accommodation and following completion of revised lease to Swansea City.
19. Strategic Estates - Employee underspend of £230K due to early release of savings by not filling vacant posts, a £100K refund on Business Rates and £60K extra income from external services recharges.
20. Corporate Building trading - Unachieved savings due to the delay in delivering a mobile working IT solution £100K and delay in new fleet contract £25K.
21. Property Preventative Maintenance - Increase in building repair costs and unachieved savings due to unrealised asset reductions in line commissioning review £232K.
22. Back pay Costs - Unbudgeted costs relating to CTU, CBS Trading and Grand Theatre £634K.
23. Other net variances - Various small over and under spends

In moving forward the directorate will be looking to further align any budget variances and amend the base budgets to reflect any recurring underspends as part of its overall budget strategy and savings programme.

3. Items met from the Contingency Fund

- 3.1 The Cabinet Report on 23rd February 2017 highlighted a number of risks that may need to be met from the Contingency Fund in 2017/18.
- 3.2 The £7.399m shown at Appendix 'A' represents the cost of the ER/VR exercise for 2017/18 which has been charged to the Contingency Fund on an 'Invest to Save' basis. This sum reflects the inevitable workforce reductions implicit within the budget proposals for 2017/18 and 2018/19 contained within the 'Sustainable Swansea- Fit for the Future' Budget strategy adopted by the Council. These costs include the additional costs of increasing the redundancy element to a maximum of 45 weeks from 30 weeks. As in prior years access to ER/VR requires a maximum payback period of three years for an employee who leaves under the scheme.
- 3.3 In addition to the above other costs have been funded from the contingency in year including increased Coroners costs (£136,000), City Centre Regeneration and City Deal costs (£250,000), Adult Services 'invest to save' staffing costs (£70,000), additional legal staffing costs to deal with Information and Governance issues and support for Public

Service Boards (£37,000) , Deprivation of Liberty Safeguards pressures (£348,000), Replacement Waste Vehicles (£237,000), Backpay costs relating to Building Services (£500,000) and other various smaller items (£96,000) . In total £1,674,000.

- 3.4 The total met from the fund , ER/VR and other service costs for 2017/18 is therefore some £9,073,000.
- 3.5 Items charged to the fund represent one off costs which, apart from ER/VR costs, will not re-occur during 2018/19. The budgeted Contingency fund for 2018/19 is £3,450,000 and is effectively wholly and fully pre-committed to the costs of the ER/VR scheme which has now reverted to a 30 week redundancy element. Any excess costs beyond that budgeted in the Contingency Fund will once again fall to the Restructuring Reserve.

4 Schools Expenditure and Reserves Position

- 4.1 The Schools delegated budget for 2017/18 was £143,607,660.
- 4.2 This delegated budget in reality reflects in actual expenditure as shown in the education directorate line of the outturn summary given at appendix 'A', and any variation in expenditure incurred by Schools at a level greater/less than overall delegated budgets will result in a movement in ring-fenced delegated schools reserves.
- 4.3 During 2017/18 Schools expenditure overall was £474,059 more than the delegated budget, equating to an overspend of 0.33%
- 4.4 This overspend is mitigated by being drawn down from schools own reserves.

The following is a summary of overall Schools Reserves since 2015:

	Balance 31/3/2015	Balance 31/3/2016	Balance 31/3/2017	Balance 31/3/2018	Overall change over last 3 year period (%)
Primary	6,719,958	7,026,483	5,433,323	5,310,963	-20.9
Secondary	2,799,369	2,188,589	1,687,157	1,612,646	-42.4
Special	232,849	331,635	454,287	177,099	-23.9
Total	9,752,176	9,546,707	7,574,767	7,100,708	-27.2

- 4.5 The above table is presented to reflect the quantum of schools reserves against each stream and the position within individual schools may vary quite considerably from the trend shown.
- 4.6 The above overall movement in Schools Reserves – a net reduction of £474,059 or 6.2% in year has to be viewed in the context of an overall increase in Schools funding of £4.733m in 2017/18. The position was also affected by a very late decision by Welsh Government to release

additional specific grant funding for schools (worth more than £1m to this authority) which effectively had to go into schools reserves with an expectation of spend immediately thereafter in 2018-19.

4.7 It is expected therefore that the outturn position for 2018/19 for schools will evidence further calls on existing reserves.

5 Ongoing implications for the 2018-19 budget

5.1 There are ongoing risks from planned savings not achieved from 2017-18 budget which cumulatively impact future years.

