



**Dinas a Sir Abertawe**

**Hysbysiad o Gyfarfod**

Fe'ch gwahoddir i gyfarfod

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

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

**Dyddiad:** Dydd Llun, 20 Ionawr 2020

**Amser:** 10.00 am

**Cynullydd:** Y Cynghorydd Chris Holley OBE

**Aelodaeth:**

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

---

### **Agenda**

**Rhif y Dudalen.**

- |   |  |         |
|---|--|---------|
| 1 | Ymddiheuriadau am absenoldeb.  |         |
| 2 | Datgeliadau o fuddiannau personol a rhagfarnol<br><a href="http://www.abertawe.gov.uk/DatgeliadauBuddiannau">www.abertawe.gov.uk/DatgeliadauBuddiannau</a> |         |
| 3 | Cofnodion  | 1 - 8   |
| 4 | Cwestiynau gan y Cyhoedd   |         |
| 5 | Abertawe Gynaliadwy - yn addas i'r dyfodol: cynigion cyllidebol 2020/21 - 2023/24.   | 9 - 40  |
| 6 | Monitro Refeniw a'r Gyllideb Gyfalaf - Chwarter 2af 2019/20  | 41 - 96 |
| 7 | Cynllun Gwaith 2019/20   | 97 - 98 |

**Cyfarfod nesaf:** Dydd Mercher, 19 Chwefror 2020 ar 10.00 am

**Huw Evans**

**Pennaeth Gwasanaethau Democrataidd**

**Dydd Llun, 13 Ionawr 2020**

**Cyswllt: Craffu 637732**

---



# Agenda Item 3



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

**BY EMAIL**

*Please ask for:  
Gofynnwch am:*

*Direct Line:  
Llinell Uniongyrchol:*

*e-Mail  
e-Bost:*

*Date  
Dyddiad:*

**Overview & Scrutiny**

**01792 636292**

**scrutiny@swansea.gov.uk**

**2 January 2020**

**Summary:** This is a letter from the Service Improvement and Finance Performance Panel to the Cabinet Member for Economy and Strategy. The letter concerns the Quarter 2 Budget Monitoring Report and the Mid-year Budget Statement.

Dear Councillor Stewart,

On the 9 December 2019, the Panel met to discuss the Quarter 2 Budget Monitoring Report and the Mid-year Budget Statement. The Panel are grateful to the Chief Finance Officer for attending to discuss both reports.

We heard that whilst the Sustainable Swansea Delivery Programme continues to develop service delivery plans that include savings requirements, the potential overspend remain a significant risk and needs to be addressed on a whole council basis.

We heard there is an in-year overspend forecast so Directors will redouble efforts to bring this down. Overspends are in Education and Social Services. Large inroads into reducing overspend across the council is expected to show in the Quarter 3 performance data. Chief Finance Officer will seek to balance the budget overall, so technically there will be a lawfully balanced budget by the end of the year.

In the budget monitoring report it refers, under the section Director of Resources, to 'stopping or reducing services through new ways of working', we are interested in finding out what this might include.

We also want to find out more about the section referring to '16/17 communications model and Corporate Health and Safety'. Can you tell us why the previously identified model of merging marketing and communications from across the council into one team, has not progressed. Also under that same item it refers to the increase in staff referrals to occupational health, we would be interested to hear about the reasons why there has been such an increase.

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

**SWANSEA COUNCIL / CYNGOR ABERTAWE**

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

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

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

We asked if the Council was getting to the stage where they cannot take money from the Insurance Reserve. Are we reaching the finite point in taking out of the reserves? The Chief Finance Officer said we are covered 90% (of all likely scenarios) and this is a level considered as prudent.

We discussed the Capital Budget and the 90m borrowing for the implementation of those issues identified in the Medium Term Financial Plan particularly referring to the City Deal and the Band B schools programme. We were pleased to hear that the Chief Finance Officer was able to borrow part of the funding required, £90 million before the UK Government raised the repayment cost by 50%. The Chief Finance Officer said to expect a large draw down on this 90m over the coming months to begin to progress with those projects, as recently agreed by Cabinet.

We are interested in any thoughts you may have on the issues contained in this letter but can we please have your formal written response to the following issues by 23 January 2020.

1. Can you detail budget reductions relating to each Council Department and timescales for achieving them? Can you particularly outline your
  - a. Confidence in Social Services meeting its in year overspend, particularly in relation to care fees, by the end of the financial year.
  - b. Confidence in Education meeting its in year overspend by the financial year-end.
2. Have we reached the position where we cannot put more funding in the capital reserve fund?
3. You refer in your report to the Director of Resources stopping or reducing service through new ways of working. Can you tell us what this has or might include?
4. Can you tell us why the previously identified model of merging marketing and communications from across the council into one team, has not progressed?
5. You refer to an increase in staff referrals to occupational health. Can you tell us the reasons why there has been such an increase?

Yours sincerely,



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



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

**BY EMAIL**

*Please ask for:  
Gofynnwch am:*

*Direct Line:  
Llinell Uniongyrchol:*

*e-Mail  
e-Bost:*

*Date  
Dyddiad:*

**Overview & Scrutiny**

**01792 636292**

**scrutiny@swansea.gov.uk**

**6 January 2020**

**Summary:** This is a letter from the Service Improvement and Finance Performance Panel to the Cabinet Member for Delivery and Performance. The letter concerns the Wales Audit Office Report and response on the effectiveness of local planning services in Wales and the Planning Annual Performance Report 2018/19.

Dear Councillor Hopkins,

On the 9 December 2019, the Panel met to discuss the Wales Audit Officer Report and Response on the effectiveness of local planning services in Wales and the Planning Annual Performance Report 2018/19. The Panel are grateful to you, Phil Holmes and Ian Davies for attending the meeting to discuss these reports.

### **Wales Audit Office Report and response on the effectiveness of local planning services in Wales**

We heard that the Wales Audit Office report draws four main conclusions. Thank you for providing us with the detailed action plan designed to address the issues raised. In summary, you said:

1. Planning Authorities find it challenging to balance competing demands because of the complexities of the planning system  
*Council accepts this.*
2. Insufficient capacity and reducing capacity are eroding planning local authority resilience  
*Council concurs with this Planning has had to live within its means as with every other council department.*
3. Timeliness and quality of decision making varies widely and performance on managing applications is poor  
*Do not agree with this as performance has improved in Swansea and fair well on Welsh Government indicators (it was noted that the Wales Audit Office did not use the WG indicators to assess this)*

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

**SWANSEA COUNCIL / CYNGOR ABERTAWE**

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

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

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

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

*Swansea is ahead of the curve in relation to this because we have recently adopted the Local Development Plan with these aspects incorporated into it.*

We agreed that Audit reports are useful exercises and can assist services by deep diving into certain aspects but we felt that this did not do that on this occasion. We heard that this report was based on a small number of in-depth consultations with some local authorities and then via a questionnaire with the others, including Swansea. We heard that with most Audit reports, the inspectors come back to authorities to discuss the outcomes before they are published. This did not happen with this particular Audit, which we feel was an error, as Planning is a vital part of Council services and consultation prior to publication would benefit all parties concerned. We did share your view that the Audit Report was not reflective of Planning in Swansea and that it does not show enough technical knowledge to make assessment useful. The Panel would like to see the Welsh Government's response to the report in due course.

In our discussion about the Planning Annual Report, we were pleased to hear that a lot of work is taking place around wellbeing and biodiversity. We took the opportunity to raise the issue of capacity in the Nature Conservation Team and its ability to be able to enforce ecological issues and regulations.

We are interested in any thoughts you may have on the issues contained in this letter but can we please have a formal written response to the following point by 27 January 2020.

1. What is being done in Swansea to ensure there is capacity to regulate and ensure ecological constraints are followed?

Yours sincerely,



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



City and County of Swansea

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

Committee Room 5, Guildhall, Swansea

Monday, 9 December 2019 at 10.00 am

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

**Councillor(s)**

P R Hood-Williams  
P K Jones

**Councillor(s)**

L James  
J W Jones

**Councillor(s)**

M H Jones  
D W W Thomas

**Other Attendees**

Cllr D Hopkins

Cabinet Member Environment and Infrastructure  
Management

**Officers**

Phil Holmes  
Ian Davies  
Ben Smith  
Michelle Roberts

Head of Planning and City Regeneration  
Area Team Leader for Development Management  
Chief Finance Officer  
Scrutiny Officer

**Apologies for Absence**

Councillor(s): P Downing and B J Rowlands

---

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

None

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

None

**3 Minutes and Letters**

Two items were raised:

1. Query on berthing fees for Swansea Marina.
2. Electricity and Street lighting costs.

The minutes and letters were accepted.

**4 Public Questions**

There were no public questions.

**5 Q2 Budget Monitoring 2019/20**

The Chief Finance Officer attending the Panel meeting to discuss the Budget Monitoring Quarter 2 Performance report. The following was noted:

- Whilst the Sustainable Swansea Delivery Programme continues to develop service delivery plans that include savings requirements, the potential overspend remains a significant risk and needs to be addressed on a whole council basis.
- There is an in-year overspend forecast so Directors will redouble efforts to bring this down. Overspends in Education and Social Services. Large inroads into reducing overspend across the council is expected to show in the Quarter 3 performance data
- 80% of saving achieved, so 20% to find which equates to approximately 4m. If current savings do not achieve this 20% other mitigations will need to be found. A number of overspends areas follow on from the outturn position for 2018/19 and need to be considered in savings moving forward.
- Corporate Management Team has re-enforced the current arrangements for budget monitoring.
- The Panel heard that offsetting opportunities do exist to temporarily ameliorate the currently identified service demand and price pressures.
- Chief Finance Officer will seek to balance the budget overall, so technically there will be a lawfully balanced budget by the end of the year.
- Contingency Fund Provision for 2019/20 is 7.072 and the potential call on this were given.
- The panel asked about the confidence and ability of Social Services in meeting overspend relating to fee levels. Also the confidence and ability in reducing the overspend in Education. *Director of Social Services and of Education will be contacted to give more clarify to these questions.*
- The Panel asked if the Council was getting to the stage where they cannot take money from the Insurance Reserve. Are we reaching the finite point in taking out of the reserves? The Chief Finance Officer said we are covered 90% (of all likely scenarios) and this is a level considered as prudent.
- The issue of VAT was raised and it was noted that there is no certainty of windfalls from VAT refunds in this current year.
- The Capital Budget and the £90m borrowing for the implementation of those issues identified in the Medium Term Financial Plan was discussed particularly referring to the City Deal and discussed the Band B schools programme.
- The Chief Finance Officer said to expect a large draw down on this £90m over the coming months to begin to progress with those projects, as recently agreed by Cabinet.

## **6 Mid-year Budget Statement 19/20 (Treasury Management)**

- This report gave details of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
- The report gave:
  - Economic Update – UK and Worldwide
  - Review of the Treasury Management Strategy Statement and Investment Strategy
  - Review of Investment Portfolio 2019/20
  - Review of Borrowing Strategy
  - Review of Debt Strategy



- Review of Compliance with Treasury and Prudential Limits
- The Council borrowed £90 million pounds before the UK Government raised repayment cost by 50% without any notice. This Loan will help finance the Swansea Central Phase 1 The timing of this decision has saved the council a large amount in repayment costs.
- A further £90m will need to be borrowed to finance the Band B Schools Programme the Council has made a commitment to.
- Commercial capital spend was also discussed and how some local authorities are purchasing property to bring in commercial revenue. The Chief Finance Officer said that Swansea borrowing for such things must be proportionate and have more than one driver other than simply increasing commercial revenue, like being part of our economic development and place shaping strategy.

## **7 Wales Audit Office Report and Response - The effectiveness of local planning authorities in Wales**

The Wales Audit Office carried out a review of the effectiveness of Local Planning Authorities in Wales in 2018/19. The Head of Planning and City Regeneration and the Area Team Leader for Development Management attended the meeting to discuss the report.

The Wales Audit Officer report drew four main conclusions, a full action plan was presented to the panel and the points of the discussion were noted as follows:

1. Planning Authorities find it challenging to balance competing demands because of the complexities of the planning system  
*Council accepts this.*
  2. Insufficient capacity and reducing capacity are eroding planning authorities resilience  
*Council concurs with this Planning has had to live within its means as with every other council department.*
  3. Timeliness and quality of decision making varies widely and performance on managing applications is poor  
*Do not agree with this as performance has improved in Swansea and fair well on Welsh Government indicators (it was noted that the Wales Audit Office did not use the WG indicators to assess this)*
  4. Further work is required to deliver the wellbeing aspects of the Planning (Wales) Act and Planning Policy Wales  
Swansea is ahead of the curve in relation to this because we have recently adopted the Local Development Plan so these aspects are incorporated into it.
- The Panel heard that that Audit reports are useful exercises and can assist services by deep diving into certain aspects. Although this report did not do that, it was based on a small number of in depth consultations with some authorities and via questionnaires with the majority of authorities, including Swansea. With most Audit reports, the inspectors come back to authorities to discuss outcomes before it is published. This did not happen with this particular audit.
  - The panel did agree that the Audit Report was not reflective of Planning in Swansea and that it does not show enough technical knowledge to make assessment useful. The Panel would like to see the Welsh Government's response to the report in due course. Officers to supply when available.

## **8 Planning Annual Performance Report 2018/19**

The Head of Planning and City Regeneration and the Area Team Leader for Development Management attended the meeting to discuss the Planning Annual Performance Report 2018/19. The following was noted:

- The Planning Annual Performance Report is a mechanism used by Welsh government for monitoring Local Planning Authority performance against a key set of national performance indicators and as a means of driving its agenda for modernising the planning system in Wales.
- The Cabinet Member thanked Planning Committee Councillors for their work over the past year.
- The Panel agreed that the Special Planning Guidance for Houses in Multiple Occupation will be a help in guiding planning in how they move forward in this area, will back up the decisions of the Planning Committee.
- Heard that Planning work closely with partners and consult fully. The planning process is now more streamlined and speeds up process.
- Call-in for Planning is very difficult. Cllr Holley and Cabinet Member Cllr Thomas to discuss this further.
- A lot of work is taking place around wellbeing and diversity.
- Panel expressed concerns about Welsh Government over riding local decisions in appeals...therefore overriding local views.
- Capacity of the Nature Conservation Team to enforce around ecological issues and regulations was raised. The Panel will ask the Cabinet Member in the Conveners letter 'what is being done to ensure there is capacity to regulate and ensure ecological constraints are followed'.

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

The Panel were informed that a tentative meeting date of the 26 February has been arranged for the budget to complete pre-decision scrutiny on the Sustainable Swansea – Fit for the Future Budget Proposals.

The meeting ended at 11.30 am

# Agenda Item 5



## Report of the Leader and Cabinet Member for Economy & Strategy

Special Cabinet – 9 January 2020

### **Sustainable Swansea - Fit for the Future: Budget Proposals 2020/21 – 2023/24**

<b>Purpose:</b>	To consider budget proposals for 2020/21 to 2023/24 as part of the Council's existing Budget Strategy.
<b>Policy Framework:</b>	Medium Term Financial Plan and Budget <i>Sustainable Swansea – Fit for the Future</i>
<b>Consultation:</b>	Cabinet Members, Corporate Management Team, Legal, Finance, Access to Services
<b>Recommendation(s):</b>	<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"><li>1) Approves the Budget proposals summarised in the report and detailed in Appendix B as the basis of consultation</li><li>2) Adopts the updated budget future forecast as the starting planning premise for the new medium term financial plan, which will be considered by Council on 5<sup>th</sup> March 2020.</li><li>3) Agrees the approach to consultation and engagement with staff, trade unions, residents, partners and other interested parties set out in Section 7 of the report</li><li>4) Receives a report on the outcome of the consultation and final budget proposals at its meeting on 20<sup>th</sup> February 2020.</li></ol>
<b>Report Authors:</b>	Ben Smith
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Tracey Meredith
<b>Access to Services Officer:</b>	Rhian Millar

## 1. Introduction

- 1.1. This report updates Cabinet on its budget proposals for budget savings for consultation with residents, community groups and other stakeholders. It has full and due regard to our duties under the Well-being of Future Generations Act 2015.
- 1.2. *Sustainable Swansea – fit for the future* was approved by Council on 22 October 2013 and subsequently reviewed by Cabinet on 16<sup>th</sup> July 2015. It remains the Council's current overarching approach to budget and medium term financial planning, to help deliver the well-being of future generations. It is planned to launch a major refresh and review of the strategy, whilst likely retaining its core principles, during 2020 to develop the next phase and iteration of the strategy for future years.
- 1.3. Since then, the Council, in line with the principles contained within Sustainable Swansea, has developed its approach to reviewing services and budget proposals through a series of commissioning reviews, which have set out an assessment of individual services, scope for change, alternative delivery models and potential savings and improvements that could be made.
- 1.4. In September 2019, the Chancellor of the Exchequer presented the Spending Round 2019 to Parliament. This was originally intended to be an in depth multi-year review of departmental spend, however due to the uncertainties surrounding Brexit, it became a one year only review. A full multi-year review will now follow in 2020. The review included the announcement that no department would receive cuts for 2020/21. The consequential for Wales was be an increase of £600m, including increases for Social Care, Local Government and Education.
- 1.5. Due to the General Election held on 12<sup>th</sup> December, the Welsh Government delayed its announcements on the budget and provisional settlement until 16<sup>th</sup> December 2019. This made the budget process extremely challenging and uncertain to say the least. Equally, however, the now known scale of funding increase for local government for 2020-21 (the best in over a decade) is clearly extremely helpful and of a different magnitude to recent settlements and enables much greater choice to be exercised over relative priorities, funding commitments and local taxation levels for 2020-21. It is hoped that this change of emphasis and funding can now begin to be sustained over the medium to longer term to allow the Council to not only maintain, but develop, and extend vital services to the public.  
  
Final figures for 2020/21 and any potential announcements on future year implications are expected from Welsh Government on 25<sup>th</sup> February 2020 (the date of the Welsh Government final proposed budget).
- 1.6. Now that a new national government has been formed, much will clearly hinge on the next UK wide budget and Comprehensive Spending Review

in 2020, and what funding flows to the Welsh Government, to ultimately flow to councils and other public bodies.

1.7. This report covers:

- A reminder about the key elements of *Sustainable Swansea* and an update on progress
- An overview of service and budget priorities for the current and following three years
- An update on the financial challenge facing the Council
- The proposed savings programme, including specific proposals for 2020/21 and three future years, upon which we now need to consult
- The key risks associated with the current financial position
- Proposals for engagement and consultation
- Staffing implications
- Delivery and next steps

**2. Background – *Sustainable Swansea – fit for the future***

2.1. The scale of the financial, demographic and sustainability challenge requires the Council to continue to adopt a radically different approach to previous years. An approach that focuses on:

- *The core future purpose of the Council*
- *The transformation of services and the model of delivery*
- *Greater collaboration with other councils and local organisations, community groups and residents*
- *And, above all, sustainable solutions with prevention at its heart*

This ambition is set out in *Sustainable Swansea – fit for the future*, our current long-term plan for change, underpinned by our Innovation Programme. A major refresh will be undertaken in 2020 recognising that whilst it has successfully delivered the bulk of £70m worth of savings asks, during a period of prolonged austerity, enabling the Council to maintain services, performance levels and protect jobs, there are new challenges and opportunities arising from the new Local Government and Elections (Wales) Bill as well as a changing national political landscape and economic uncertainty including Brexit risks.

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

It is important that we continue to use the narrative in all our communication and that we apply the budget principles across all our thinking. The budget principles are reflected in the proposals set out in this report.

2.3. Since the July 2015 meeting of Cabinet we have:

- Continued to work on the delivery of the Savings Programme
- Commenced and delivered the first two phases of Service commissioning Reviews
- Identified our next phase of cross cutting reviews

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

### **3. Our Service Priorities for 2020/21 and Beyond**

3.1. Although the Council is currently focused on its plan, as set out in the existing MTFP, to save around £63m over the next three years (since significantly revised down – see below), it is vital that we continue to retain Member and management focus on the significant proportion of our budget that will remain. Our gross budget is over £700m (excluding Housing Services (HRA)) and we spend just under £1.7m a day on services to residents (this excludes benefits in kind such as housing benefit and the council tax reduction scheme).

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

- The Council's top 6 priorities and future plans for services to help deliver the well-being of future generations
- The core objectives of *Sustainable Swansea* – which embrace all that we do
- The application of budget principles – which guide decision making
- The ongoing and sustained real terms reduction in external funding and the need to meet known budget pressures.

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

3.4. This requirement is illustrated sharply by the “gearing” effect of savings on services. In other words, if our current savings requirement of £63m (since significantly revised down – see below) over three years were applied, for example, just to Resources (excluding Council Tax Reduction Scheme) and Place Services, the budgets for these areas would have to be almost cut in their entirety. Consequently, other areas such as Education and Social Care also need to face some relative real terms level of reduction over the next three years, given the relative size of their budgets. Equally, however, if the level of likely funding for 2020-21 were to be sustained in every future year then these planning assumptions could be very fundamentally reshaped and savings asks reduced or possibly even eliminated.