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

- Learning Disability and Mental Health Services.
- Final rebalancing of Corporate Services budgets

5.3 There are inherent risks in the current 2018-19 budget around:

- Reduced Contingency Fund especially re the overall funding of staff ER/VR departures .
- Sustainable Swansea workstream savings currently included within Corporate Services of £5.6m which are yet to be fully allocated and delivered
- Ongoing costs relating to residual Single Status appeals.
- Limited central provision for inflationary costs.

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

- Redistribution of block government grant (especially re sparsity factors)
- Continued loss of specific grants
- Ongoing demographic pressures especially in the older age population, pressures and interlinkages with NHS health care funding and a relative fragile private sector care sector
- Affordability of the national employer pay awards to address National minimum and Living Wage issues and the effective, but unfunded, removal, of the public sector pay cap
- Increased costs from the triennial revaluation of the pension fund
- Increased costs from changes to the way the employer contribution costs are calculated in respect of the teachers' pension scheme

5.5 We can anticipate therefore that the authority's overall budget position will remain under significant pressure for the foreseeable future.

6. Use of the savings tracker and outturn position

6.1 During 2017/18 the Council continued with use of a tracking mechanism in order to monitor progress against the specific savings proposals contained within service and overall budgets proposals.

- 6.2 The detailed final position as shown by the savings tracker for 2017/18 showed an overall achievement of 67% and specific details on the outturn position are given at Appendix B
- 6.3 Given the overall outturn position it is clear that some additional compensating savings have been made where specific savings have been delayed or have not been achieved.

7 Summary of Outturn Position and Recommendations

- 7.1 The outturn position for 2017/18 reflects an improvement on the forecast position at quarter 3 (Reported to Cabinet in February 2018) i.e. a reduced level of overspend.
- 7.2 This is the minimum that should be expected in terms of Service Revenue Budgets as a result of in year budget monitoring , management action and spending restrictions.
- 7.3 The Revenue Budget as set by Council in February 2017 approved the use of Earmarked Reserves to support the 2017/18 budget. In addition the Third Quarter Budget Monitoring report and the report to Council reviewing its reserves proposed transferring any underspends/savings in budgeted Capital Financing charges to a Capital Equalisation reserve. Based on the net Revenue position arising out of the outturn statement it is recommended that:-

7.3.1 The following transfers are made to earmarked Revenue Reserves as follows:-

- Commuted Sums Received £1,104,000
- Crematorium Mercury abatement reserve £80,000
- Tir John gas engines £335,000 , Vibrant and viable City Centre £158,000 , Western Bay £88,000 Communities for Work £119,000.
- Capital Equalisation Reserve £3,071,280

- 7.4 In order to fund the net service overspend as outlined in 2.1 above together with transfers to the new Capital Equalisation reserve the S151 Officer recommends that £3,008,243 is utilised from the General Reserves as set out in Appendix A. This is in line with , and less than, the 2018-19 Budget Report forecast for General Reserves usage as approved by Council on the 6th March 2018.
- 7.5 Notwithstanding these proposed transfers, it is a duty of the Section 151 Officer to consider levels of General and earmarked reserves in order to continually monitor their adequacy and projected use. This has to be done in terms of both current known and projected future liabilities.
- 7.6 To this extent the Section 151 Officer is undertaking a further formal review of all current earmarked reserves to be reported to Council in the Autumn of 2018. It is also likely to be necessary for the S151

Officer to recommend some urgent action to Cabinet on some targeted additional use of earmarked reserves as part of the first quarter monitoring for 2018/19

- 7.7 It is the opinion of the Section 151 Officer at this point that there is no scope within General reserves to fund any additional expenditure of the Council beyond that currently approved given the current risks facing the Council in terms of continuing single status issues, ongoing spending pressures and the uncertainty of future Welsh Government funding streams. That means that subject to some limited emergency one off use of earmarked reserves, and other limited action the S151 Officer can propose immediately in year, all spending must otherwise be wholly contained within existing budgets.

8. Legal Implications

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

9. Equality and Engagement Implications

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

Background Papers: None

Appendices:

Appendix 'A' Revenue Outturn Summary 2017/18

Appendix 'B' Summary of initial budget proposals delivered

Revenue Outturn Summary 2017/18

Appendix 'A'

Directorate

	Revised Budget £'000	Revenue Outturn £'000	Variance £'000	Variance %
Resources	44,011	44,865	854	1.9
People - Poverty and Prevention	6,597	5,966	-631	-9.6
People - Social Services	102,065	106,791	4,726	4.6
People - Education	164,141	163,104	-1,037	-0.6
Place	52,974	52,629	-345	-0.7
Net Directorate expenditure	369,788	373,355	3,567	1.0
Financed from Contingency Fund	3,726	7,399	3,673	
Total Service costs	373,514	380,754	7,240	
Apprenticeship levy	1,000	775	-225	
Specific Grant provision.	946	0	-946	
Corporate items		-850	-850	
<i>Levies:</i>				
Swansea Bay Port Health	84	84	0	
<i>Contributions:</i>				
Combined Fire Authority	12,275	12,275	0	
	387,819	393,038	5,219	
<i>Capital financing charges</i>				
Principal repayments	15,316	14,373	-943	-6.2
Net interest charges	15,893	13,765	-2,128	-13.4
Net Revenue Expenditure	419,028	421,176	2,148	0.5
Movement in balances				
General Balances	0	-3008	-3,008	
Earmarked reserves	-631	781	1,412	
Total Budget Requirement	418,397	418,949	552	
Discretionary NNDR relief	400	350	-50	-12.5
Total CCS requirement	418,797	419,299	502	
Community Council precepts	965	965	0	
Total spending requirement	419,762	420,264	502	0.1
Revenue Support Grant	231,170	231,169	-1	
NNDR	79,531	79,531	0	
Council Tax	109,061	109,564	503	0.5
Total financing	419,762	420,264	502	0.1

Overall Target

The overall target was set by Council on 23/02/17. Taking into account the various savings streams (service savings, cross cutting savings, stopping services, increased council tax resources and unpicking some of the overlaps across streams) a stretch target equivalent to £18.727m is needed to balance the budget on its own. This tracker was predominantly compiled just after the 31 March year end.

Firm/To date

A strict interpretation of "firm" has been used. To qualify budget must have been allocated, removed and actual practical steps delivered to achieve the planned saving.
NON DELIVERY OF ORIGINAL SAVINGS

Forecast

The overall weighted forecast is 67%, so very significantly short of where we should be. There is some progress on most areas of savings but limited delivery significant savings in the service savings, especially in Corporate Services and Social Services (both of which are reporting significant over spending) and in senior staff savings in Corporate Services (compensating savings now in place for bulk of these in 18-19 so predominantly timing issue re 17-18 delivery) . **SOME LARGE GAPS**

Service Savings

There are gaps in assured and evidenced savings across two directorates, Social Services and Corporate Services . These were significant enough to indicate that the overall budget would remain overspent by year end and this position is now confirmed .
SUBSTANTIALLY BELOW TARGET

Senior Staffing

Of the £2.5m savings target set at budget, there is already significant slippage in one directorate, Corporate Services. Much of this has been addressed by the Director in the late stages of 17-18 with some reductions with effect from 31 March 2018 and some by 30 June 2018. **SIGNIFICANTLY BELOW TARGET IN YEAR**

Delivery Strands

All now fully allocated into services - no cross cutting unallocated strands remain. **NO LONGER APPLICABLE**

Other Savings

The nature of these savings is that they are mostly fully assured right at the start of the year. The major exception is Council Tax which ultimately depends upon collection performance. **TARGET MET**

Risks and Issues to Address This Time

Overall rate of progress is significantly below expectation and is therefore again red flagged for the whole year .

The risks are predominantly around assuring progress is actually occurring on Service Savings and some Senior Staffing savings.

Cabinet will in due course be advised of the outturn position, which taken together with emerging additional overspends in Corporate Services and Social Services means that urgent action must be taken now on containing future service spending.

Spending restrictions remain in place and will need to do so all year.

Immediate effort has been directed to:

Reminding every Head of Service they have NO authority to overspend and must take all endeavours to continuously balance their budgets

Limiting recruitment to posts via CMT review

Limiting all overtime bar utter exception

Freezing all discretionary spend

Comments and feedback from PFMs

None to date

	£'000
Target	18,727

	£'000
To date	12,639

	£'000
Forecast	12,639

	To date	Forecast
Delivery	67%	67%



	Target £'000	Forecast £'000	Firm £'000
Service Savings	12,252	6,525	6,525
Staffing	2,465	2,104	2,104
Other savings	4,010	4,010	4,010
Total	18,727	12,639	12,639

Service Savings	Target £'000	Firm £'000	Forecast £'000	Target Met	Assessment
Corporate Services	1,565	233	233	15%	RED
Education	314	314	314	100%	GREEN
Social Services	6,462	3,075	3,075	48%	RED
Poverty and Prevention Place	243	243	243	100%	GREEN
	3,668	2,660	2,660	73%	AMBER
	12,252	6,525	6,525	53%	RED