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

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

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

3.6. Based on the statement of priorities and having regard to the “gearing effect” when considering savings, the suggested percentage reduction remains as agreed **last year** and is set out in Table 1 below (and Appendix B):

**Table 1 – Indicative Targets**

Service	Percentage Reduction/Increase over 4 Years at constant prices*	Previous Planning Assumption	Actual change 19/20 1 year ^
Schools	-15%	0%	+2.5%
Education (excluding Schools)	-15%	-15%	-4.0%
Social Care – Child & Families	-15%	-15%	+7.0%
Social Care- Adults	-10%	-20%	+3.6%
Poverty & Prevention”	See below	See below	See below
Place	-30%	-50%	-0.6%
Resources	-15%	-50%	+9.3%

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

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

*“ In 2019-20 a more integrated approach between social services and poverty and prevention was undertaken as the functions merged their core activities and this saw significant redirection and reallocation of resources to seek to maximise prevention and early intervention and ultimately bear down on overall costs. Effectively the budget is managed as a whole as part of Social Services.*

**This will now be materially revised in light of the significant uplift in funding received from the Welsh Government (£17m) and it is envisaged similarly, no service will receive an overall reduction in cash budgets for next year. Planning assumptions over future year settlements, building on from this year’s material uplift, will very significantly affect these existing planning assumptions, once the review, renewal and relaunch of the successor to Sustainable Swansea is completed during early 2020. These assumptions are themselves heavily dependent upon the Comprehensive Spending Review, national government’s overall approach to public spending, the Welsh Government’s priorities and the consequences of Brexit, all of which substantially add to the risks facing future financial planning assumptions.**

- 3.7. This statement will form the basis of our future medium term financial plan, as well as individual service plans. Notwithstanding this broad target savings range, where it is appropriate to do so, and as set out specifically in this report, **additional targeted investment in to priority areas will also occur**. This is possible because of the significant increase in funding set out in the Welsh Government’s 2020-21 budget proposals. Whilst this first phase of consultation necessarily focuses on what may need to be reduced and re-prioritised, the main budget proposals in February and March, once the final settlement is known, and initial consultation is concluded, will enable, substantial net cash investment into services. This will particularly focus on prevention, early intervention and investment for the future in line with the well-being of future generations’ principles and objectives.

#### **4. Financial Update**

- 4.1. The financial update that follows needs to be seen in the context of the Medium Term Financial Plan (MTFP) approved by Council on 28<sup>th</sup> February 2019.
- 4.2. The indicative savings requirement for the 2020/21 budget and the existing MTFP for the two years, 2021/22 to 2022/23, has been updated and set out in Table 2 below. This table also includes the forecast for one further year, 2023/24, as the MTFP now rolls forward one year:



**Table 2 – Indicative Savings Requirement for 2020/21 to 2023/24**

		Budget	Medium Term Financial Plan		
	Note	2020/21	2021/22	2022/23	2023/24
		£'000	£'000	£'000	£'000
Future cost of pay awards	1				
- Non Teachers		5,100	10,200	15,300	20,400
- Teachers (local top up element)		2,699	6,400	10,100	13,600
National Living Wage – own pay bill	2	900	1,400	1,400	1,400
National Living Wage – contracts		1,000	2,000	3,000	4,000
Increase in Pension Costs	3	0	0	0	0
Increased Teachers Pension costs (local top up element)	4	2,069	2,069	2,069	2,069
Cumulative contract inflation	5	1,000	2,000	3,000	4,000
Capital charges – existing	6	1,750	1,750	1,750	1,750
Capital charges - new scheme aspirations	7	2,000	4,000	5,250	6,500
Capital charges – expected savings as a result of increased grants and thus reduced borrowing – general capital and Band B schools	7	-350	-650	-850	-850
MRP review linked to capital programme	8	381	747	1,097	1,434
Use of Capital Equalisation Reserve to Capital Charges Impact	9	0	-196	-1,393	-2,209
Reinstate Temporary Use of Insurance Reserve	10	700	700	700	700
Demographic and Service pressures	11	6,000	8,000	10,000	12,000
Mid and West Wales Fire authority Levy ( <b>independently decided by the Fire Authority</b> )	12	800	1,200	1,600	2,000
Council Tax Support Scheme	13	1,100	2,300	3,500	4,700
Service pressures previously accepted	14	665	1,180	695	695
New service pressures accepted	14	5,753	8,603	11,408	13,808
Passported through AEF to Services – Teachers Pay	14	901	901	901	901
Passported through AEF to Services – Teachers Pensions	14	2,931	2,931	2,931	2,931
Passported through AEF to Services – NHS Funded Nursing Care	14	151	151	151	151
<b>Total known pressures</b>		<b>35,550</b>	<b>55,686</b>	<b>72,609</b>	<b>89,980</b>
Aggregate External Finance increase	15	-17,170	-23,900	-30,900	-38,000
<b>Total Savings Requirement</b>	<b>16</b>	<b>18,380</b>	<b>31,786</b>	<b>41,709</b>	<b>51,980</b>

**Notes:**

1. *The pay award figures represent a forecast increase of 2.75% for the period of the MTFP for teachers and non-teachers. The estimated increased cost for Teachers is £3.6m per annum, this value is the gap between the amount provided by the Welsh Government in the settlement and the estimated cost, which will have to be funded locally.*
2. *Assumed increases due to implementation of National Living Wage - will affect contract prices and lower end of own pay scale.*
3. *The costs arising from the triennial revaluation of the local government pension scheme were previously included at an assumed 1% per annum increase. The next revaluation will take effect from 1<sup>st</sup> April 2020 and the likelihood is that no increase will be needed during the period covered by this MTFP.*
4. *The Teachers' Pension Scheme (TPS) increased in 2019/20 due to a reduction in the discount rate per HMT - TPS rises from 16.48% to an estimated 23%. This has been partially funded in the settlement by the Welsh Government, the value shown here is the gap that will need to be funded locally.*
5. *Reflects the assumed minimum cumulative effect of contract inflation.*
6. *The additional estimated borrowing costs because of the current Capital programme together with potential increases arising from externalisation of borrowing due to cashflow requirements.*
7. *The initial additional estimated borrowing costs for the delivery of the major aspirational capital programme. The recent announcement by the Public Works Loan Board (PWLb) of an increase to the interest rate offered to Councils will only have a limited effect on this forecast.*
8. *The MRP policy was reviewed and agreed by Council at its meeting of 20<sup>th</sup> December 2018, this is the effect of the re-profiling, which should last for the term of the MTFP, having due regard to the scale of new borrowing. Longer term costs will INCREASE not REDUCE. The net effect of both 7 and 8 is, that taken in conjunction with sums in the Capital Equalisation Reserve, that there will be no net revenue cost pressure over the lifetime of this Council (i.e. before 2022).*
9. *Cabinet have prudently built up a capital equalisation reserve to reduce the impact of increased capital charges in respect of new scheme aspirations, and some use of this reserve, in line with agreed limits, is now being built into the budget.*
10. *The 2017/18 budget report agreed an annual take from the insurance reserve on a temporary basis, after which the use of the reserve will need to be re-instated. This is now extended until 2022/23, which the Section 151 Officer considers reasonably prudent having due regard to the latest insurance valuation advice received.*
11. *Assumed Demographic and Service pressures mainly around Schools and Adult and Children's Services.*
12. *Estimated Fire Authority Levy increase – the final figure won't be known until January/February when the independent Fire Authority determines its levy requirement. However, early indications are that the levy could rise by between 6% and 10%. Included above is the most likely scenario of 6.3% for 2020/21, 3% thereafter. Cabinet may*

wish to note the Standard Spending Assessment funding for Fire services in this authority is £10.5m, the actual levy is currently £13.0m.

13. The assumed cost of Council Tax Support Scheme costs based on Council Tax increases as a planning assumption only at this stage.
  14. Individual service pressures accepted. Previously agreed pressures have reduced since the published MTFP due to the assumption of Social Services Grant falling out changing to the grant continuing.
  15. Specific funding for services transferred by the Welsh Government as part of the settlement figure.
  16. Provisional guideline assumption for 2020/21 and future years, this has been confirmed in the provisional settlement as an increase of 5.5% (4.2% after technical adjustments) for 2020/21, and there is a now assumed increase of 2% for future years.
  17. The exemplified savings target of £52m shown in Table 2 is indicative of the scale of savings required and will be revised as the 3 year MTFP progresses
- 4.3. Fundamental central assumptions have been made in deriving this table. The most significant is a central assumption that future funding from Welsh Government increases by 2% per annum beyond 2020-21. This is considered by the Section 151 Officer to be a reasonably prudent assumption. Previous planning assumptions have been as low as 0%. The provisional one off settlement for 2020-21 is a 5.5% headline increase. The compounding effect of this key assumption is substantial over the life of the MTFP (the savings ask could be higher, lower, or even fully eliminated) as can be illustrated below:

<b>Increase in future year block grant finance assumptions in the MTFP</b>	<b>Reduction (Increase) in gap in one year £'000</b>	<b>Positive (negative) Impact over life of MTFP £'000</b>
0% - original MTFP assumption	(6,700)	(20,800)
2% - current central assumption	0	0
3% - possible scenario	6,700	20,800
4% - possible scenario	13,500	41,700
5.5% - continued at current headline uplift	18,600	57,400

- 4.4. Over recent years the Council has consistently prioritised the **delegated schools budget**, previously meeting its guaranteed funding requirement over a five year period. There is now no formal ongoing ministerial protection or funding guarantee so any decision over schools funding is a local one to be made by Cabinet and ultimately by Council, having due regard to any budget consultation responses received. Education will continue to be the biggest area of funding within the council's revenue budget and will continue to be a key priority for the Council.

- 4.5. It should be noted that although the headline block grant has increased very substantially for 2020/21 in reality the grant needs to rise by nearly £7m to simply cover the pressures caused by specific grants potentially falling out. These are as per Table 3 below:

**Table 3 – Specific Grants Falling Out**

<b>Grant</b>	<b>£'000</b>
Teachers pensions 19/20 - part year – given as RSG transfer	3,000
Teachers pensions 20/21 - remainder – expected – and to be funded from RSG increase	2,000
Teachers pay 18/19 & 19/20 top up grant - rest already in RSG (Revenue Support Grant)	555
Professional learning - teachers	1,069
<b>Total</b>	<b>6,624</b>

Only some of these have been specifically funded in the provisional settlement, the rest will need to be considered for funding from the overall headroom created by the significant overall increase in funding.

Whilst the substantial increase in funding from the Welsh Government is very much welcomed, it should be noted that this Council still (even after the increase) faces a funding gap of £18.4m.

- 4.6. With respect to the Current and Future **Capital Programme**, it is clear at the present time that future support from the Welsh Government in respect of general capital grant and supported borrowing on an annual basis is likely to remain curtailed. It is likely however that substantial top up capital grants will be released and this Council will actively pursue opportunities to access all such grants.
- 4.7. The current year allocation in respect of both of the above elements is just over £12.5m. This is because the Welsh Government increased the total sum available to Authorities by £100m over 3 years, but reducing each year. Further one off increases and top up capital grants do remain a distinct possibility beyond those set out in the provisional settlement but with a further increase for 2020/21 the provisional allocation for 2020/21 for Swansea is £12.984m. This allocation is only just sufficient to meet the current budgets allocations to cover core commitments as in Table 4 below:

**Table 4 – Capital Allocations for 2020/21 assuming spend maintained**

	£'m
Provisional Welsh Government funding	12.984
Allocation - property and highways maintenance	-7.400
Disabled Facilities Grants & Improvement Grants	-5.200
<hr/>	
Additional	0.384

- 4.8. The remaining capital programme (including improvements to schools) is heavily dependent on future capital receipts and, to that extent, any shortfall in receipts is likely to require an increase in unsupported borrowing to balance the funding for the agreed programme.
- 4.9. Any rise in borrowing has a potentially detrimental effect on future revenue funding, and thus on future generations, and has to be fully planned for.
- 4.10. As such, it is inevitable that the future capital programme will have to be subject to regular review and will be dependent on receipt of specific grant and/or the availability of excess capital receipts.
- 4.11. The currently approved four-year capital programme assumes additional unsupported borrowing of some £59m. This has been materially added to in year with the approval of Swansea Central Phase 1.
- 4.12. In particular, and in direct contrast, further detailed consideration will also have to be given in respect of likely future commitments to, and funding options for, the second phase of the proposed Schools improvement programme, continued investment in the City Centre and the funding requirements that will flow from the Swansea Bay City Region proposals. All of which will benefit not only current, but also future generations. The initial impacts of new additional unsupported borrowing are reflected in Table 2 above, but are ultimately expected to peak at nearer an additional £12m per annum over the longer term (by around 2025-26). These longer-term costs beyond the life of the MTFP will have to be accommodated.
- 4.13. Given the level of overall revenue resources and the scale of the new investment ask over the extended medium term for new capital and the benefits to be felt by future generations the Section 151 officer considered it appropriate to review all the options around changing the Council's Minimum Revenue Provision policy both for past and future investment. Council agreed a report on this on 20<sup>th</sup> December 2018 and the impact of the recommendations is reflected in Table 2 above. This has reduced the revenue costs in the medium term and increases them longer term, but crucially better match the future costs to the future benefits of that investment. This is entirely in line with the principles of the Well-being of Future Generations Act.

- 4.14. Furthermore it should be noted that appropriate use of the Capital Equalisation Reserve will be recommended for use in determining the final shape of the overall budget in line with the principles agreed by previous Cabinet and Council decisions. This is designed to ensure that any immediate short term costs of financing Swansea Central Phase 1 is neutralised and thus has no direct impact on other service revenue budgets as more time is taken to adjust to the overall scale of capital spending. This allows a more gradual move towards the longer term financing costs as fully set out in the medium term financial plan.
- 4.15. It should also be noted that whilst there is an assumption that any additional borrowing costs in relation to the Schools' capital programme could be funded via the delegated budget in the absence of Capital Receipts. This is not reflected in current budget proposals (i.e. they are currently predicated to be continue to be funded by the Council as a whole).

## **5. Budget Proposals**

- 5.1. Budget proposals to meet the current savings requirement for 2020/21 consist of the following elements:

- Funding fully passported in the settlement
- Service Pressures funded
- Continuation and development of service delivery savings
- Commissioning review identified savings
- Other elements of the *Sustainable Swansea* Delivery Programme approved by Cabinet particularly around cross cutting themes
- A substantial cash increase in Schools Delegated Budgets to meet cost pressures faced
- **Substantial additional** targeted new cash investment into Place, Resources, Education and Social Services
- Recommendations from the Reshaping Board

Each of these categories are addressed below.

### ***Funding changes in the settlement passport through to services***

- 5.2. It has been the practice in previous years to passport through to services any specific sums provided for in the settlement. This intention remains in place and has happened with, for example, the Teachers' Pension funding.

### ***Further Service pressures***

- 5.3. As well as the continuation of funding for specific service pressures that were agreed as part of the 2019/20 budget setting process, the following additional pressures have been identified in respect of:

- Provision to increase base budget funding for the contingency fund

- Short term costs of transferring to Oracle Cloud
- Additional Learning Needs – increased costs following legislation
- Various Education Service cost pressures
- Removal of some previously agreed savings proposals that have proven undeliverable.

### ***Service investment***

- 5.4. Material service investment requirements have been identified in respect of:
- Education service pressures in respect of the implications of the Additional Learning Needs Act.
  - Social care demography
  - Local priorities and choices

### ***Service Savings***

- 5.5. Service savings requirements have been identified in respect of 2020/21 resulting in the summarised position as set out in Table 6. The detailed list of savings is set out in Appendix B:

**Table 6 – Review of Planned Savings 2020/21**

	<b>Proposed savings 2020/21 £'000</b>
Cross Cutting Items	194
Place	2,302
Social Services (including Poverty & Prevention)	3,959
Education (excluding schools)*	2,369
Resources	881
<b>Sub-total (per Appendix B)</b>	<b>9,705</b>
Schools*	0
<b>Total</b>	<b>9,705</b>

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

### ***Sustainable Swansea***

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

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

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

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

5.7. The *Sustainable Swansea – Fit for the Future* programme is reviewed annually in parallel with budget setting in order to:

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

As 2020/21 marks the fifth year of implementation of the programme, this year's review takes stock of the original strategy principles and framework. The review is analysing outcomes and impact; reflecting on previous annual review reports; WAO reviews; and feedback from stakeholders including project leads. A major refresh and relaunch will occur in 2020.

5.8. These proposals are fully delivered within the context of Sustainable Swansea and can be alternatively summarised in Table 7 as follows:



**Table 7 – Budget Proposals 2020/21**

	<b>Savings</b>	<b>Savings 2020/21 £m</b>
<i>Savings type</i>	Workforce	906
	Other spending	3,176
	Income	2,525
	Mixed (workforce, income, other)	3,098
	<b>Savings Total as per Appendix B</b>	<b>9,705</b>

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

***Schools' Delegated Budgets***

- 5.10. The indicative savings assessments set out in Table 1 at 3.6 above and Appendix A, show that it is inevitable, given the scale of reductions required within the one education budget, that ongoing consideration will have to be given to the current level of schools' delegated budgets.

- 5.11. Budget movements can be viewed in two ways:

- Actual cash increases in levels of funding provided to Schools
- Real terms reduction in Schools funding, taking into account known spending needs, as previously advised and shared with the Schools Budget Forum.

- 5.12. For current consultation purposes it is intended that there will be a proposed 6.5% (£9.7m) cash increase in schools core funding (excluding Pupil Deprivation Grant and Post 16 funding changes which comes separately from Welsh Government), which is a considerably better position than the 5.5% cash change in this Council's provisional funding from Welsh Government.

This is predominantly to fund teachers' pay and pensions costs in schools that the Council can reasonably afford, in light of the cash increase in its own funding from Welsh Government.

- 5.13. However, it is clear that a number of budget pressures detailed in Table 2 in Section 4.2 of this report include pressures that will fall directly to the delegated budget. These are estimated as:-

**Table 8 – Main Pressures on Schools Delegated Budgets**

<b>Identified budget pressure in schools</b>	<b>2020/21 £'000</b>
Schools pay award	3,600
Share of increased LGPS costs	0
Increased teachers' pension costs – now funded by UK and Welsh governments via RSG	5,000
Fall out of Teachers Pay Grant 2019/20	550
Demographics (increased pupil numbers) and other cost pressures (e.g. non domestic rates)	600
<b>Total</b>	<b>9,750</b>

<b>Change from Council budget as proposed</b>	<b>2020/21 £'000</b>
Pressures	9,750
Net savings required from schools	0
<b>Total net budget increase proposed - schools</b>	<b>9,750</b>

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

Cabinet will have to consider what actual overall funding is proposed in respect of the Schools delegated budget following consultation with all head-teachers at a meeting on 14<sup>th</sup> January 2020. This will be presented back to Cabinet as part of the overall consultation report.

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

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

It is recognised that even with that potential level of investment that schools, like all services, face significant real pressures in the medium to longer term.

### ***Total Proposals***

- 5.15. The total net savings across the areas outlined above are shown in Table 9 below:

**Table 9 – Proposals for 2020/21**

<b>Savings</b>	<b>Net Savings £m</b>
Service Savings (as per Appendix B)	9,705
<b>Total Service Savings (as per Appendix B)</b>	<b>9,705</b>
Schools savings	0
Council tax income (Including assumptions on premia)	8,675
Council pressures	-18,380
<b>Meeting the Total Savings Requirement</b>	<b>0</b>

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

#### ***Other Savings and Funding Options***

- 5.17. The current total of all savings proposals for 2020/21 is £9.705m, against the current total requirement of £18.380m (including Schools pressures). The current assumption is that the gap will be met by an increase in Council Tax of £8.675m. This will meet the budget requirement. Work will continue over the next two months up to Cabinet in February 2019 to assess a range of options. This is necessary because:

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

- 5.18. This assessment will include a review of other service savings and our policy on Council Tax. It should be noted that the Welsh Government has made an assumption of Council Tax increases of 7.1% in its standard spending assessment.

## **6. Assessment of Risks and Uncertainties**

- 6.1. As in previous years, the budget proposals as presented must be viewed in the context of the ongoing risks and uncertainties that the Council faces during 2020/21 and beyond:

6.2. These currently include:

- a) **Equal pay claims:** The risk at the present time is residual.
- b) **Pay and grading appeals:** it is assumed, as in previous years, that costs arising out of pay and grading appeals will be met from within Directorate approved budgets and schools delegated budgets where appropriate.
- c) **Specific grants:** It is possible that, based on experience in 2019/20, the Council could suffer from a reduction in specific grants received from Welsh Government and other public bodies. Initial indications from the provisional settlement are, however, that the risk is very limited in 2020-21. It remains the case that where such grant reductions do occur they will require specific service cost reductions in addition to any savings targets identified above.
- d) **The savings proposals** for 2020/21 and beyond are predicated on clear and decisive action being taken to deliver wide-scale transformational change. This will require robust implementation, monitoring, review and if necessary enforcement of savings proposals.
- e) **The timing** of Welsh Government announcements on the detail of both core and specific grants means that uncertainty will remain until after the final period of the budget setting process.
- f) **Ongoing forecast service overspending** in 2019/20 which may or may not continue into 2020/21.
- g) **General Reserves** remain at the lowest advisable level as advised by the Council's 151 officer and are not therefore able to meet any large current or future service overspends.
- h) **Costs of staffing reductions** could continue to be significant. All future departure costs will fall to individual service revenue accounts, including education, for schools departures.
- i) **Overspending risks in 2020/21** are material because future savings are considered to be equally challenging to both agree and deliver, as notwithstanding this year's settlement, savings continue to need to be made, and require ever more difficult decisions and more wide scale transformational change
- j) **Local Government and Elections (Wales) Bill** – the Welsh Government has proposed legislative changes around Local Government and Elections. There are likely to be financial implications arising from this, however until more detail and implementation timescales are known this can only remain a risk for future consideration.