Senior Staffing	Target £'000	Firm £'000	Forecast £'000	Target Met	Assessment
Corporate Services	735	394	394	54%	RED
Education	98	98	98	100%	GREEN
Social Services	764	764	764	100%	GREEN
Poverty and Prevention Place	146	146	146	100%	GREEN
	722	702	702	97%	GREEN
	2,465	2,104	2,104	85%	GREEN

Other savings	Target £'000	Firm £'000	Forecast £'000	Target Met	Assessment
Council Tax (net)	3,263	3,263	3,263	100%	GREEN
Net levy savings	0	0	0	100%	GREEN
Reduced contingency fund	47	47	47	100%	GREEN
Use of Insurance Reserve	700	700	700	100%	GREEN
Use of General Reserves	0	0	0	100%	GREEN
	4,010	4,010	4,010	100%	GREEN

GRAND TOTAL	18,727	12,639	12,639	67%	RED
--------------------	---------------	---------------	---------------	------------	-----

Classification		Jun	Sept	Dec	Mar
RED	Forecast below target by	30%+	20%+	15%+	5%+
AMBER	Forecast below target by	15-30%	10-20%	5-15%	0-5%
GREEN	Forecast below target by	15%	10%	5%	0%

Agenda Item 8



Report of the Section 151 Officer

Cabinet – 19 July 2018

Revenue Outturn 2017/18 – Housing Revenue Account (HRA)

Purpose:	This report details the City and County of Swansea's HRA outturn compared with the approved revenue budget for 2017/18.
Policy Framework:	Budget plan 2017/18
Consultation:	Cabinet Members, Executive Board, Legal and Access to Services.
Recommendations:	It is recommended that (a) the variations detailed in the report are noted;
Report Author:	Ben Smith
Finance Officer:	Ben Smith
Legal Officer	Tracey Meredith
Access to Services Officer:	Sherill Hopkins

1. Summary of HRA outturn for 2017/18.

- 1.1 The HRA showed a deficit of £3.039m compared with the original budgeted deficit as outlined in the report to members on 9th February 2017 of £2.395m. The summarised HRA is set out in Table A in the Appendix.
- 1.2 The main reason for this overspend and movement against original deficit of some £0.644m is set out below :-

Item	£m
Increased contribution to fund capital expenditure	1.891
Increased management/revenue repairs costs	0.136
Reduced capital charges	-0.904
Reduction in Bad Debt provision	-0.335
Additional income	-0.144
Net overspend	0.644

- 1.3 The increased contribution to fund capital expenditure was as a result of the planned use of existing balances and savings from the current year as set out above to minimise the borrowing requirement.
- 1.4 The increase in management and revenue repairs costs was mainly due to increased costs for gas maintenance and additional RPP and Painting works.
- 1.5 The reduced capital charges reflect the ongoing low interest environment where it is disadvantageous to the Authority to materially externalise its borrowing requirement when it can better utilise internal capital alongside a slippage within the planned HRA capital programme.
- 1.6 The reduction in the expected contribution to the bad debt provision arose because the impact of Welfare Reform has been slower than prudently expected, so the levels of outstanding debt are not as high as anticipated yet. Proactive rents arrears prevention and recovery also contributed to this.
- 1.7 The additional income was as a result of the allocation of the week 53 rent income apportionment.

2. Reserves

- 2.1 The opening balance for the year was £9.820m. With the final 2017/18 use of reserves of £3.039m the closing balance is £6.781m. The summary reserves position including budgeted usage for 2018/19 is set out in Table B in the Appendix.

3. Legal Implications

- 3.1 There are no legal implications.

4. Equalities Implications

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

Background Papers: None.

Appendices: Appendix A – Summarised HRA 2017/18 / Movement in Balances 2017/18 to 2018/19.

Table A: Summarised HRA 2017/18

Classification	Original Budget 2017/18	Actual 2017/18
	£'000	£'000
<u>Expenditure</u>		
Management and Maintenance	28,640	28,441
Capital Charges	10,206	9,302
Revenue Funding for capital schemes	24,459	26,350
Total Expenditure	63,305	64,093
<u>Income</u>		
Rents and other income	60,910	61,054
Use of balances	2,395	3,039
Total Income	63,305	64,093

Table B: Movement in Balances 2017/18 to 2018/19

Description	£000's
Actual balance at 1 st April 2017	9,820
Actual transfer from Reserves 2017/18	3,039
Actual balance 31st March 2018	6,781
Budgeted use 2018/19	-97
Forecast balance 31st March 2019	6,684

N.B. Actual usage in 2018/19 will be dependent upon final Capital requirements including slippage of schemes from 2017/18.

Agenda Item 9

Service Improvement and Finance Scrutiny Performance Panel

Work Plan 2018/2019

All Meetings will take place in Committee Room 5
10am – 12pm (Unless stated otherwise)

Meeting 1 Tuesday June 5th	1. Election of Convener 2. Role of Panel and Terms of Reference <ul style="list-style-type: none">• Cllr Chris Holley 3. Work Plan 2018-2019 <ul style="list-style-type: none">• Cllr Chris Holley
Meeting 2 Commissioning Review Tuesday June 19th 11am – 1pm	Cultural Programme – Final Bidder Options <ul style="list-style-type: none">• Martin Nicholls – Director Place• Tracey McNulty – Head of Cultural Services• Robert Francis-Davies – Cabinet Member Culture, Tourism and Major Projects
Meeting 3 Tuesday July 10th Committee Room 3 Civic Centre	1. Welsh Language Standards Annual Report 2017/18 <ul style="list-style-type: none">• Julie Nicholas Humphreys - Customer Services Manager• Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance 2. Charges Item <ul style="list-style-type: none">• Chris Williams – Head of Commercial Services• Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance
Meeting 4 Tuesday August 14th	1. End of Year 2017/18 Performance Monitoring Report <ul style="list-style-type: none">• Richard Rowlands – Corporate Performance Manager
Meeting 5 Tuesday September 11th	1. Recycling and Landfill - Annual Performance Monitoring <ul style="list-style-type: none">• Chris Howell – Head of Waste Management and Parks• Cllr Mark Thomas – Cabinet Member for Environment and Infrastructure Management

<p>Meeting 6 Thursday September 27th Committee Room 2 Civic Centre</p>	<p>1. Equality Review Report 2017/18</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Mary Sherwood – Cabinet Member for Better Communities <p>2. Q1 2018/19 Performance Monitoring Report</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager
<p>Meeting 7 Monday October 29th</p>	<p>1. Q1 Revenue and Capital Budget Monitoring 2018/19</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>2. Revenue Outturn and Savings Tracker 2017/18</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>3. Revenue Outturn 2017/18 (HRA)</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>4. Capital Outturn and Financing 2017/18</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre
<p>Meeting 8 Tuesday November 13th</p>	<p>1. Q2 Budget Monitoring</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>2. Annual Review of Performance 2017/18</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance <p>3. Reserve Update</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>4. Mid-Year Budget Statement 2018/19</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre
<p>Meeting 9 Tuesday December 11th</p>	<p>1. Annual Review of Well-being Objectives and Corporate Plan 2018/22</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance

	<p>Manager</p> <ul style="list-style-type: none"> • Cllr Rob Stewart – Cabinet Member for Economy and Strategy <p>2. Welsh Public Library Standards Annual Report 2017/18</p> <ul style="list-style-type: none"> • Karen Gibbins - Principal Librarian for Information & Learning • Cllr June Burtonshaw – Cabinet Member for Better Communities – Place <p>3. Planning Annual Performance Report</p> <ul style="list-style-type: none"> • Ryan Thomas - Development Conservation and Design Manager • Cllr David Hopkins – Cabinet Member for Delivery
<p>Meeting 10 Tuesday January 15th</p>	<p>1. Q2 Performance Monitoring Report</p> <ul style="list-style-type: none"> • Richard Rowlands – Corporate Performance Manager <p>2. Corporate Complaints Annual Report 2017/18</p> <ul style="list-style-type: none"> • Julie Nicholas Humphreys - Customer Services Manager • Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance <p>3. Budget Proposals</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre • Cllr Rob Stewart – Cabinet Member for Economy and Strategy
<p>Meeting 11 Tuesday February 12th Chamber Meeting Room Civic (Room 2.1.19) BUDGET MEETING</p>	<p>1. Q3 Budget Monitoring</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre <p>2. Annual Budget</p> <ul style="list-style-type: none"> • Ben Smith – Head of Financial Services and Service Centre
<p>Meeting 12 Wednesday March 6th</p>	<p>1. Review of Community Groups – Friends of Parks/Community Centres</p> <ul style="list-style-type: none"> • Tracey McNulty – Head of Cultural Services • Cllr June Burtonshaw – Cabinet Member for Better Communities – Place <p>2. Commissioning Review Item</p>
<p>Meeting 13</p>	<p>1. Q3 Performance Monitoring Report</p>

Tuesday April 9th

- Richard Rowlands – Corporate Performance Manager

To be scheduled;

- Commissioning Reviews 2016/17 Evaluation Item
- Additional Commissioning Reviews (TBA)
- Welsh Housing Quality Standards (TBA)
- Local Government Performance Bulletin 2017/18
- Audit Items