- k) **Future Year Settlements** - there has been no indication from the Welsh Government on future year settlements – there is a significant risk that the increase for 2020/21 may not be capable of being fully sustained in future settlements.

## 7. Consultation and Engagement

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

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

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

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

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

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

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

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

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

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

- Undertaking a **Public Survey**. Specific budget proposals and those relating to the Commissioning Reviews will be included in the public survey that will be available online and in hard copy format at venues across the City and County.
- **Consultation with specific groups**. We will consult a number of Groups including children and young people, groups with protected characteristics and organisations such as Community Councils.
- **Staff roadshows**. Cabinet Members will join Officers in engaging staff at meetings in January.
- **Unions**. The Leader, Cabinet Members and Officers are due to meet Union representatives to discuss the proposals.
- **School Budget Forum**. Officers and Members will consult the forum on proposals that affect schools.
- **Young people's** views.

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

7.8. There will be on-going consultation during the forthcoming year as and when the individual Commissioning Reviews progress and develop their

proposals for transforming services and helping to deliver contributions towards the overall savings requirement.

## **8. Staffing Implications**

8.1. The Council, working in partnership with Trade Unions, succeeded in largely avoiding compulsory redundancies as part of the implementation of the budget savings for 2019/20. This was achieved by a continued flexible policy on redeployment and a proactive approach by all parties. The clear intention is to build on this approach for 2020/21 and to look for other ways of avoiding compulsory redundancies if at all possible.

8.2. However, a reduction in posts in 2020/21 may still be unavoidable, given that around 40% of the Council's overall costs relate to employees (significantly more in some Service Areas).

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

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

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

Those employed in schools are also considered to be at risk but staffing decisions are a matter for individual school governing bodies to determine. The latest indicative estimate of the impact of the current proposals on total staffing numbers for 2020/21 is set out in Table 10 (shown as Full Time Equivalent (FTEs)).

**Table 10 – Impact of Savings Proposals on FTEs 2020/21**

<b>FTEs</b>		
<b>Service Saving Proposals</b>		
	Resources	4
	Place	4
	Education (excluding Schools)	1
	Social Services	29
	<b>Total</b>	<b>38</b>

<b>FTEs</b>		
<b>Indicative schools figure *</b>		
	Schools	0
	<b>Total</b>	<b>38</b>

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

- 8.5. The Council will need to consult with Trade Unions about the 2020/21 savings proposals and the likely impact on staff; in particular, the management of change and selection criteria where posts are at risk of redundancy. It is a legal requirement and incumbent upon the Council to commence formal negotiations with the Trade Unions to seek to avoid the need for such redundancies, to consider alternatives and to seek to reach agreement on the selection process for redundancies, should we get to that position. This is in line with the requirements of Section 188 (1) of the Trade Union and Labour Relations (Consolidation) Act 1992 (as amended). This is on the basis that these proposals could potentially affect less than 99 employees and that the period of consultation will be for a minimum of 30 days.
- 8.6. The Council is committed to continue to work closely with Trade Unions to minimise the number of compulsory redundancies, as it always is. This year especially, however, noting the relatively small scale of numbers of overall posts still remaining at some risk and the potential in the settlement headroom to consider significant investment into services before the budget proposals are finalised, the scope for new redeployment opportunities and absolute minimisation of the final risk to any individual role is greatly enhanced.
- 8.7. Reflecting the principle in the MTFP stated earlier in this report, consultation will be undertaken on a rolling basis outside the normal budget cycle, as the outcomes from commissioning and other reviews are presented to Cabinet. Consequently, in some Service Areas, it is not possible at this time to give details of the precise impact on staff and the figures quoted are, therefore, overall estimates. The regular liaison meetings with Trade Unions will be used to provide more detail when this becomes available as future options are agreed.



## 9. Delivery – “Decide and Do”

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

### ***Deliverability of Savings***

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

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

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

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

### ***Timeline***

- 9.4. The remaining timeline for the Budget process is set out in Table 11 below.

This timetable is effectively being driven by the dates set for Brexit and then the General Election, which have affected the ability of the Welsh Government to determine its final detailed budget proposals for 2020/21.

**Table 11 – Budget Timetable**

9 <sup>th</sup> January 2020	<b>Cabinet</b>	Approves budget proposals for consultation
9 <sup>th</sup> January 2020	Initial consultation with Schools starts	Annual meeting with Headteachers on 14 <sup>th</sup> January, School Budget Forum met on 19 <sup>th</sup> December
9 <sup>th</sup> January 2020	Consultation commences	A variety of means will be used including specific consultation with <ul style="list-style-type: none"><li>• Staff</li></ul>

		<ul style="list-style-type: none"> <li>• Trade Unions</li> <li>• Young People</li> <li>• Taxpayers</li> <li>• The public</li> </ul>
6 <sup>th</sup> February 2020	Consultation closes	Report will be produced on consultation responses
Early February 2020	<b>Scrutiny</b>	Review of Cabinet proposals
20 <sup>th</sup> February 2020	<b>Cabinet</b>	Reviews consultation feedback and recommends Budget
5 <sup>th</sup> March 2020	<b>Council</b>	Approves Budget and sets Council Tax

## 10. Next Steps - A Sustainable Swansea – fit for the future

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

- *The core future purpose of the Council*
- *The transformation of services and the model of delivery*
- *Greater collaboration with other councils and local organisations, community groups and residents*
- *And, above all, sustainable solutions with prevention at its heart*

This ambition is set out in *Sustainable Swansea – fit for the future*.

10.2. Uncertainty of future funding, especially in a post Brexit scenario, means a range of spending options need to be considered including risks of substantial real terms cuts but equally opportunities for real terms increase if overall public spending is materially increased. Spending decisions cannot take place without a fundamental review of the future purpose and shape of the Council to 2020 and beyond. This is particularly important because:

- The Council has clear aspirations and policy commitments to improve outcomes for residents that will need to be delivered alongside savings

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

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

## **11. Equality and Engagement Implications**

11.1. The Council is subject to the Public Sector Equality Duty (Wales) and must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

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

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

- The information is still accurate and relevant and up-to-date
- Proposals comply with the Well-being of Future Generations (Wales) Act
- Proposals comply with the Welsh Language Standards

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

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

## **12. Financial Implications**

12.1. This report sets out the Council's projected budget position for 2020/21 and sets out proposed savings to meet the projected shortfall currently estimated at £18.380m.

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

12.3. Progress with achieving savings agreed as part of the 2019/20 budget is monitored each month by the Corporate Management Team and the Budget Performance and Review Group, with quarterly reports to Cabinet.

## **13. Legal Implications**

13.1. Specific legal duties relating to consultation and the setting of the budget are set out in the main body of the report. The Council is under a duty to set a balanced budget by 11 March 2020.

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

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

**Background Papers:** None

**Appendices:** Appendix A – Statement of Medium Term Budget Priorities  
Appendix B – Savings Proposals 2020/21

## STATEMENT OF MEDIUM-TERM BUDGET PRIORITIES

### PURPOSE

This paper sets out the Council's views on relative service and budget priorities in the context of the delivery of *Sustainable Swansea – fit for the future* and the Medium Term Financial Plan.

The statement has three objectives:

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

### STRATEGIC CONTEXT

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

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

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

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

## FINANCIAL CONTEXT

We currently estimate that the Council will need to save around £52m over the next 4 years, on a central scenario of future grant increases at 2%. The actual amount could vary significantly given the uncertainty over the comprehensive Spending Review due in 2020 and Brexit impacts. This requires not only a strategy for transformation, which is set out in *Sustainable Swansea – fit for the future*, but also a clear statement of the expected impact across the Council's major services.

## SETTING INDICATIVE MEDIUM TERM FINANCIAL ALLOCATIONS

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

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

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

In setting financial allocations we have also had regard to the “gearing” effect of savings on services. In other words, if our current savings requirement of £52m over four years was applied, for example, just to the Resources Directorate (excluding Council Tax Reduction Scheme) and the Place Directorate, the budgets for these areas would be mostly cut in their entirety. Consequently, other areas such as Education and Social Care also need to face some level of reprioritisation over the next 4 years given the relative size of their budgets.

## GENERAL PRINCIPLES FOR ALL SERVICES

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

### Budget Principles

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

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

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

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

### **Service Transformation and Efficiency**

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

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

## APPENDIX B

Director	Head of Service Budget	Savings Proposals	Savings 2020/21 £'000
Cross Cutting		Becoming digital by default and reducing paper printing	25
Cross Cutting		Changing Pension AVCs and staff reward scheme to tax efficient salary sacrifice schemes	71
Cross Cutting		Review of long service awards as part of a better rewards scheme	98
		<b>Cross Cutting Savings</b>	<b>194</b>
Education	Non-Delegated	Ethnic minority achievement service to be fully grant funded	17
Education	Non-Delegated	School Meal to increase by 5p (as per previous consultation)	46
Education	Non-Delegated	Reduction in regional improvements service and grant consistent with funding settlements	16
Education	Non-Delegated	Home to School Transport review savings identified	250
Education	Non-Delegated	SIMS / MIS Joint Working and broadband / licence costs through enhanced scale discounts	40
Education	Non-Delegated	Base budget adjustment for Central Education department shortfall (non-schools) – fully offset by investment	2,000
		<b>Education - Non-Delegated Budgets</b>	<b>2,369</b>
Place	Corporate Building Services	Reduced maintenance required on a number of building assets as size of the corporate estate is reduced or investment in buildings reduces maintenance costs	50
Place	Corporate Property Services	Additional income generated from the re-letting of released space in the Civic as a result of the agile programme	275
Place	Corporate Property Services	Additional income via existing investment properties and new property acquisitions	100
Place	Cultural Services	Additional saving as a result of new leisure centres contract	92
Place	Cultural Services	Savings as a result of establishment of community hubs and better one stop shop facilities	82
Place	Highways and Transportation	Construction of new Active Travel links which will facilitate pupils walking and cycling to school	140
Place	Housing & Public Protection	Increase to fees and charges and increased income generation activity across Bereavement Services, Registration Services, Building Control, Trading Standards, Food & Safety, HMO licensing and Housing Renewals.	213
Place	Housing & Public Protection	Integrate asylum seeker housing function in core Housing Options service	37



Director	Head of Service Budget	Savings Proposals	Savings 2020/21 £'000
Place	Housing & Public Protection	Proceeds of Crime (POCA) income to be reinvested in core Trading Standards Service	10
Place	Housing & Public Protection	A fee to 'save the date' for future weddings at civic centre	25
Place	Housing & Public Protection	Savings as a result of the conclusion of the Renewal Area programme when it expires in 2019	86
Place	Planning & City Regeneration	Move City Centre Halloween Event into cultural programme (from regeneration)	10
Place	Planning & City Regeneration	Planning Applications Fee uplift	50
Place	Planning & City Regeneration	Reduce net to taxpayer of cost of Natural Environment services by generating additional income and maximise use of grants	25
Place	Planning & City Regeneration	Saving as a result of Swansea Vale Landscape Maintenance changes	10
Place	Various	"Income earning" services to self-fund pressures from increased fee charges on full cost recovery basis	750
Place	Various	Review of additional staffing costs	250
Place	Waste Management & Parks	Increase graffiti removal charges to ensure full cost recovery	10
Place	Waste Management & Parks	Reduction in use of HGV vehicles (SKIPS)	57
Place	Waste Management & Parks	Recycling container provision to be by collection only	30
		<b>Place</b>	<b>2,302</b>
Resources	Resources	Recover exceptional admin costs from the City Deal	46
Resources	Resources	Efficiencies in Digital services as a result of current programme changes, e.g. lines, licences etc	65
Resources	Resources	Recharge lawyer costs against large project budgets and contract work	20
Resources	Resources	Review of insurance levels/reserves	700
Resources	Resources	Review of Management Structure	40
Resources	Resources	Review of costs of Welsh Translation Service (as part of joint working with NPT)	10
		<b>Resources</b>	<b>881</b>

Director	Head of Service Budget	Savings Proposals	Savings 2020/21 £'000
Social Services	Adult Services	Amalgamation of Ty Cila and Alexandra Road Respite Provision (implemented)	48
Social Services	Adult Services	Implementation of the Social Services and Poverty & Prevention Business Support hub	181
Social Services	Adult Services	Increase partner contributions or alternative forms of funding for Local Area Co-ordinators and increase coverage	100
Social Services	Adult Services	Increase regional investment in Hospital to Home Recovery Service	190
Social Services	Adult Services	Increased client income	500
Social Services	Adult Services	Review all Mental Health and Learning Disability packages of care, to ensure that they are fit for purpose and all those eligible for health funding receive it	750
Social Services	Adult Services	Review of Senior Staff structure across Adults, Children and Poverty and Prevention Services to create a better structure	500
Social Services	Adult Services	Targeted increase in recourse to direct payments where this is a more cost effective alternative to traditional forms of direct care provision.	250
Social Services	Child and Family Services	Better integrated arrangements with Child & Family and Poverty & Prevention to create one single approach to achieve a reduction in residential placements	400
Social Services	Child and Family Services	Better integrated arrangements with Child and Family and Poverty and Prevention to create one single approach to IFA placements	500
Social Services	Child and Family Services	Maximise regional grant opportunities across the service to off-set where appropriate	200
Social Services	Poverty & Prevention	Relocation of staff from Alexandra House to release grant funding from Flying Start and Families First	40
Social Services	Poverty & Prevention	Integrate Family Support Services into a single family support function that operates with a more targeted prevention offer	100
Social Services	Poverty & Prevention	Review opportunities for Outdoor Centres with new business model. Full consultation will be undertaken on completion of the review.	180
Social Services	Poverty & Prevention	Review structure in the Life Stages Team to achieve better alignment other roles in Child and Family and adult services	20
		<b>Social Services</b>	<b>3,959</b>
		<b>Grand Total</b>	<b>9,705</b>

# Agenda Item 6



## Report of the Cabinet Member for Delivery & Performance

Cabinet – 9 January 2020

### Quarter 2 2019/20 Performance Monitoring Report

<b>Purpose:</b>	To report corporate performance for Quarter 2 2019/20.
<b>Policy Framework:</b>	<i>Delivering a Successful &amp; Sustainable Swansea</i> Corporate Plan 2018/22 <i>Sustainable Swansea – Fit for the Future</i>
<b>Consultation:</b>	Access to Services, Finance, Legal.
<b>Recommendation(s):</b>	It is recommended that:  1) the performance results are noted and reviewed to help inform executive decisions on resource allocation and, where relevant, corrective actions to manage and improve performance and efficiency in delivering national and local priorities.
<b>Report Author:</b>	Richard Rowlands
<b>Finance Officer:</b>	Paul Roach
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1.0 Introduction

- 1.1 This report presents the performance results for Quarter 2 2019/20 delivering the Council's Well-being Objectives (priorities) described in the Corporate Plan 2018/22 *Delivering a Successful & Sustainable Swansea*.
- 1.2 The outturn presented in the performance tables (Appendix A) incorporates an overview of performance that needs to be considered alongside the current financial situation of the Council.
- 1.3 The financial resources required to achieve the specified performance levels in 2019/20 have been provided in the approved budget. As part of the work on *Sustainable Swansea – Fit for the future* there will be an increased focus on understanding the level of activity and outcomes that

are achieved for the budget allocated so that choices can be made about relative priorities.

## **2.0 Performance and Improvement**

- 2.1 Performance is judged using the results measured by Corporate Plan performance indicators compared to agreed targets.
- 2.2 Improvement is measured by comparing the results of Corporate Plan performance indicators against the results from the same period last year where comparison is possible.
- 2.3 It is important to point out that each of the corporate priorities cannot be seen in isolation from each other. Each priority both affects and is affected by the others. For example, Improving Education and Skills is both important to our efforts to tackle poverty and improve the economy. For this reason, many of the performance indicators allocated to measuring one priority can also be used to show progress meeting other priorities.

## **3.0 Outturn**

- 3.1 The Corporate Plan performance indicators measure progress meeting the following key objectives:
  - i) Safeguarding people from harm.
  - ii) Improving education and skills.
  - iii) Transforming our economy & infrastructure.
  - iv) Tackling poverty.
  - v) Transformation & future Council development.
  - vi) Maintaining and enhancing Swansea's natural resources and biodiversity.
- 3.2 The outturn for Quarter 2 2019/20 shows that **28 out of 57 (49%)** Corporate Plan performance indicators (that had targets and where there was data) met their targets. **21 out of 54 (39%)** comparable Corporate Plan performance indicators also showed improvement compared to Quarter 2 2018/19.
- 3.3 The performance tables in Appendix A also set out an overview of performance for each Corporate Plan priority provided by Directors and Heads of Service who are the responsible leads; these overviews are set out in para 4.0.

## **4.0 Context: Overviews of Performance in Quarter 2 2019/20**

- 4.0.1 The following overviews provided by responsible departments describe the context to the performance meeting the Council's key objectives as at the Quarter 2 2019/20.

## 4.1 *Safeguarding people from harm*

- 4.1.1 The corporate plan sets out the Council's commitment to ensuring that citizens live their lives free from harm and exploitation. To help meet this commitment we expect safeguarding to be seen as everybody's business and therefore that all officers and Elected Members should undertake safeguarding training proportionate to their role. Unfortunately the Council doesn't yet have a database which can sufficiently accurately capture the overall proportion of staff who have undertaken the relevant training at any given time. Therefore we are currently reporting a proxy measure of how many new individuals have undertaken training in any given quarter. Whilst this indicator remains below target, other intelligence gathered via the corporate safeguarding board indicates that more than 90% of staff and Elected Members have indeed completed the required training. Improvements to corporate reporting databases are planned along with other significant improvements to the Council's IT infrastructure.
- 4.1.2 The Council is committed to ensuring that all children are safe from harm, living with their families or in family settings. Our work to create the optimum conditions in which Swansea children are most likely to remain living safely with their families or in family settings is captured within the Safe LAC Reduction Strategy. Taken together, a number of the indicators within the corporate performance report evidence the success or otherwise of the Safe LAC Reduction Strategy. Despite missing target the numbers of children becoming looked after has stabilised and is beginning to reduce, albeit slowly. However as evidenced by other related indicators, there is likely to be a connection between high level of demand, reduced social work capacity and a slight consequent deterioration in performance which will have slowed progress. Notwithstanding this, the overall judgement of the Director of Social Services remains that Swansea has a high performing child and family service and that child protection interventions with individual children remain safe and robust.
- 4.1.3 The Council remains committed to ensuring all vulnerable adults are safeguarded from harm, able to live to their maximum potential and that people age well, are able to live independently and safely within their own home. Whilst the number of adults the Council is supporting has increased above expectations, it appears that this increase is predominantly linked to an increased uptake in the use of community equipment. The use of equipment to maintain independence is a positive. However it is concerning that the number of carers receiving an assessment has decreased. This is directly related to workload pressures within Swansea's integrated health and social care older people hubs. A failure to best support carers will undermine the Council's strategic objectives and therefore a planned restructure of adult services to prioritise resources on key functions such as safeguarding, deprivation of liberty safeguard assessments and strengths based, outcome focussed assessment and review processes is a key priority. In reality the level of demand for health and social care support within the region is consistently outstripping resource and capacity to meet that demand.

This is best evidenced by the rate of delayed transfers of care which continues to significantly miss target. The Council is working closely with partners in the Regional Partnership Board and continues to petition Welsh Government to secure additional local and regional investment.

#### 4.2 *Improving education & skills*

- 4.2.1 Swansea's performance was above the expected benchmark level at key stage 4. Attainment of primary age pupils at foundation phase and key stage 2 indicate that, although targets were not met, outcomes suggested increased confidence in the accuracy of teacher assessments in Swansea as well as the impact of changes in assessment areas in foundation phase.
- 4.2.2 The attainment of learners who are looked after children is variable. Education staff reported a number of factors that can affect this performance indicator each year due to the small numbers of learners involved including a higher number of pupils with additional learning needs, late arrivals from other counties, and a volatile population who move in and out of care which can disrupt education at key points in their educational career particularly in adolescence.
- 4.2.3 Attendance in Swansea remains comparatively high. Measures of inclusion such as attendance, exclusions and numbers of learners who are educated otherwise than at school continues to be monitored. There is an increasing emphasis on progress made and value added within a more localised curriculum and service offer
- 4.2.4 Partneriaeth Sgiliau Abertawe/Swansea Skills Partnership (PSA) meets regularly and has two, clear workstreams - digital capacity and advice, information and guidance for vocational education and careers.
- 4.2.5 Looking forward the implementation of the Additional Learning Needs and Education Tribunal Act 2018 and Curriculum for Wales 2022 under the Welsh Government's National Mission will pose challenges and opportunities that will need reflecting in the performance frameworks of the Education Department.

#### 4.3 *Transforming our economy and infrastructure*

- 4.3.1 The vast majority of targets have been met again this quarter. Furthermore, trends are predominantly upwards on the quarter, and against this time last year.
- 4.3.2 However, the Percentage of all major applications with an economic imperative that are approved has missed target again. Only 3 major applications were refused as these were unacceptable in planning policy terms and negotiations could not provide for a positive outcome.
- 4.3.3 Our major regeneration priorities continue to make substantial progress. Swansea Central Phase 1 enabling works are largely complete, with excellent progress achieved on the listed wall piling works. The main

contract will be awarded subject to Cabinet approval of the FPR7 report in November. The Kingsway infrastructure project continues to make excellent progress on site. Further market testing and design works have been carried out on the Employment Hub building, which has included a detailed Stakeholder consultation exercise. The Pre-planning application consultation will commence in Quarter 3.

- 4.3.4 At Hafod Copperworks, the HLF Stage 2 Powerhouse project procurement is nearing completion. The Morfa bascule bridge has been successfully lifted and repair works are underway. Further discussions have taken place with the NZ Skyline project team and a board decision has been received to progress the funding application process with Welsh Government.
- 4.3.5 The Felindre inward investment construction works are now nearing completion for hand-over to the occupier in Quarter 3. A report has been prepared to progress the launch & marketing exercise for strategic development sites and will be reported to Cabinet in November.
- 4.3.6 Significant progress has been made in the preparation of funding bids to secure the restoration of Palace Theatre and Albert Hall listed buildings. The Wind Street environmental enhancement preferred scheme has been approved and detailed designs will now be prepared.
- 4.3.7 The WHQS programme is continuing to deliver major repairs and improvements to council homes ensuring they are in a good state of repair, thermally efficient, safe and secure and meeting the needs of individuals. To date the WHQS programme has delivered £18.3m of repairs and improvements.
- 4.3.8 In Quarters 1 and 2, the Council has delivered 932 new kitchens, 866 new bathrooms and undertaken major thermally insulation improvements to 145 homes. Further work is taking place to renew roofs, renew electrical wiring in homes, provide new efficient gas boilers and improve garden boundaries and paving.
- 4.3.9 The Council is progressing well with its fire safety improvements, particularly with its installation of sprinkler systems in high rise blocks and sheltered accommodation. The Council has been working with fire protection company Aico in developing and trialling new smoke alarms systems that continually monitor alarms ensuring they are operational and report incidence of fire via instant text message and email; this system offers a real opportunity to further improve fire safety in the home particularly for older and more vulnerable tenants.
- 4.3.10 The WHQS schemes also provides major community benefits; in the 2nd quarter a 178 weeks of targeted recruitment and training were delivered specifically for people who were unemployed and experiencing barriers to accessing the jobs market; 2 people from the local community have been employed in this period and 15 people previously engaged for WHQS work have seen their employment continued with ongoing projects.

- 4.3.11 As part of the Council's commitment to innovative, energy efficient housing, a number of retrofit schemes are being carried out: there are 6 bungalows in Craig Cefn Parc currently underway; 8 properties planned in Felindre and the Council has recently completed a project in Garnswllt to 10 properties. These schemes will test the application of renewable technologies to existing inefficient housing, transforming them into some of the most energy efficient homes in the Council's housing stock.
- 4.3.12 The Council's More Homes Programme, focussed on providing new build Council housing, continues to move forward at pace. Cabinet approved the Housing Revenue Account Development Plan in February 2019. This sets out the programme to develop over 140 new homes up to 2022. The Council is currently looking to increase this ambition, and will publish a 10 year delivery plan for affordable housing.
- 4.3.13 Following on from the first passivhaus pilot at Colliers way, the second phase of the More Homes project is underway at a further 2 sites at Parc Y Helyg and Colliers Way Phase 2. As part of this phase, 34 new homes will be built as 'Homes as Power Stations' using funds from a £1.5m Innovative Housing programme grant from the Welsh Government. The homes will have innovative features such as solar panels and battery-powered energy, as well as the inclusion of swift bricks to support biodiversity.
- 4.3.14 Planning permission has been granted to convert 2 new family homes in West Cross as part of a refurbishment of a former social services building and a further 26 homes are planned for a new development in Hill View Crescent & Beacons View Road in Clase. This scheme has also been awarded £1.5m of Innovative Housing Funding, which will fund the renewable technologies to continue the Homes as Power Stations theme. This will also be the site of a new build Welsh medium primary school, and will provide an opportunity to regenerate the area.
- 4.3.15 Following publication of the HRA PIN to explore interest from potential partners in delivering a development programme across around 30 potential HRA sites in phases, a Cabinet report is being prepared to outline the next steps in progressing the procurement of a development partner or partners. The aim will be to deliver mixed tenure housing on the Council owned sites, whilst maximising the delivery of affordable housing to meet local need. The Council is also in the process of procuring a team to deliver a masterplan for the regeneration of a large HRA site, where refurbishment alone may not address the issues.

#### *4.4 Tackling Poverty*

- 4.4.1 The Corporate Plan sets out the council's commitment to Tackle Poverty to ensure that every person in Swansea can achieve his or her potential. To meet this commitment the corporate Tackling Poverty Strategy ensures that Tackling Poverty is everybody's business.
- 4.4.2 The number of people gaining employment through Employability support, supports the well-being objective steps; ensuring that young



people are able to access employment, education and training after reaching 16 and, individuals are supported to overcome their barriers to employment through coordinated person centre employability support. This is achieved through the Swansea Working coordinated employment approach and associated employability support programmes of Communities for Work, Communities for Work Plus, Workways and Cam Nesa. Whilst the number of people gaining employment through Employability Support indicator within the performance report is below target, it is due to a seasonal downturn in recruitment during the summer months and less engagement from participants, often due to school holidays and caring commitments. There has been an increase between quarters and anticipate that the results will increase in the next quarter.

- 4.4.3 The step to help address the impacts of Welfare reform, such as supporting people to claim the full benefits they are entitled to so that they are able to maximise their income is reported through the amount of welfare benefits raised through securing rights and entitlements by the Welfare Rights team. The amount of benefits secured is significantly higher than anticipated and the team have achieved a 96% success rate on appeals.
- 4.4.4 The performance indicator of Housing Benefit speed of processing and the average time for processing new claims has had an expected drop in performance due to reduced resources and the more complex cases remain in Housing Benefit rather than those transferred to Universal Credit (UC). At the end of September there were 12,152 UC claimants in Swansea and it is expected to increase as more citizens move onto UC. The impact of welfare reform changes has seen an increase in the number and complexity of welfare benefit enquiries we are dealing with. There is an increase in rent arrears in the council and being reported by partner organisations. There is a significant increase in the use of foodbanks and a sample of Citizen's Advice clients showed almost three quarters of debts were priority debts of rent, council tax and benefit related debts. Additional activity to help address the impacts of welfare reform include targeting support to cohorts affected by changes, training frontline staff and personalised support for citizens.
- 4.4.5 The performance indicator of Council Tax Reduction (CTR) speed of processing and average time for processing new claims is below the target, this is due to the decision to use the Universal Credit information as the claim for CTR with the aim of maximising the period we can award the CTR. This decline in performance will not impact on the well-being objective, as the applicant is better off as we are implementing more CTR for those who apply for it when they are receiving UC.
- 4.4.6 The number of accredited qualifications achieved by adults with local Authority support has exceeded the target. This is due to the delivery of a comprehensive sector specific training programme which many employability programme participants have accessed, including health and social care, site security, construction and customer care. The partnership working between Swansea Working, Lifelong Learning, employability programmes and partners has led to greater attendance

and achievement of accredited training and qualifications. Additional training and work experience opportunities are being developed with the art, culture and heritage partners which is supporting the steps to meet the well-being objective and will boost skills, confidence, self-esteem and aspiration.

- 4.4.7 Planned developments that will help us meet the Well-being Objective include the continued work of the corporate cross directorate Poverty Forum with actions including our approach to managing personal debts to the council, reducing evictions and reducing barriers to services due to income poverty. The well attended Poverty Partnership Forum continues to develop and deliver initiatives to tackle poverty including entrepreneurship support, focus on food poverty and coordinated crisis support.
- 4.4.8 Commissioning reviews focused on Financial Inclusion and Employability Support have started to determine the future shape and delivery of support to ensure that services are targeting the most vulnerable, outcomes are maximised and that we are supporting citizens out of poverty.

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

- 4.5.1 Progress continues towards delivering the Well-being Objectives contained within the Council's Corporate Plan. One of the key priorities this quarter has involved the annual budget and in parallel the review of the Sustainable Swansea programme. The future financial picture continues to be challenging, therefore the transformation of services remains a priority, particularly enabled by digital technology.
- 4.5.2 A new Digital Inclusion Strategy has been developed in addition to a revised Digital Strategy. This is the bedrock for modernising services, introducing new ways of working and transforming the Council. As seen this quarter with the CUST2a and b indicators, public take-up of online channels continues to grow as more online services and digital processes are added to the Council's website.
- 4.5.3 A significant amount of Brexit preparation has also been undertaken this quarter and the Council now has high assurance of its position in the event of a 'no deal' scenario.
- 4.5.4 The Co-production Strategic Framework and revised Consultation & Engagement Strategy were discussed at the Policy Development Committee. These will be taken forward for implementation including guidance and toolkits for staff looking to co-design and co-produce services with the public, partners and other key stakeholders.
- 4.5.5 The Organisational Development Strategy objectives continue to be delivered including Leadership development opportunities for all employees wherever they may be in the organisation.

- 4.5.6 The Council has also developed an action plan to deliver the recommendations proposed by the Scrutiny Inquiry into Equalities. Many of the actions involve tasks which work in partnership alongside the equality forums. This quarter the agile working zones were adapted to include a Welsh speaking area as well as encouraging all staff to communicate in Welsh. Welsh language training continues to be a priority.
- 4.5.7 Staff sickness continues to be high across the Council as reflected in the PAM001 indicator. Management measures are in place to work with Services on an individual basis as well as reviewing the overall Policy. Other projects are also in flight which may positively impact sickness, modernising services and ways of working which support staff.
- 4.5.8 The budget position of the FINA6 indicator continues to be red. Reiterating the comment above, CMT continues with the expectation that both service and overall net expenditure must be held within the relevant limits of the current year budget as set by Council. There is still an urgent need to identify and implement existing and additional budget savings across all Council Services to improve the 19/20 position and beyond. However, there remains a degree of confidence that some further inroads can be made into the forecast overspend by ongoing management and Cabinet action.
- 4.6 *Maintaining and enhancing Swansea's natural resources and biodiversity*
- 4.6.1 80% of Swansea is green space and is extremely diverse with over 50% of the County having significant ecological value. Although there is protection for the environment via a range of site designations and legislation, biodiversity loss and species extinction is a challenge and a risk, and more awareness raising is needed.
- 4.6.2 Recent legislation such as the Resilient Wales Goal in the Well-being of Future Generations Act 2015 and the Environment (Wales) Act 2016 requires specific actions by the Council to embed biodiversity into decision making at all levels to support resilient ecosystems and well-being. It is part of a cultural change that is needed for the decline in biodiversity to be reversed. Swansea Council are one of the lead local authorities in Wales in relation to natural environment maintenance and enhancement.
- 4.6.3 There is a Working with Nature objective within the Public Services Board Well-being Plan, a new biodiversity Corporate Objective in the Corporate Plan and a Climate Emergency has been declared. A Natural Environment Scrutiny Performance Panel has also been set up to monitor and contribute to issues around biodiversity. In July 2019 a Natural Environment Scrutiny Inquiry into 'What Swansea Council should do to maintain and enhance its natural environment and biodiversity, and, in so doing, promote the resilience of ecosystems' made a number of recommendations to raise the profile of biodiversity both within and outside the Council and these have been incorporated into an Action Plan which is in the process of being implemented.

- 4.6.4 Delivery of the Council's Corporate Biodiversity Objective and the preparation of the Council's statutorily required Section 6 Biodiversity Duty Action Plan (due for publication in Dec 2019) is overseen by a corporate biodiversity working group established in response to the Scrutiny Inquiry. This group will help to ensure that biodiversity is integrated into daily business operations and provide a vehicle for awareness raising and capacity building; cascading information and best practice to all service delivery teams and for exploring and testing new approaches to delivering the sustainable management of natural resources. Implementation of certain planned project work this year, such as mapping Green Infrastructure assets and biodiversity audits of Council owned land, has been delayed due to withdrawal of specific grant funding for 19/20; however it is anticipated that funding for these projects will be available for 20/21.
- 4.6.5 The Council has been congratulated by Welsh Government for its successful enforcement of environmental protection legislation by prosecuting the developer and contractor responsible for the felling of trees at Penllergaer in breach of a tree preservation order. The fines totalling over £400,000 are amongst the highest ever imposed for this type of offence. Tree and woodland planting proposals have been progressed with around 450 trees and 5300 whips planted on Council owned land over the past year. Over 350 more trees are scheduled to be planted over the course of the next 6 months. Whilst a successful bid for a Glastir woodland creation programme will involve planting over 12,500 whips covering 5 hectares over the course of the next 5 years.
- 4.6.6 A Green Infrastructure Strategy for the City Centre - Swansea Central Area: Regenerating our City for Wellbeing and Wildlife has been drafted in partnership with NRW and is subject of ongoing public consultation with a view to adoption early 2020. This will be complemented by a future Green Infrastructure Strategy for the County and Supplementary Planning Guidance on Biodiversity which will seek to ensure that development proposals maintain and enhance the County's biodiversity. The percentage of municipal waste recycled has continued to increase and now exceeds identified targets, reflecting the success of the Council's recent recycling campaign.

## **5.0 Considerations**

- 5.1 When making comparisons between previous quarters and 2018/19, the following should be considered:
- 5.1.1 The nature and number of some performance indicators (PIs) has changed between these two periods and therefore direct comparisons may not always be appropriate.
- 5.1.2 Many of the performance measures are new and definitions may need further refinement.
- 5.1.3 Some targets for new performance indicators are still being baselined.

- 5.1.4 Some data will be enhanced and improved to be more robust as data collection methods are developed and / or refined by services over the coming quarters.
- 5.1.5 The results do not always account for changes in resources and workload during that period (although details can be seen in the numerator and denominator information and in the comments column of the data tables attached to this report).
- 5.1.6 There may be changes to the numerator and denominator information that may affect the trends by showing a decline while the volume of work has increased.

## **6.0 Equality & Engagement Implications**

- 6.1 The Council is subject to the Public Sector Equality Duty (Wales) and must, in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
  - Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - Foster good relations between people who share a protected characteristic and those who do not.
- 6.1.1 Our Equality Impact Assessment (EIA) process ensures that we have paid due regard to the above.
- 6.1.2 This report has no direct equality and engagement implications itself although the data reported may form part of the information that leads to a service screening for and undertaking an EIA as required.

## **7.0 Financial Implications**

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

## **8.0 Legal Implications**

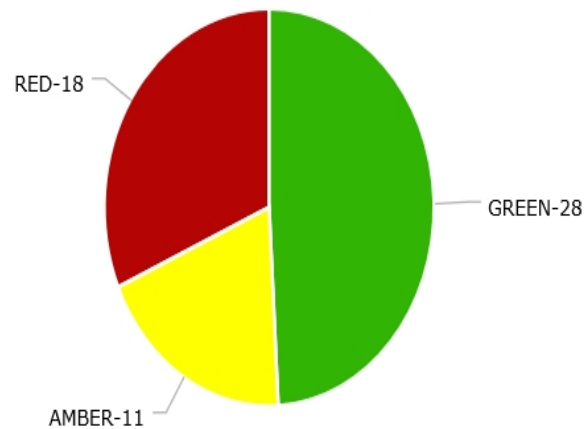
- 8.1 There are no legal implications associated with this report.

**Background Papers:** None.

**Appendices:** Appendix A – Quarter 2 2019/20 Performance Monitoring Report.

## Corporate Performance Management Report Q2 2019/2020

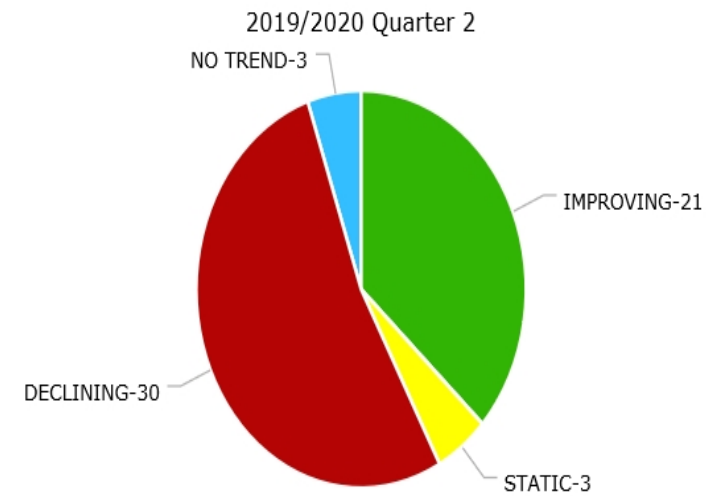
Performance against Target - Overall Council Summary  
2019/2020 Quarter 2



### Performance against the target:

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

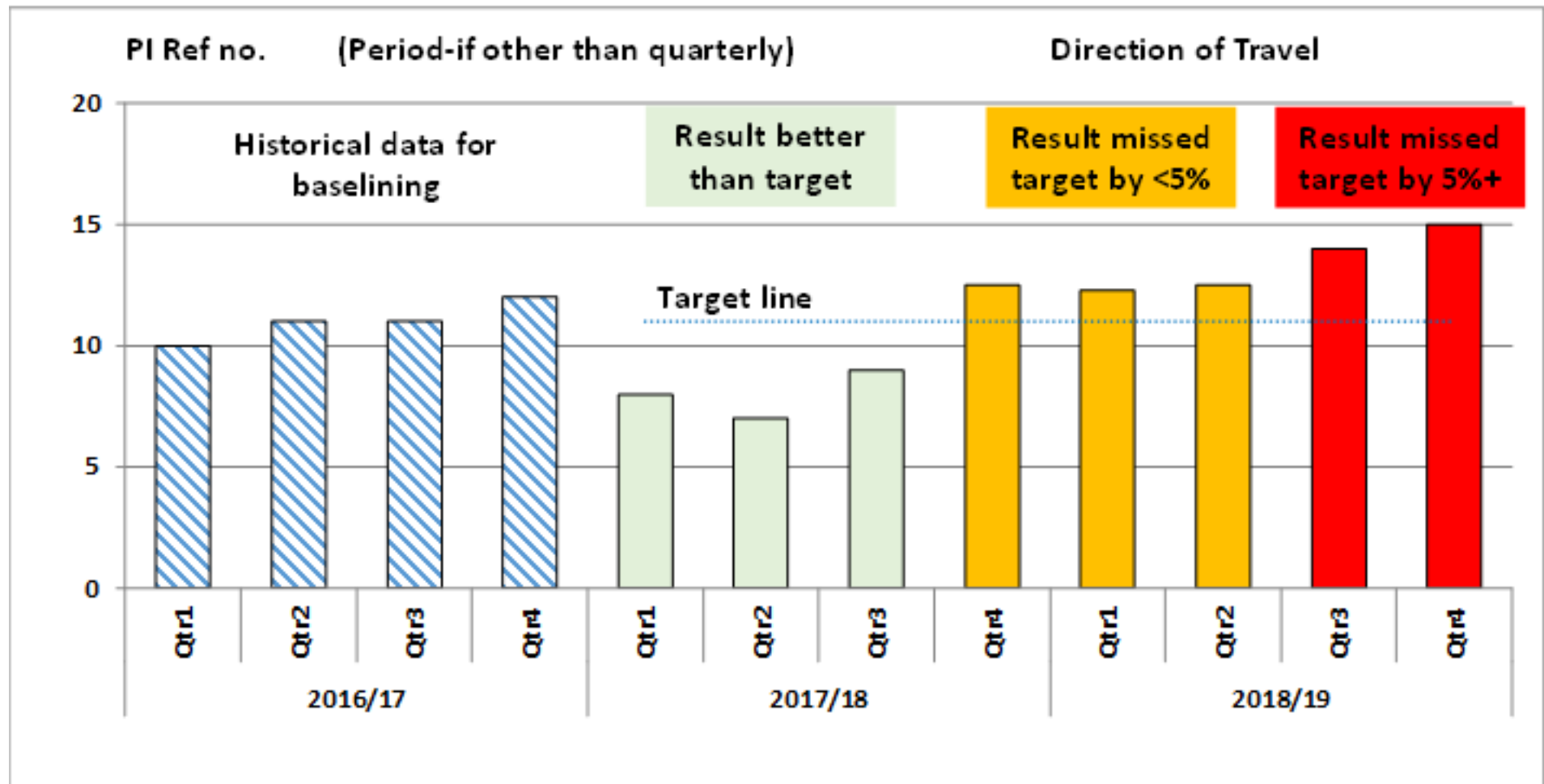
Performance compared to same Period of previous year  
2019/2020 Quarter 2



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

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

## KEY TO GRAPHS



The corporate plan sets out the Council's commitment to ensuring that citizens live their lives free from harm and exploitation.

To help meet this commitment we expect safeguarding to be seen as everybody's business and therefore that all officers and Elected Members should undertake safeguarding training proportionate to their role. Unfortunately the Council doesn't yet have a database which can sufficiently accurately capture the overall proportion of staff who have undertaken the relevant training at any given time. Therefore we are currently reporting a proxy measure of how many new individuals have undertaken training in any given quarter. Whilst this indicator remains below target, other intelligence gathered via the corporate safeguarding board indicates that more than 90% of staff and Elected Members have indeed completed the required training. Improvements to corporate reporting databases are planned along with other significant improvements to the Council's IT infrastructure.

The Council is committed to ensuring that all children are safe from harm, living with their families or in family settings. Our work to create the optimum conditions in which Swansea children are most likely to remain living safely with their families or in family settings is captured within the Safe LAC Reduction Strategy. Taken together, a number of the indicators within the corporate performance report evidence the success or otherwise of the Safe LAC Reduction Strategy. Despite missing target the numbers of children becoming looked after has stabilised and is beginning to reduce, albeit slowly. However as evidenced by other related indicators, there is likely to be a connection between high level of demand, reduced social work capacity and a slight consequent deterioration in performance which will have slowed progress. Notwithstanding this, the overall judgement of the Director of Social Services remains that Swansea has a high performing child and family service and that child protection interventions with individual children remain safe and robust.

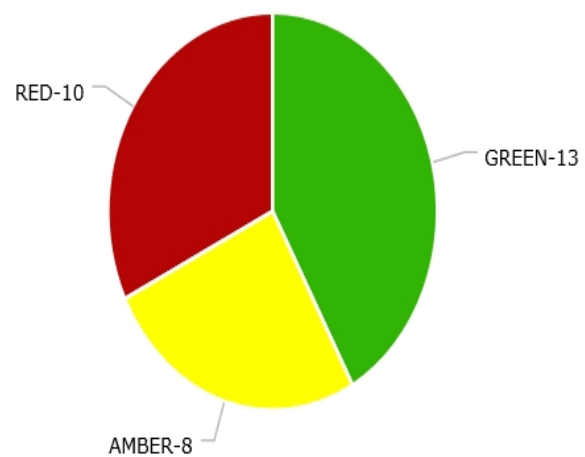
The Council remains committed to ensuring all vulnerable adults are safeguarded from harm, able to live to their maximum potential and that people age well, are able to live independently and safely within their own home.

Whilst the number of adults the Council is supporting has increased above expectations, it appears that this increase is predominantly linked to an increased uptake in the use of community equipment. The use of equipment to maintain independence is a positive. However it is concerning that the number of carers receiving an assessment has decreased. This is directly related to workload pressures within Swansea's integrated health and social care older people hubs. A failure to best support carers will undermine the Council's strategic objectives and therefore a planned restructure of adult services to prioritise resources on key functions such as safeguarding, deprivation of liberty safeguard assessments and strengths based, outcome focussed assessment and review processes is a key priority. In reality the level of demand for health and social care support within the region is consistently outstripping resource and capacity to meet that demand. This is best evidenced by the rate of delayed transfers of care which continues to significantly miss target. The Council is working closely with partners in the Regional Partnership Board and continues to petition Welsh Government to secure additional local and regional investment.



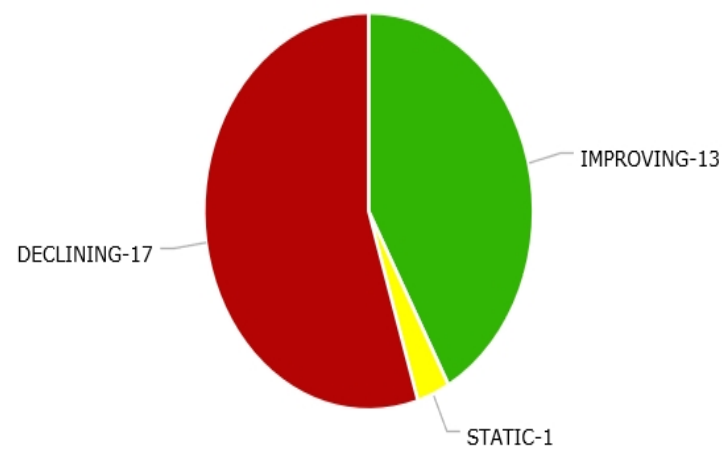
**Performance against Target**

2019/2020 Quarter 2




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



2019/2020 Quarter 2

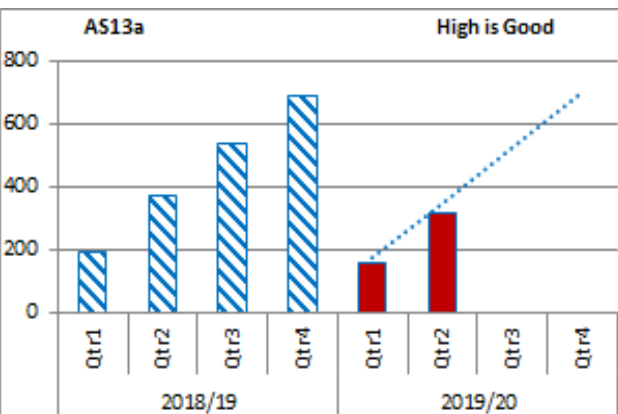
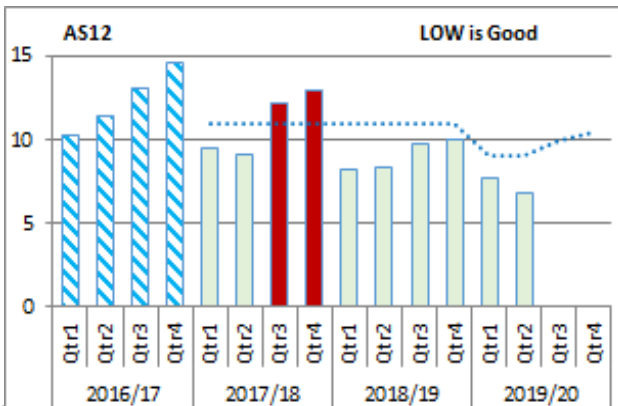


## Safeguarding 17-22



Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
<b>AS10</b>  Percentage of annual reviews of care and support plans completed in adult services	RAG	GREEN	AMBER	AMBER	In comparison with last year, performance in the Integrated Hubs has declined, however, Care Home Quality Team and Learning Disability have improved. As part of the Adult Services restructure a dedicated Review Team is going to be created.
	Result	69.15%	69.98%	67.42% <span>-3.7%</span>	
	Target	65.00%	70.00%	70.00%	
	Trend	IMPROVING	IMPROVING	DECLINING	
	Num	4802	4152	3361 <span>-19.1%</span>	
	Den	6944	5933	4985 <span>-16.0%</span>	
<b>AS11</b>  Rate of adults aged 65+ receiving care and support to meet their well-being needs per 1,000 population	RAG	AMBER	GREEN	RED	Some 450 more older people were supported during the first half of 2019/20 than anticipated. In particular, we have supported clients considerably more with equipment than in Q2 last year.
	Result	84.69	71.67	83.44 <span>+16.4%</span>	
	Target	81.00	93.00	74.00 <span>-20.4%</span>	
	Trend	DECLINING	IMPROVING	DECLINING	
	Num	3999	3408	4009 <span>+17.6%</span>	
	Den	47220	47549	48049 <span>+1.1%</span>	

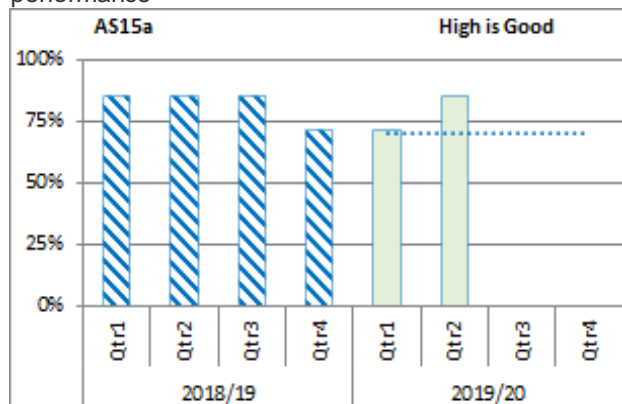
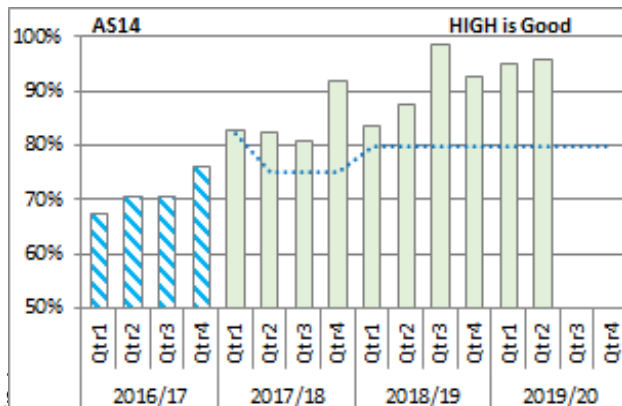
## Safeguarding 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
<b>AS12</b>  Rate of adults aged 18-64 receiving care and support to meet their well-being needs per 1,000 population	RAG	GREEN	GREEN	GREEN	
	Result	9.13	8.33	6.78	-18.6%
	Target	11.00	13.00	9.00	-30.8%
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	1369	1255	1026	-18.2%
	Den	149958	150659	151228	+0.4%
<b>AS13a</b>  Number of carers (aged 18+) who received a carer's assessment in their own right during the financial year	RAG			RED	52 fewer carers assessments completed compared to 2018/19. This can be attributed directly to the sickness levels within the integrated hubs, the sickness issues are being managed and it is hopeful next quarter will see an improvement.
	Result		372	319	-14.2%
	Target			350	
	Trend		No Data	DECLINING	
	Num		372	319	
	Den				





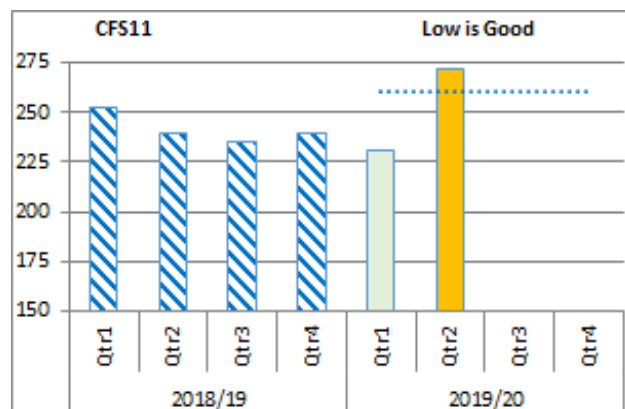
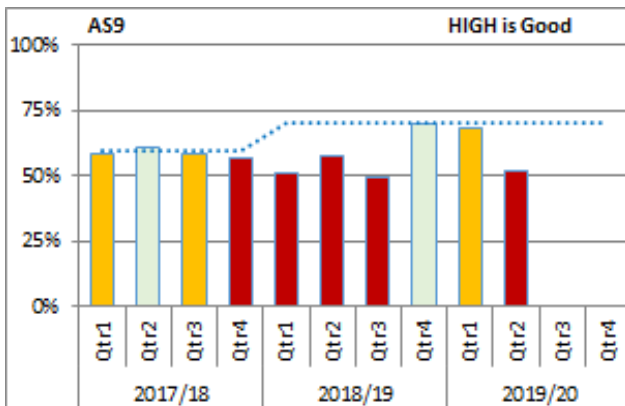
## Safeguarding 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
<b>AS14</b>  The percentage of people who have completed reablement who were receiving less care or no care 6 months after the end of reablement.	RAG	GREEN	GREEN	GREEN	
	Result	82.54%	87.68%	96.00%	+9.5%
	Target	75.00%	80.00%	80.00%	
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	293	249	216	-13.3%
	Den	355	284	225	-20.8%
<b>AS15a</b>  The percentage of quantitative statutory performance indicators where performance is broadly maintained (within 5%) or improving compared to previous year's performance	RAG		GREEN	GREEN	
	Result		85.71%	85.71%	0%
	Target		70.00%	70.00%	
	Trend		No Data	STATIC	
	Num		6	6	
	Den		7	7	



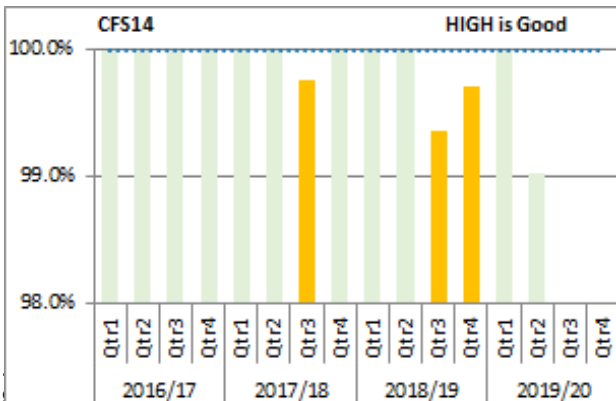
## Safeguarding 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
<b>AS9</b>  The percentage of Deprivation of Liberty Safeguarding (DoLS) Assessments completed in 21 days or less.	RAG	GREEN	RED	RED	Performance has dipped compared with previous quarters but this will improve with permanent staff rather than staff rotating into the team.
	Result	60.81%	57.70%	51.79%	
	Target	60.00%	70.00%	70.00%	
	Trend	DECLINING	DECLINING	DECLINING	
	Num	270	339	290	
	Den	444	588	560	
<b>CF511</b>  The number of children on the Local Authority's Child Protection Register (CPR) at end of the period	RAG			AMBER	There has been an increase in the number of children placed on the CP register but this is within normal limits and is not a cause for concern. Work is being undertaken with social workers on the threshold of significant harm. There is a pattern of numbers increasing when the service is experiencing staffing issues.
	Result		239	272	
	Target			260	
	Trend		No Data	DECLINING	
	Num		239	272	
	Den				

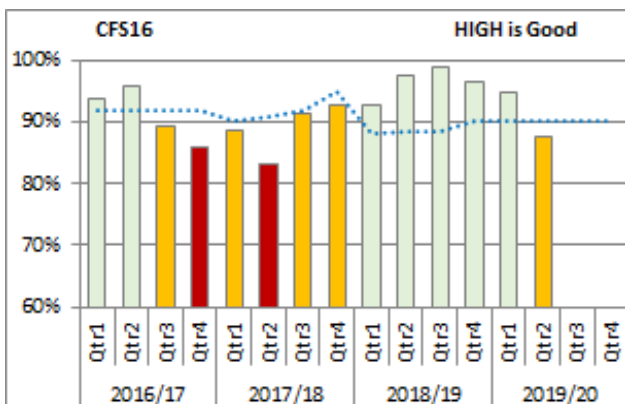


## Safeguarding 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
<b>CFS14</b>  The percentage of decisions about a referral for care and support received by Child and Family Services which are taken within 24 hrs from receipt of referral.	RAG	GREEN	GREEN	AMBER	This figure is a result of one family categorised as low priority waiting 48 hours for a decision. This indicator to be included in the monthly performance report to reinforce the importance of this target being met. There were no implications in terms of risk to a child.
Result		100.00%	100.00%	99.03% -1.0%	
Target		100.00%	100.00%	100.00%	
Trend		STATIC	STATIC	DECLINING	
Num		410	353	305 -13.6%	
Den		410	353	308 -12.7%	
<b>CFS16</b>  The percentage of initial core group meetings held within 10 working days of the initial child protection conference.	RAG	RED	GREEN	AMBER	This indicator is just below target and is again a result of the pressures within the service around staffing.
Result		83.05%	97.47%	87.62% -10.1%	
Target		91.00%	88.50%	90.00% +1.7%	
Trend		DECLINING	IMPROVING	DECLINING	
Num		98	77	92 +19.5%	
Den		118	79	105 +32.9%	




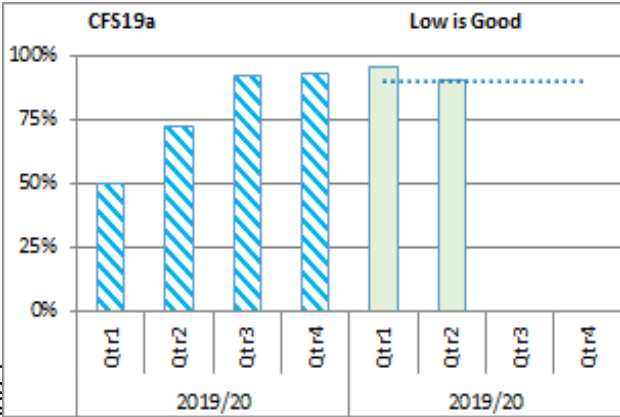

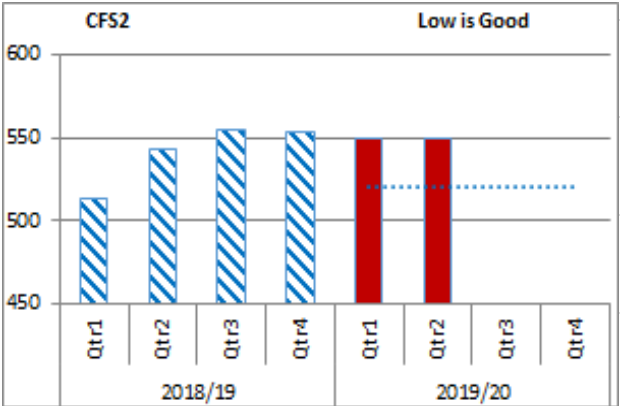
page 66



## Safeguarding 17-22


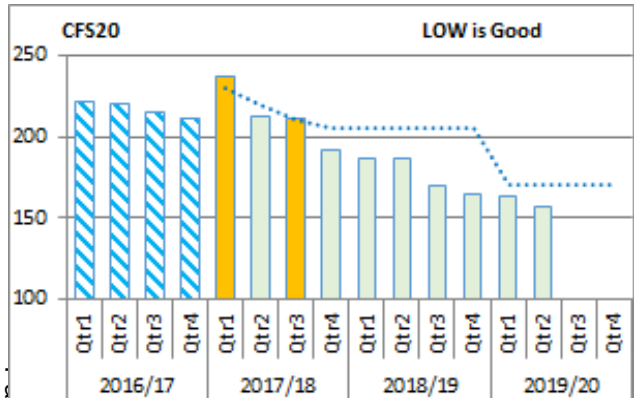


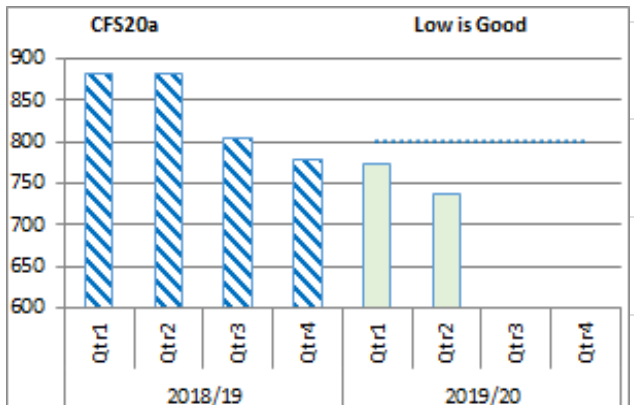
Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
<b>CFS18</b>  The rate of looked after children (LAC) per 10,000 of the 0-17 Swansea population at end of the period.	RAG	GREEN	RED	RED	There has been a recent reduction in the LAC population and it is currently stabilising. There is a safe LAC reduction strategy in place which is monitored monthly through the strategic LAC meeting. The current pressures relate to children under 2yrs of age.
	Result	102.00	114.87	116.34 +1.3%	
	Target	108.00	109.00	110.00 +0.9%	
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	478	543	549 +1.1%	
	Den	47026	47272	47189 -0.2%	
					
<b>CFS19</b>  The rate of children on the Local Authority's Child Protection Register per 10,000 of the 0-17 Swansea population.	RAG	RED	GREEN	AMBER	There has been an increase in the number of children placed on the CP register but this is within normal limits and is not a cause for concern. Work is being undertaken with social workers on the threshold of significant harm. There is a pattern of numbers increasing when the service is experiencing staffing issues.
	Result	58.27	50.56	57.64 +14.0%	
	Target	54.00	55.00	55.00	
	Trend	DECLINING	IMPROVING	DECLINING	
	Num	274	239	272 +13.8%	
	Den	47026	47272	47189 -0.2%	
					

## Safeguarding 17-22


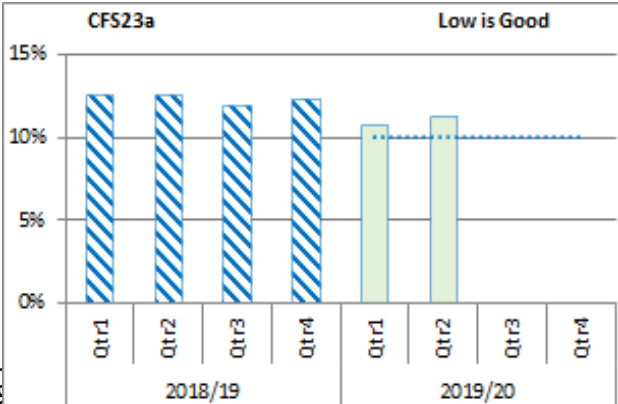

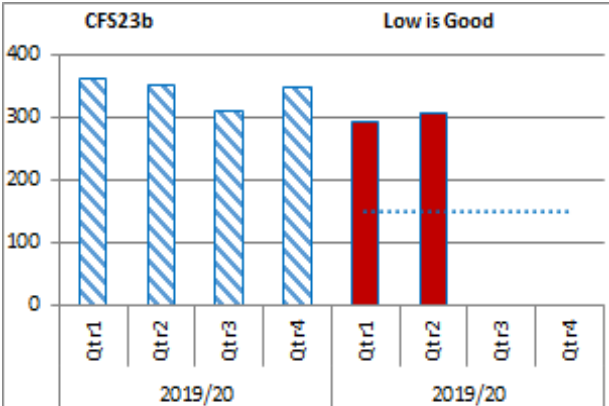
Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
CFS19a 	RAG			GREEN	
The percentage of visits to children on the Child Protection Register (CPR) which were not overdue.	Result		72.38%	90.42% +24.9%	
	Target			90.00%	
	Trend		No Data	IMPROVING	
	Num		173	236 +36.4%	
	Den		239	261 +9.2%	
CFS2 	RAG			RED	
The number of Looked After Children (LAC) at end of the period.	Result		543	549 +1.1%	
	Target			520	
	Trend		No Data	DECLINING	
	Num		543	549	
	Den				
There has been a recent reduction in the LAC population and it is currently stabilising. There is a safe LAC reduction strategy in place which is monitored monthly through the strategic LAC meeting. The current pressures relate to children under 2yrs of age.					



## Safeguarding 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
<b>CFS20</b>  The rate of Children in Need (CiN) with a care and support plan per 10,000 of the 0-17 Swansea population at end of the period.	RAG	GREEN	GREEN	GREEN	
	Result	212.65	186.79	156.18	-16.4%
	Target	220.00	205.00	170.00	-17.1%
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	1000	883	737	-16.5%
	Den	47026	47272	47189	-0.2%
					
<b>CFS20a</b>  The number of Children in Need (CiN) with a care and support plan at end of the period.	RAG			GREEN	
	Result		883	737 	-16.5%
	Target			800	
	Trend		No Data	IMPROVING	
	Num		883	737	
	Den				
					

# Safeguarding 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
CFS23a 	RAG			RED	This is very slightly above target and demonstrates the complexity of work presenting at the front door. This will be an important indicator to monitor the impact of the early help hubs following the go live date in February 2020.
The percentage of contacts to the Child & Family IAA (Information, Advice and Assistance) Hub that are subsequently passed on for formal assessment.	Result		12.60%	11.29% -10.3%	
	Target			10.00%	
	Trend		No Data	IMPROVING	
	Num		353	308 -12.7%	
	Den		2802	2727 -2.7%	
CFS23b 	RAG			RED	See CFS23a
The number of contacts to the Child & Family IAA (Information, Advice and Assistance) Hub that are subsequently passed on for formal assessment.	Result		353	308 -12.7%	
	Target			280	
	Trend		No Data	IMPROVING	
	Num		353	308	
	Den				

Safeguarding 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020															
CFS23c	RAG			GREEN																
The percentage of referrals to Child & Family Services that were received with 12 months of the previous referral.	Result		18.98%	10.39% -45.3%																
<table><tr><th>Year</th><th>Qtr1</th><th>Qtr2</th><th>Qtr3</th><th>Qtr4</th></tr><tr><td>2019/20</td><td>13.5%</td><td>19.0%</td><td>11.5%</td><td>10.5%</td></tr><tr><td>2019/20</td><td>11.5%</td><td>10.39%</td><td></td><td></td></tr></table>	Year	Qtr1	Qtr2	Qtr3	Qtr4	2019/20	13.5%	19.0%	11.5%	10.5%	2019/20	11.5%	10.39%			Target			15.00%	
Year	Qtr1	Qtr2	Qtr3	Qtr4																
2019/20	13.5%	19.0%	11.5%	10.5%																
2019/20	11.5%	10.39%																		
	Trend		No Data	IMPROVING																
	Num		67	32 -52.2%																
	Den		353	308 -12.7%																
CFS24	RAG			GREEN																
The total number of children with a care and support plan at the end of the period.	Result		1623	1540 -5.1%																
<table><tr><th>Year</th><th>Qtr1</th><th>Qtr2</th><th>Qtr3</th><th>Qtr4</th></tr><tr><td>2019/20</td><td>1623</td><td>1623</td><td>1560</td><td>1535</td></tr><tr><td>2019/20</td><td>1550</td><td>1540</td><td></td><td></td></tr></table>	Year	Qtr1	Qtr2	Qtr3	Qtr4	2019/20	1623	1623	1560	1535	2019/20	1550	1540			Target			1600	
Year	Qtr1	Qtr2	Qtr3	Qtr4																
2019/20	1623	1623	1560	1535																
2019/20	1550	1540																		
	Trend		No Data	IMPROVING																
	Num		1623	1540																
	Den																			


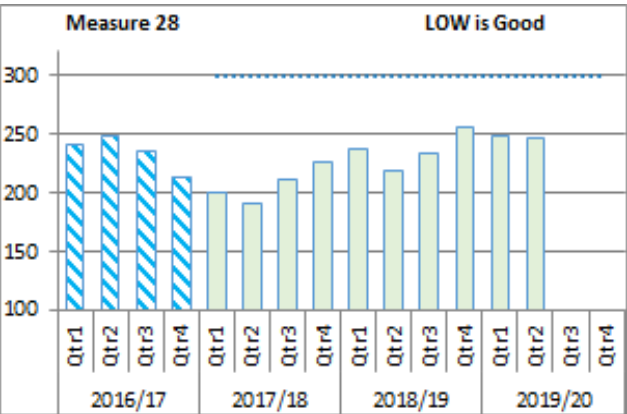

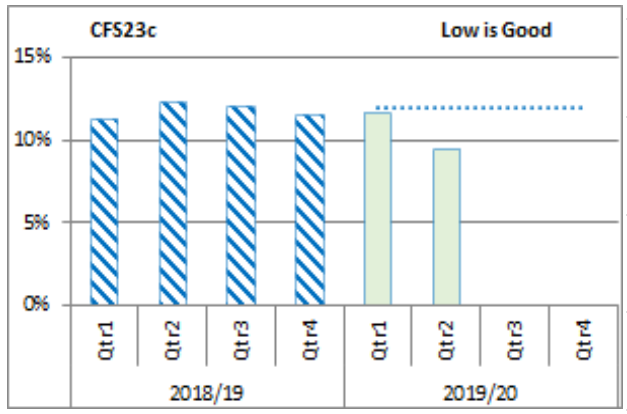
# Safeguarding 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
<b>Measure 18</b>  The percentage of adult protection enquiries completed within 7 days	RAG	GREEN	AMBER	AMBER	As part of the adult services restructure, a safeguarding team is going to be created which will focus on improving this figure
	Result	94.64%	89.93%	86.13%	
	Target	90.00%	90.00%	90.00%	
	Trend	DECLINING	DECLINING	DECLINING	
	Num	300	259	298	
	Den	317	288	346	
					
<b>Measure 19 (PAM025)</b>  The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	RAG	RED	GREEN	RED	Staff shortages within the domiciliary care sector continues to impact this service. However we have recently re-tendered the service splitting the providers into geographical zones which is expected to have a positive impact on delays.
	Result	3.18	2.78	6.23	
	Target	2.00	3.00	3.00	
	Trend	DECLINING	IMPROVING	DECLINING	
	Num	69	61	139	
	Den	21672	21956	22304	
					


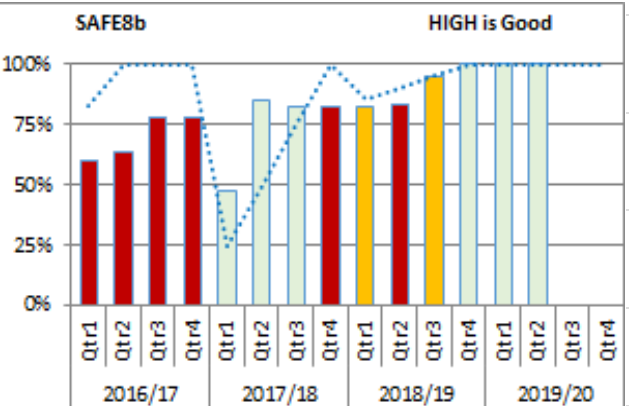
# Safeguarding 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
Measure 24 (PAM028) <span>⬆</span> The percentage of assessments completed for children within statutory timescales	RAG	RED	RED	RED	This figure is lower than we would want but again reflects the pressures within the service around staffing.
<p><b>Measure 24</b> HIGH is Good</p>	Result	70.00%	72.37%	74.75% +3.3%	
	Target	87.00%	90.00%	90.00%	
	Trend	DECLINING	IMPROVING	IMPROVING	
	Num	273	165	148 -10.3%	
	Den	390	228	198 -13.2%	
Measure 27 <span>⬇</span> The percentage of re-registrations of children on local authority Child Protection Registers (CPR) at end of the period.	RAG			GREEN	This is in a fluctuating figure and relates to family size.
<p><b>CFS23c</b> Low is Good</p>	Result		2.47%	9.18% +272%	
	Target			20.00%	
	Trend		No Data	DECLINING	
	Num		2	9 +350%	
	Den		81	98 +21.0%	

# Safeguarding 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
Measure 28  The average length of time for all children who were on the Child Protection Register (CPR) during the period	RAG	GREEN	GREEN	GREEN	This is a fluctuating figure that is well within range.
	Result	190.90	218.12	245.98	+12.9%
	Target	300.00	300.00	300.00	
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	17372	20285	14021	-31.6%
	Den	91	93	57	-39.4%
PAM029 (Measure 33)  Percentage of Looked After Children (LAC) at end of the period who have had three or more placements during the year (formerly SCC004)	RAG			GREEN	
	Result		12.29%	9.47%	-23.0%
	Target			12.00%	
	Trend		No Data	IMPROVING	
	Num		67	52	-22.4%
	Den		545	549	+0.7%


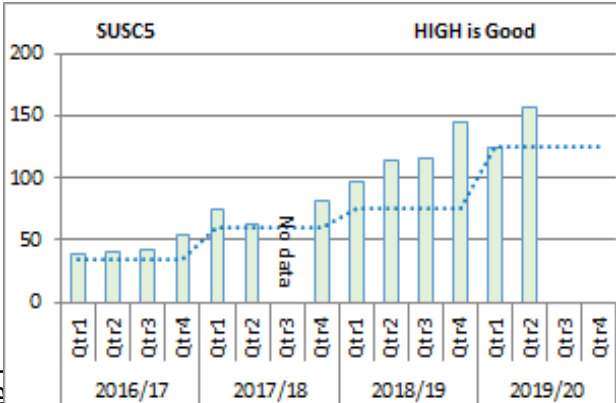



## Safeguarding 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
<b>SAFE27</b>  Total number of staff who have completed the corporate mandatory safeguarding awareness training (excludes school based staff)	RAG	RED	RED	RED	40 staff completed both adult and child e-learning modules: 45 staff completed one e-learning module: 0 staff completed face to face training. Results from e-learning and Oracle
	Result	227	136	85	
	Target	250	175	175	
	Trend	No Data	DECLINING	DECLINING	
	Num	227	136	85	
	Den				
					
<b>SAFE8b</b>  Percentage of Elected Members who have received training in safeguarding vulnerable people	RAG	GREEN	RED	GREEN	+20.0%
	Result	84.72%	83.30%	100.00%	
	Target	50.00%	90.00%	100.00%	
	Trend	No Data	DECLINING	IMPROVING	
	Num	61	60	72	
	Den	72	72	72	
					

## Safeguarding 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
<p>SCC013ai <a href="#">↑</a></p> <p>The percentage of children on the Child Protection Register (CPR) at the end of the period allocated to a social worker</p>	RAG			AMBER	<p>These cases were managed via the duty social worker, which is not ideal but did ensure oversight and that visits were undertaken. Remedial measures were immediately put in place to draft social workers in from other teams to ensure all CP cases are allocated in a meaningful way.</p>
Result		100.00%		96.69%	
Target				100.00%	
Trend		No Data		DECLINING	
Num		239		263	
Den		239		272	
<p>SCC013aai <a href="#">↑</a></p> <p>The percentage of Looked After Children (LAC) at the end of the period allocated to a social worker</p>	RAG			AMBER	<p>This related to three children which were managed via the duty Social Worker, which is not ideal but did ensure oversight and that visits were undertaken. Remedial measures were immediately put in place to draft social workers in from other teams to ensure all LAC cases are allocated in a meaningful way.</p>
Result		99.63%		99.45%	
Target				100.00%	
Trend		No Data		DECLINING	
Num		543		546	
Den		545		549	



Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020																									
<div>SUSC5 </div> <div>The number of new introductions recorded by Local Area Coordinators</div> <div><p><b>SUSC5</b> <b>HIGH is Good</b></p><table><tr><th>Year</th><th>Qtr1</th><th>Qtr2</th><th>Qtr3</th><th>Qtr4</th></tr><tr><td>2016/17</td><td>40</td><td>40</td><td>40</td><td>55</td></tr><tr><td>2017/18</td><td>75</td><td>65</td><td>No data</td><td>85</td></tr><tr><td>2018/19</td><td>100</td><td>115</td><td>115</td><td>145</td></tr><tr><td>2019/20</td><td>125</td><td>157</td><td></td><td></td></tr></table></div>	Year	Qtr1	Qtr2	Qtr3	Qtr4	2016/17	40	40	40	55	2017/18	75	65	No data	85	2018/19	100	115	115	145	2019/20	125	157			RAG	GREEN	GREEN	GREEN	
	Year	Qtr1	Qtr2	Qtr3	Qtr4																									
	2016/17	40	40	40	55																									
	2017/18	75	65	No data	85																									
	2018/19	100	115	115	145																									
	2019/20	125	157																											
Result	63 	114 	157 	+37.7%																										
Target	60	75	125	+66.7%																										
Trend	IMPROVING	IMPROVING	IMPROVING																											
Num	63	114	157																											
Den																														

Swansea's performance was above the expected benchmark level at key stage 4. Attainment of primary age pupils at foundation phase and key stage 2 indicate that, although targets were not met, outcomes suggested increased confidence in the accuracy of teacher assessments in Swansea as well as the impact of changes in assessment areas in foundation phase.

The attainment of learners who are looked after children is variable. Education staff reported a number of factors that can affect this performance indicator each year due to the small numbers of learners involved including a higher number of pupils with additional learning needs, late arrivals from other counties, and a volatile population who move in and out of care which can disrupt education at key points in their educational career particularly in adolescence.

Attendance in Swansea remains comparatively high.

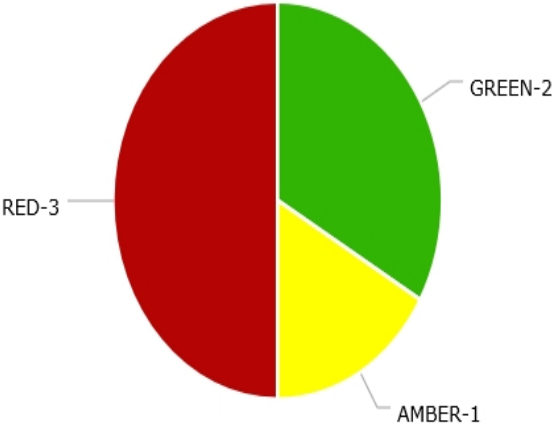
Partneriaeth Sgiliau Abertawe/Swansea Skills Partnership (PSA) meets regularly and has two, clear workstreams - digital capacity and advice, information and guidance for vocational education and careers.

Looking forward the implementation of the Additional Learning Needs and Education Tribunal Act 2018 and Curriculum for Wales 2022 under the Welsh Government's National Mission will pose challenges and opportunities that will need reflecting in the performance frameworks of the Education Department.

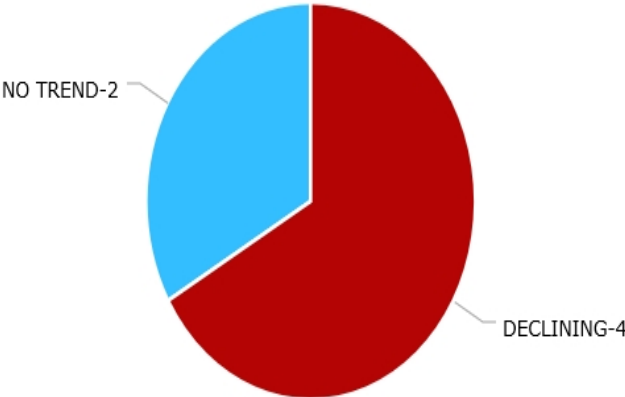
Measures of inclusion such as attendance, exclusions and numbers of learners who are educated otherwise than at school continues to be monitored.

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


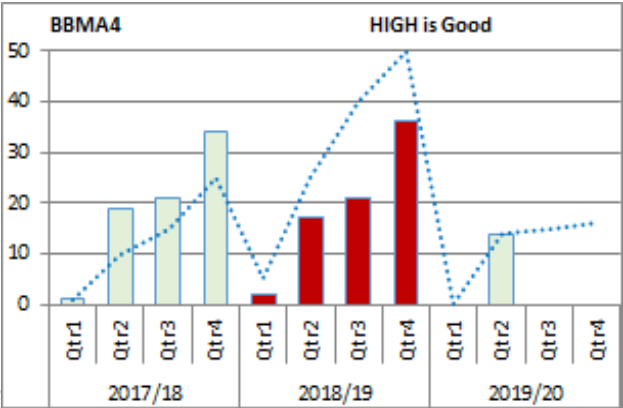

Performance against Target  
2019/2020 Quarter 2




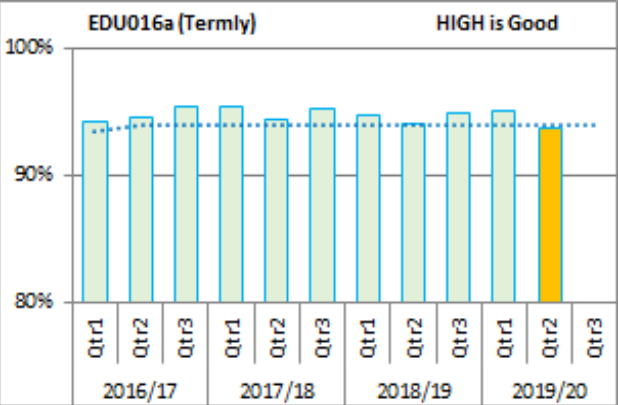
Performance compared to same Period of previous  
year  
2019/2020 Quarter 2




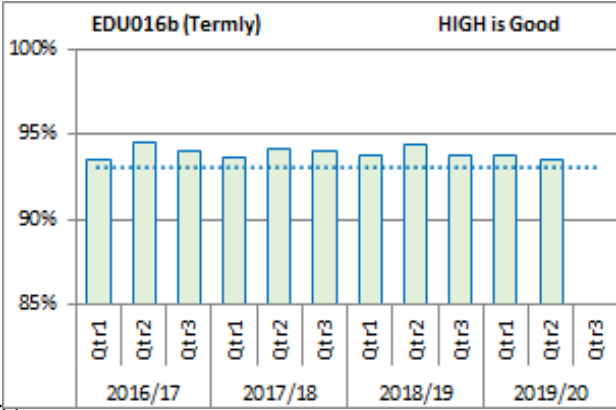




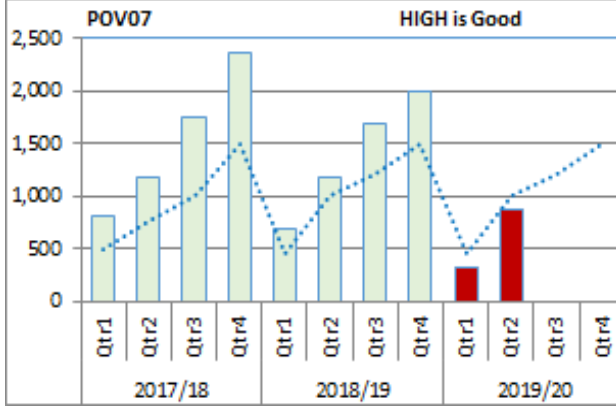
Education & Skills 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
<div>BBMA4 </div> <div>The number of apprenticeships or trainee starts in the Council</div> <div><p>BBMA4</p><p>HIGH is Good</p><p>je 74</p></div>	RAG	GREEN	RED	GREEN	The PI records new starts with the Council and is currently under review to include the wider apprentice and trainee strategy. This will include the recruitment of trainees and “in work” apprentices which are currently not recorded in the PI
	Result	19	17	14	
	Target	10	25	14	
	Trend	No Data	DECLINING	DECLINING	
	Num	19	17	14	
	Den				
<div>DU015a </div> <div>The percentage of final statements of Special Education Need (SEN) issued within 26 weeks including exceptions</div> <div>NO GRAPH DISPLAYED FIRST YEAR OF REPORTING</div>	RAG			RED	This quarter covers school holidays when there are less staff, However, there are capacity issues within the team due to the volume of operational day to day work as well as a backlog of Statements and Amendments which are significantly affecting the ability of the team to reduce the backlog and improve the PI. Secondly the system is largely paper driven and there is no capacity to review the systems to improve efficiency without compromising the LA statutory duties further.
	Result			1.90%	
	Target			10.00%	
	Trend			No Data	
	Num			1	
	Den			52	

# Education & Skills 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
EDU015b  The percentage of final statements of Special Education Need (SEN) issued within 26 weeks excluding exceptions  NO GRAPH DISPLAYED FIRST YEAR OF REPORTING	RAG  Result  Target  Trend  Num  Den			RED  5.00%  20.00%  No Data  1  20	This quarter covers school holidays when there are less staff, However, there are capacity issues within the team due to the volume of operational day to day work as well as a backlog of Statements and Amendments which are significantly affecting the ability of the team to reduce the backlog and improve the PI. Secondly the system is largely paper driven and there is no capacity to review the systems to improve efficiency without compromising the LA statutory duties further.
EDU016a (PAM007)  Percentage of pupil attendance in primary schools  	RAG  Result  Target  Trend  Num  Den	GREEN  94.28%  94.00%  DECLINING  1750817  1857056	GREEN  94.03%  94.00%  DECLINING  1979983  2105770	AMBER  93.64%  94.00%  DECLINING  1618646  1728527	Early analysis indicates a slight increase in holidays taken during the second half of the summer term. There are well-established referral procedures embedded to address poor individual attendance. Attendance officers accompany school support visits where attendance is a concern, in addition to reviews taking place. The Education Welfare Service has undergone a review in order to establish if its current model provides the most effective service. A consultation has been launched.

## Education & Skills 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
EDU016b (PAM008) 	RAG	GREEN	GREEN	GREEN	There are well-established referral procedures embedded to address poor individual attendance. Attendance officers accompany school support visits where attendance is a concern, in addition to reviews taking place. The Education Welfare Service has undergone a review in order to establish if its current model provides the most effective service. A consultation has been launched on recommended models of effective future provision.
Percentage of pupil attendance in secondary schools	Result	94.10%	94.39%	93.44% -1.0%	
 <p>EDU016b (Termly) HIGH is Good</p>	Target	93.00%	93.00%	93.00%	
	Trend	DECLINING	IMPROVING	DECLINING	
	Num	540502	660063	443660 -32.8%	
	Den	574398	699308	474832 -32.1%	
POV07 	RAG	GREEN	GREEN	RED	There has been a delay in the start of a number of new projects, which has reduced the number of opportunities for training and work. I envisage we will catch up on this delay in the weeks and months ahead.
The number of training and employment person weeks created by BBM for unemployed and economically inactive.	Result	1173 	1181 	863  -26.9%	
 <p>POV07 HIGH is Good</p>	Target	750	1000	1000	
	Trend	No Data	IMPROVING	DECLINING	
	Num	1173	1181	863	
	Den				

The vast majority of targets have been met again this quarter. Furthermore, trends are predominantly upwards on the quarter, and against this time last year. However, the Percentage of all major applications with an economic imperative that are approved has missed target again. Only 3 major applications were refused as these were unacceptable in planning policy terms and negotiations could not provide for a positive outcome. Our major regeneration priorities continue to make substantial progress. Swansea Central Phase 1 enabling works are largely complete, with excellent progress achieved on the listed wall piling works. The main contract will be awarded subject to Cabinet approval of the FPR7 report in November. The Kingsway infrastructure project continues to make excellent progress on site. Further market testing and design works have been carried out on the Employment Hub building, which has included a detailed Stakeholder consultation exercise. The Pre-planning application consultation will commence in quarter 3. At Hafod Copperworks, the HLF Stage 2 Powerhouse project procurement is nearing completion. The Morfa bascule bridge has been successfully lifted and repair works are underway. Further discussions have taken place with the NZ Skyline project team and a board decision has been received to progress the funding application process with Welsh Government. The Felindre inward investment construction works are now nearing completion for hand-over to the occupier in Q3. A report has been prepared to progress the launch & marketing exercise for strategic development sites and will be reported to Cabinet in November. Significant progress has been made in the preparation of funding bids to secure the restoration of Palace Theatre and Albert Hall listed buildings. The Wind Street environmental enhancement preferred scheme has been approved and detailed designs will now be prepared.

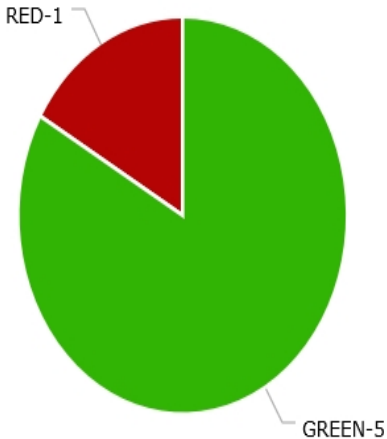
The WHQS programme is continuing to deliver major repairs and improvements to council homes ensuring they are in a good state of repair, thermally efficient, safe and secure and meeting the needs of individuals. To date the WHQS programme has delivered £18.3m of repairs and improvements. In quarters 1 and 2, the Council has delivered 932 new kitchens, 866 new bathrooms and undertaken major thermally insulation improvements to 145 homes. Further work is taking place to renew roofs, renew electrical wiring in homes, provide new efficient gas boilers and improve garden boundaries and paving. The Council is progressing well with its fire safety improvements, particularly with its installation of sprinkler systems in high rise blocks and sheltered accommodation. The Council has been working with fire protection company Aico in developing and trialling new smoke alarms systems that continually monitor alarms ensuring they are operational and report incidence of fire via instant text message and email; this system offers a real opportunity to further improve fire safety in the home particularly for older and more vulnerable tenants. The WHQS schemes also provides major community benefits; in the 2nd quarter a 178 weeks of targeted recruitment and training were delivered specifically for people who were unemployed and experiencing barriers to accessing the jobs market; 2 people from the local community have been employed in this period and 15 people previously engaged for WHQS work have seen their employment continued with ongoing projects. Also as part of the Council's commitment to innovative, energy efficient housing, a number of retrofit schemes are being carried out: there are 6 bungalows in Craig Cefn Parc currently underway; 8 properties planned in Felindre and the Council has recently completed a project in Garnswllt to 10 properties. These schemes will test the application of renewable technologies to existing inefficient housing, transforming them into some of the most energy efficient homes in the Council's housing stock.

The Council's More Homes Programme, focussed on providing new build Council housing, continues to move forward at pace. Cabinet approved the Housing Revenue Account Development Plan in February 2019. This sets out the programme to develop over 140 new homes up to 2022. The Council is currently looking to increase this ambition, and will publish a 10 year delivery plan for affordable housing. Following on from the first passivhaus pilot at Colliers way, the second phase of the More Homes project is underway at a further 2 sites at Parc Y Helyg and Colliers Way Phase 2. As part of this phase, 34 new homes will be built as 'Homes as Power Stations' using funds from a £1.5m Innovative Housing Programme grant from the Welsh Government. The homes will have innovative features such as solar panels and battery-powered energy, as well as the inclusion of swift bricks to support biodiversity. Planning permission has been granted to convert 2 new family homes in West Cross as part of a refurbishment of a former social services building and a further 26 homes are planned for a new development in Hill View Crescent & Beacons View Road in Clase. This scheme has also been awarded £1.5m of Innovative Housing Funding, which will fund the renewable technologies to continue the Homes as Power Stations theme. This will also be the site of a new build Welsh medium primary school, and will provide an opportunity to regenerate the area. Following publication of the HRA PIN to explore interest from potential partners in delivering a development programme across around 30 potential HRA sites in phases, a Cabinet report is being prepared to outline the next steps in progressing the procurement of a development partner or

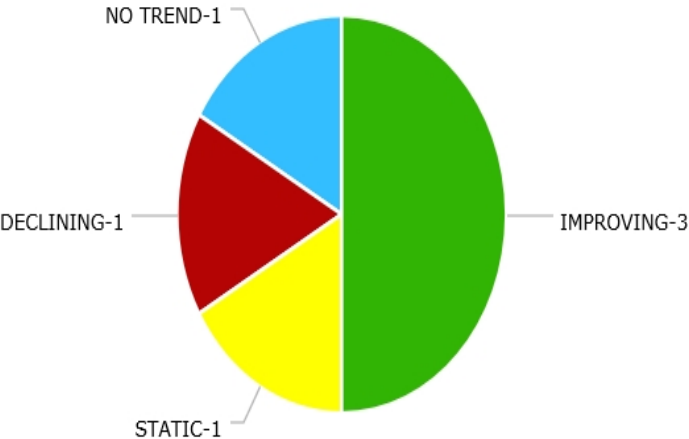
partners. The aim will be to deliver mixed tenure housing on the Council owned sites, whilst maximising the delivery of affordable housing to meet local need. The Council is also in the process of procuring a team to deliver a masterplan for the regeneration of a large HRA site, where refurbishment alone may not address the issues.



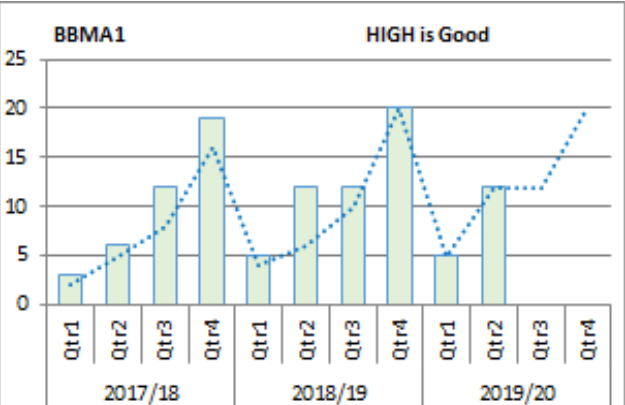

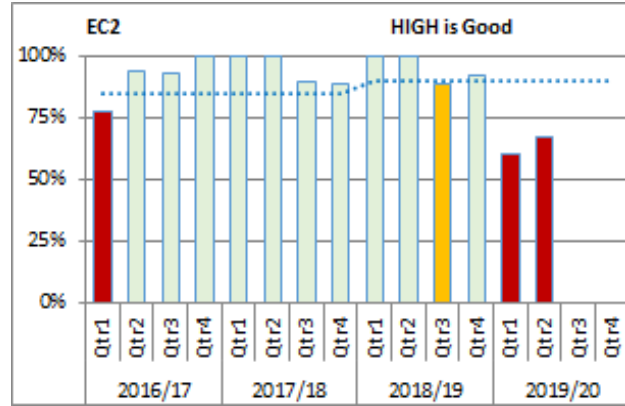
Performance against Target  
2019/2020 Quarter 2







Performance compared to same Period of previous  
year  
2019/2020 Quarter 2


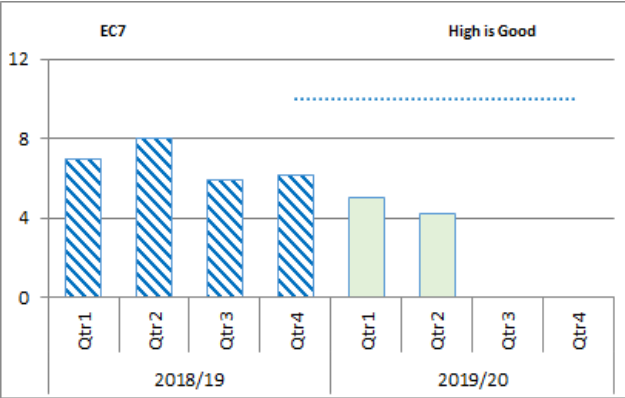

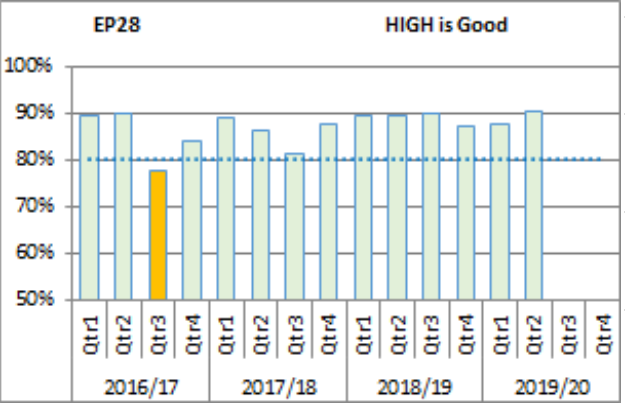


## Economy & Infrastructure 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
<b>BBMA1</b>  The number of projects with social benefit clauses and Beyond Bricks & Mortar in their contracts	RAG	GREEN	GREEN	GREEN	
	Result	6	12	12	0%
	Target	5	6	12	
	Trend	No Data	IMPROVING	STATIC	
	Num	6	12	12	
	Den				
					
<b>EC2</b>  The Percentage of all major applications with an economic imperative that are approved	RAG	GREEN	GREEN	RED	Only 3 major applications were refused. These were unacceptable in planning policy terms and negotiations could not provide for a positive outcome.
	Result	100.00%	100.00%	67.00%	-33.3%
	Target	85.00%	90.00%	90.00%	
	Trend	IMPROVING	STATIC	DECLINING	
	Num	5	5	6	+20.0%
	Den	5	5	9	+80.0%
					

Economy & Infrastructure 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
<div>EC5 </div> <div>Amount of commercial floorspace (measured by sq m) created within the TRI (Targeted Regeneration Investment) Programme target areas to accommodate job creation</div> <div>NO GRAPH DISPLAYED FIRST YEAR OF REPORTING DATA</div>	RAG			GREEN	38 - 40 Mariner Street
	Result		0	825  +100%	
	Target			825	
	Trend		No Data	IMPROVING	
	Num		0	825	
	Den				
<div>EC6 </div> <div>Number of new housing units created in TRI target areas as a result of Targeted Regeneration Investment (TRI) Programme funding.</div> <div>NO GRAPH DISPLAYED FIRST YEAR OF REPORTING DATA</div>	RAG			GREEN	33 Kingsway 4 units. 34 Kingsway 4 units
	Result		0	8  +100%	
	Target			8	
	Trend		No Data	IMPROVING	
	Num		0	8	
	Den				

Economy & Infrastructure 17-22					
Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
EC7  Average Turnaround Time for Land Charge Searches completed in the period	RAG			GREEN	
	Result		8.00	4.19	-47.6%
	Target			10.00	
	Trend		No Data	IMPROVING	
	Num		8.00	4.19	
	Den				
					
EP28  The percentage of all planning applications determined within 8 weeks.	RAG	GREEN	GREEN	GREEN	
	Result	86.38%	89.46%	90.46%	+1.1%
	Target	80.00%	80.00%	80.00%	
	Trend	DECLINING	IMPROVING	IMPROVING	
	Num	444	467	474	+1.5%
	Den	514	522	524	+0.4%
					

The corporate plan sets out the council's commitment to Tackle Poverty to ensure that every person in Swansea can achieve his or her potential. To meet this commitment the corporate Tackling Poverty Strategy ensures that Tackling Poverty is everybody's business.

The number of people gaining employment through Employability support, supports the well-being objective steps; ensuring that young people are able to access employment, education and training after reaching 16 and, individuals are supported to overcome their barriers to employment through coordinated person centre employability support. This is achieved through the Swansea Working coordinated employment approach and associated employability support programmes of Communities for Work, Communities for Work Plus, Workways and Cam Nesa. Whilst the number of people gaining employment through Employability Support indicator within the performance report is below target, it is due to a seasonal downturn in recruitment during the summer months and less engagement from participants, often due to school holidays and caring commitments. There has been an increase between quarters and anticipate that the results will increase in the next quarter.

The step to help address the impacts of Welfare reform, such as supporting people to claim the full benefits they are entitled to so that they are able to maximise their income is reported through the amount of welfare benefits raised through securing rights and entitlements by the Welfare Rights team. The amount of benefits secured is significantly higher than anticipated and the team have achieved a 96% success rate on appeals.

The performance indicator of Housing Benefit speed of processing and the average time for processing new claims has had an expected drop in performance due to reduced resources and the more complex cases remain in Housing Benefit rather than those transferred to Universal Credit. At the end of September there were 12,152 Universal Credit claimants in Swansea and it is expected to increase as more citizens move onto Universal Credit.

The impact of welfare reform changes has seen an increase in the number and complexity of welfare benefit enquiries we are dealing with. There is an increase in rent arrears in the council and being reported by partner organisations. There is a significant increase in the use of foodbanks and a sample of Citizen's Advice clients showed almost three quarters of debts were priority debts of rent, council tax and benefit related debts. Additional activity to help address the impacts of welfare reform include targeting support to cohorts affected by changes, training frontline staff and personalised support for citizens.

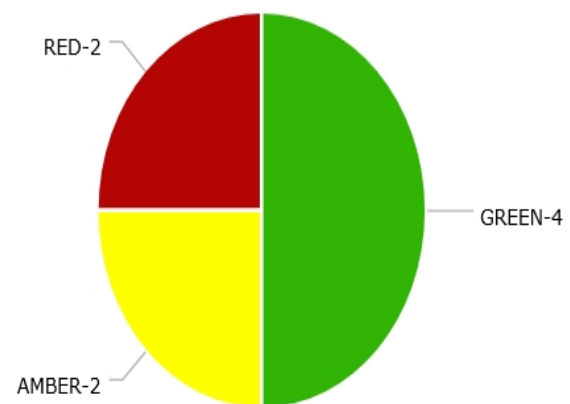
The performance indicator of Council Tax Reduction (CTR) speed of processing and average time for processing new claims is below the target, this is due to the decision to use the Universal Credit information as the claim for CTR with the aim of maximising the period we can award the CTR. This decline in performance will not impact on the well-being objective, as the applicant is better off as we are implementing more CTR for those who apply for it when they are receiving UC.

The number of accredited qualifications achieved by adults with local Authority support has exceeded the target. This is due to the delivery of a comprehensive sector specific training programme which many employability programme participants have accessed, including health and social care, site security, construction and customer care. The partnership working between Swansea Working, Lifelong Learning, employability programmes and partners has led to greater attendance and achievement of accredited training and qualifications. Additional training and work experience opportunities are being developed with the art, culture and heritage partners which is supporting the steps to meet the well-being objective and will boost skills, confidence, self-esteem and aspiration. Planned developments that will help us meet the Well-being Objective include the continued work of the corporate cross directorate Poverty Forum with actions including our approach to managing personal debts to the council, reducing evictions and reducing barriers to services due to income poverty. The well attended Poverty Partnership Forum continues to develop and deliver initiatives to tackle poverty including entrepreneurship support, focus on food poverty and coordinated crisis support.

Commissioning reviews focused on Financial Inclusion and Employability Support have started to determine the future shape and delivery of support to ensure that services are targeting the most vulnerable, outcomes are maximised and that we are supporting citizens out of poverty.

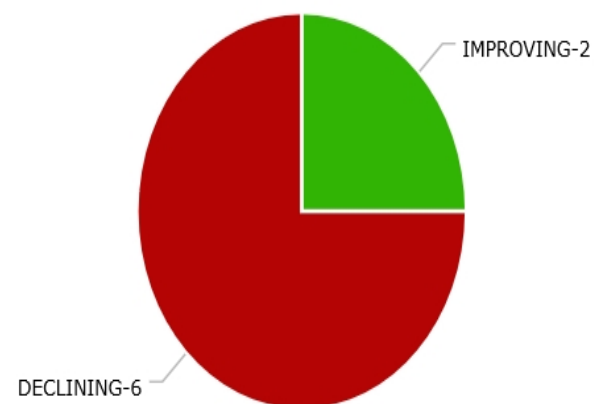
**Performance against Target**

2019/2020 Quarter 2




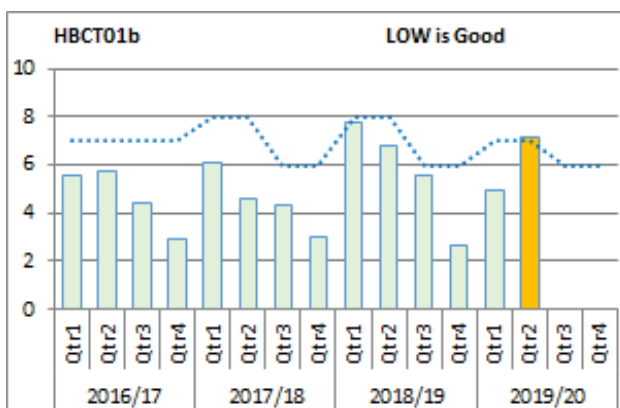
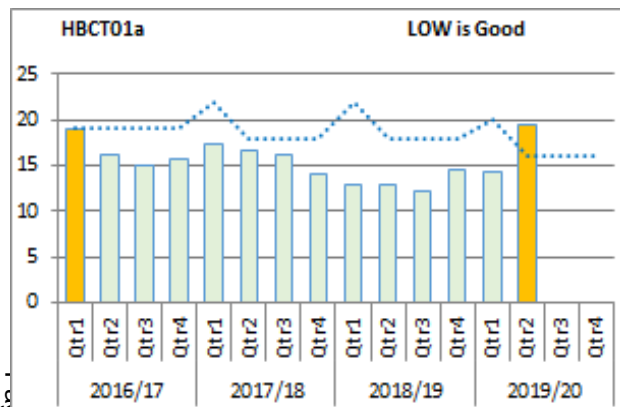
**Performance compared to same Period of previous year**

2019/2020 Quarter 2




# Tackling Poverty 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
<b>HBCT01a</b>  Housing Benefit Speed of Processing: Average time for processing new claims.	RAG	GREEN	GREEN	RED	Drop in performance as expected due to reduced resources and because the more complex cases remain in HB and "easier" cases transfer to Universal Credit.
	Result	16.58	12.85	19.49	+51.7%
	Target	18.00	18.00	16.00	-11.1%
	Trend	DECLINING	IMPROVING	DECLINING	
	Num	24160	8338	9746	+16.9%
	Den	1457	649	500	-23.0%
<b>HBCT01b</b>  Housing Benefit Speed of Processing: Average time for processing notifications of change in circumstances.	RAG	GREEN	GREEN	AMBER	A minor dip in performance as expected due to reduced resources. Just above target
	Result	4.59	6.80	7.18	+5.6%
	Target	8.00	8.00	7.00	-12.5%
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	55156	57762	49057	-15.1%
	Den	12017	8492	6828	-19.6%

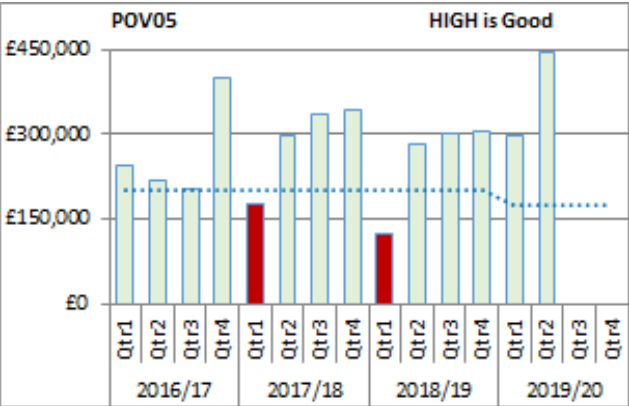
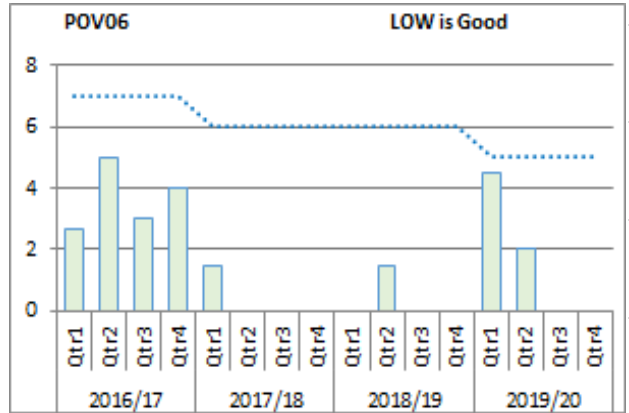


# Tackling Poverty 17-22


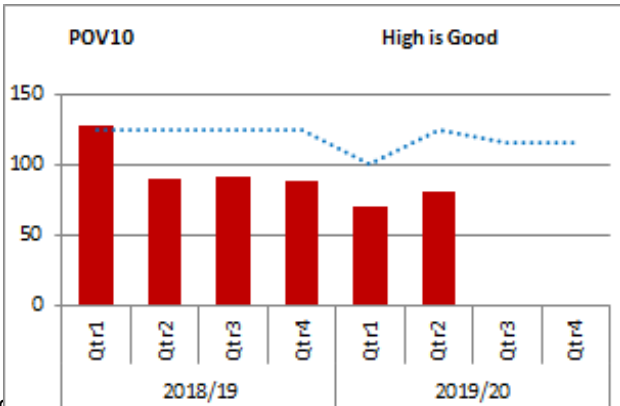

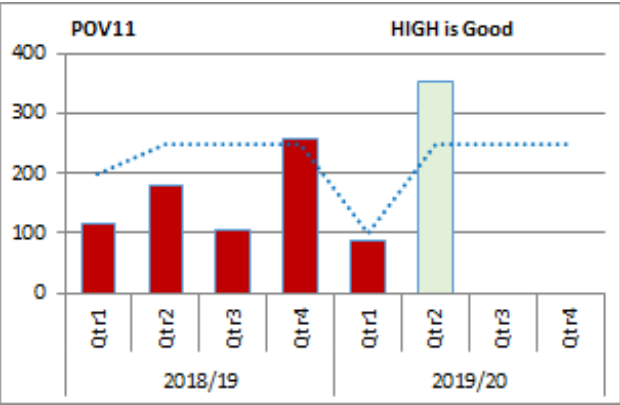
Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
<b>HBCT02a</b>  Council Tax Reduction Speed of Processing: Average time for processing new claims.	RAG	AMBER	AMBER	RED	As expected, performance has dipped due to a process change which increases the CTR granted to individuals at the cost of an apparent decrease in performance stats. In reality, no worsening of the service to applicants.
	Result	18.76	18.30	26.50	+44.7%
	Target	18.00	18.00	18.00	
	Trend	DECLINING	IMPROVING	DECLINING	
	Num	27780	23017	43843	+90.5%
	Den	1481	1258	1656	+31.6%
					
<b>HBCT02b</b>  Council Tax Reduction Speed of Processing: Average time for processing notifications of change in circumstances.	RAG	GREEN	GREEN	GREEN	Small dip in performance expected due to reduced resources but still under target
	Result	3.90	4.59	5.60	+21.0%
	Target	8.00	8.00	7.00	-12.5%
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	66242	70226	78724	+12.1%
	Den	16989	15287	14162	-7.4%
					



# Tackling Poverty 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
POV05 <span>⬆</span>	RAG	GREEN	GREEN	GREEN	The benefits figure is significantly higher than anticipated and we have achieved 96% success rates on appeals.
The amount of welfare benefits raised through securing rights and entitlements by the Welfare Rights Team (£)	Result	297392.00	284168.00	446469.10 +57.1%	
	Target	200000.00	200000.00	175000.00 -12.5%	
	Trend	IMPROVING	DECLINING	IMPROVING	
	Num	297392.00	284168.47	446469.10	
	Den				
POV06 <span>⬇</span>	RAG	GREEN	GREEN	GREEN	no alternative emergency accommodation available as families had presented in crisis on the day with no scope for prevention work to be carried out.
The average number of days all homeless families with children spent in Bed and Breakfast accommodation	Result	0.00	1.50	2.00 +33.3%	
	Target	6.00	6.00	5.00 -16.7%	
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	0	3	6 +100%	
	Den	0	2	3 +50.0%	

# Tackling Poverty 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
POV10 	RAG		RED	RED	Quarter 2 incorporates a seasonal downturn in recruitment drives. Engagement from participants drops off due to school holidays and therefore employment outcomes are affected. There has been a 8.91% increase on the Quarter 1 figure.
Number of people gaining employment through Employability Support	Result		89	81 -9.0%	
 <p>POV10 High is Good</p>	Target		125	125	
	Trend		No Data	DECLINING	
	Num		89	81	
	Den				
POV11 	RAG		RED	GREEN	The improvement this quarter is due to the delivery of a comprehensive sector specific training programme which many employability programmes have accessed. The partnership developed between Swansea Working, Lifelong Learning, partners and employability programmes has led to greater attendance and achievement of relevant accredited training and qualifications.
Number of accredited qualifications achieved by adults with local Authority support	Result		181	354 +95.6%	
 <p>POV11 HIGH is Good</p>	Target		250	250	
	Trend		No Data	IMPROVING	
	Num		181	354	
	Den				

Progress continues towards delivering the well-being objectives contained within the Council's Corporate Plan. One of the key priorities this quarter has involved the annual budget and in parallel the review of the Sustainable Swansea programme. The future financial picture continues to be challenging, therefore the transformation of services remains a priority, particularly enabled by digital technology.

A new Digital Inclusion Strategy has been developed in addition to a revised Digital Strategy. This is the bedrock for modernising services, introducing new ways of working and transforming the Council. As seen this quarter with the Cust 2a and b indicators, public take-up of online channels continues to grow as more online services and digital processes are added to the Council's website.

A significant amount of Brexit preparation has also been undertaken this quarter and the Council now has high assurance of its position in the event of a 'no deal' scenario.

The Co-production Strategic Framework and revised Consultation & Engagement Strategy were discussed at the Policy Development Committee. These will be taken forward for implementation including guidance and toolkits for staff looking to co-design and co-produce services with the public, partners and other key stakeholders.

The Organisational Development Strategy objectives continue to be delivered including Leadership development opportunities for all employees wherever they may be in the organisation.

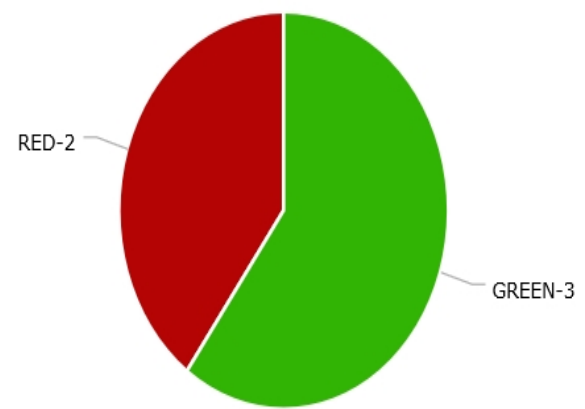
The Council has also developed an action plan to deliver the recommendations proposed by the Scrutiny Inquiry into Equalities. Many of the actions involve tasks which work in partnership alongside the equality forums.

This quarter the agile working zones were adapted to include a Welsh speaking area as well as encouraging all staff to communicate in Welsh. Welsh language training continues to be a priority.

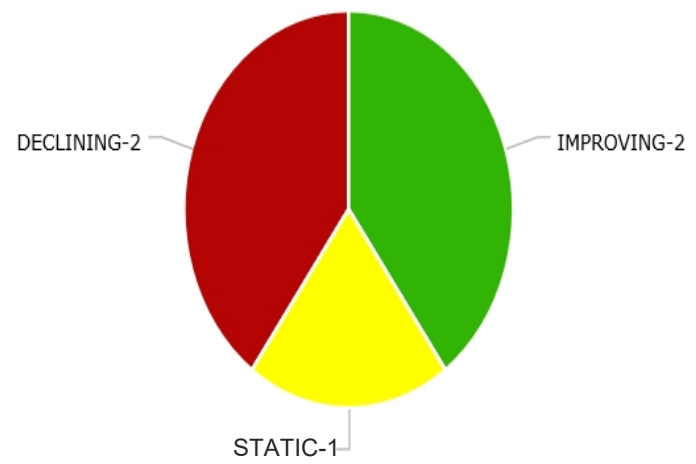
Staff sickness continues to be high across the Council as reflected in the PAM001 indicator. Management measures are in place to work with Services on an individual basis as well as reviewing the overall Policy. Other projects are also in flight which may positively impact sickness, modernising services and ways of working which support staff.

The budget position of the Fina 6 indicator continues to be red. Reiterating the comment above, CMT continues with the expectation that both service and overall net expenditure must be held within the relevant limits of the current year budget as set by Council. There is still an urgent need to identify and implement existing and additional budget savings across all Council Services to improve the 19/20 position and beyond. However, there remains a degree of confidence that some further inroads can be made into the forecast overspend by ongoing management and Cabinet action.

Performance against Target  
2019/2020 Quarter 2




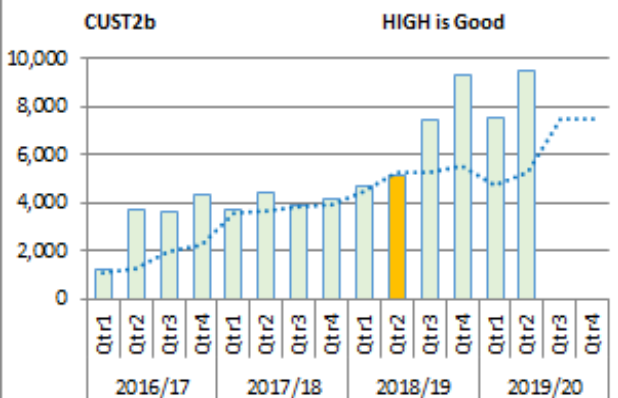

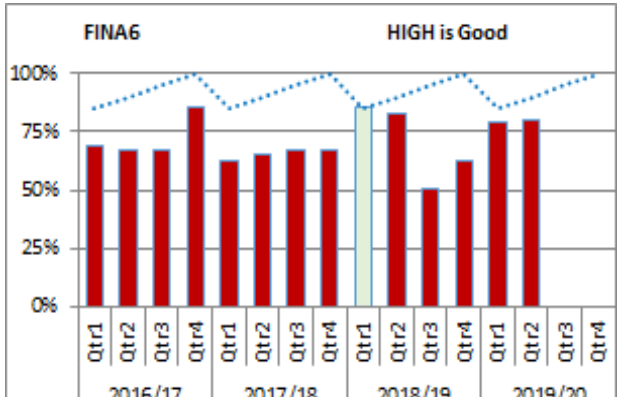
Performance compared to same Period of previous  
year  
2019/2020 Quarter 2






## Transformation & Future Council 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
CHR002 (PAM001)	RAG	AMBER	GREEN	RED	Note from Corporate Performance Team - Data quality under review. We are currently in consultation with Trade Unions in respect of a new Management of Attendance Policy. Proposals have also been submitted to CMT for targetted objectives to reduce sickness across Directorates in the longer-term. Flexible working pilots have seen a reduction in sickness absence in pilot areas. HR&OD are piloting specific support for areas of high sickness. Consideration being given to to external support for sickness absence management in Education.
The number of working days/shifts per full time equivalent lost due to sickness absence	Result	2.03	2.29	3.43 +49.6%	
<p>CHR002</p> <p>LOW is Good</p>	Target	2.00	2.50	2.50	
	Trend	IMPROVING	DECLINING	DECLINING	
	Num	18444.13	20644.32	30427.50 +47.4%	
	Den	9097.89	9008.00	8874.26 -1.5%	
CUST2a	RAG	GREEN	GREEN	GREEN	The overall web payment figure has grown compared with Q2 last year, with the rise in bespoke website payments especially in high volume areas like Lifelong Learning. This year has followed the seasonal pattern of Q2 having fewer payments than Q1, which is natural given the timing of Council Tax statements being posted.
Number of online payments received via City and County of Swansea websites	Result	18825	23027	25121 +9.1%	
<p>CUST2a</p> <p>HIGH is Good</p>	Target	18650	18900	23040 +21.9%	
	Trend	DECLINING	IMPROVING	IMPROVING	
	Num	18825	23027	25121	
	Den				

# Transformation & Future Council 17-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
<b>CUST2b</b>  Number of forms completed online for fully automated processes.	RAG	GREEN	AMBER	GREEN	The number of online waste requests have continued to rise, with over a third of the request now online and going directly to the back office.
	Result	4455	5140	9465 +84.1%	
	Target	3700	5250	5250	
	Trend	IMPROVING	IMPROVING	IMPROVING	
	Num	4455	5140	9465	
	Den				
<b>FINA6</b>  Percentage of identified forecast General Fund Revenue savings and income for the year compared to originally approved budget (Â£000's)	RAG	RED	RED	RED	CMT continues with expectation that both service and overall net expenditure must be held within the relevant limits of the current year budget as set by Council. There is still an urgent need to identify and implement existing and additional budget savings across all Council Services to improve the 19/20 position and beyond. There remains a degree of confidence that some further inroads can be made into the forecast overspend by ongoing management and Member action.
	Result	65.62%	82.43%	80.13% -2.8%	
	Target	90.00%	90.00%	90.00%	
	Trend	DECLINING	IMPROVING	DECLINING	
	Num	12288	13626	10129 -25.7%	
	Den	18727	16530	12640 -23.5%	

Transformation & Future Council 17-22					
Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
PROC12  Number of data breaches which has resulted in an enforcement or monetary penalty notice being issued by the Information Commissioners Office (ICO)	RAG		GREEN	GREEN	
	Result		0 	0 	
	Target		0	0	
	Trend		No Data	STATIC	
	Num		0	0	
	Den				
NO GRAPH DISPLAYED					

80% of Swansea is green space and is extremely diverse with over 50% of the County having significant ecological value. Although there is protection for the environment via a range of site designations and legislation, biodiversity loss and species extinction is a challenge and a risk, and more awareness raising is needed.

Recent legislation such as the Resilient Wales Goal in the Well-being of Future Generations Act 2015 and the Environment (Wales) Act 2016 requires specific actions by the Council to embed biodiversity into decision making at all levels to support resilient ecosystems and well-being. It is part of a cultural change that is needed for the decline in biodiversity to be reversed

Swansea Council are one of the lead local authorities in Wales in relation to natural environment maintenance and enhancement. There is a Working with Nature objective within the Public Services Board Well-being Plan, a new biodiversity Corporate Objective in the Corporate Plan and a Climate Emergency has been declared. A Natural Environment Scrutiny Performance Panel has also been set up to monitor and contribute to issues around biodiversity.

In July 2019 a Natural Environment Scrutiny Inquiry into 'What Swansea Council should do to maintain and enhance its natural environment and biodiversity, and, in so doing, promote the resilience of ecosystems' made a number of recommendations to raise the profile of biodiversity both within and outside the Council and these have been incorporated into an Action Plan which is in the process of being implemented.

Delivery of the Council's Corporate Biodiversity Objective and the preparation of the Council's statutorily required Section 6 Biodiversity Duty Action Plan (due for publication in Dec 2019) is overseen by a corporate biodiversity working group established in response to the Scrutiny Inquiry. This group will help to ensure that biodiversity is integrated into daily business operations and provide a vehicle for awareness raising and capacity building; cascading information and best practice to all service delivery teams and for exploring and testing new approaches to delivering the sustainable management of natural resources. Implementation of certain planned project work this year, such as mapping Green Infrastructure assets and biodiversity audits of Council owned land, has been delayed due to withdrawal of specific grant funding for 19/20, however it is anticipated that funding for these projects will be available for 20/21.

The Council has been congratulated by Welsh Government for its successful enforcement of environmental protection legislation by prosecuting the developer and contractor responsible for the felling of trees at Penllergaer in breach of a tree preservation order. The fines totalling over £400,000 are amongst the highest ever imposed for this type of offence.

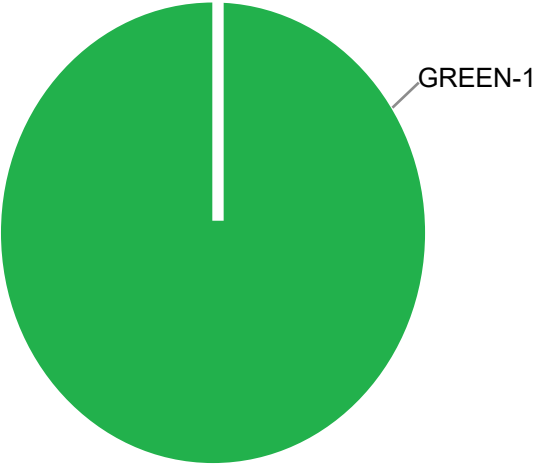
Tree and woodland planting proposals have been progressed with around 450 trees and 5300 whips planted on Council owned land over the past year. Over 350 more trees are scheduled to be planted over the course of the next 6 months. Whilst a successful bid for a Glastir woodland creation programme will involve planting over 12,500 whips covering 5 hectares over the course of the next 5 years.

A Green Infrastructure Strategy for the City Centre - Swansea Central Area: Regenerating our City for Wellbeing and Wildlife has been drafted in partnership with NRW and is subject of ongoing public consultation with a view to adoption early 2020. This will be complemented by a future Green Infrastructure Strategy for the County and Supplementary Planning Guidance on Biodiversity which will seek to ensure that development proposals maintain and enhance the County's biodiversity.

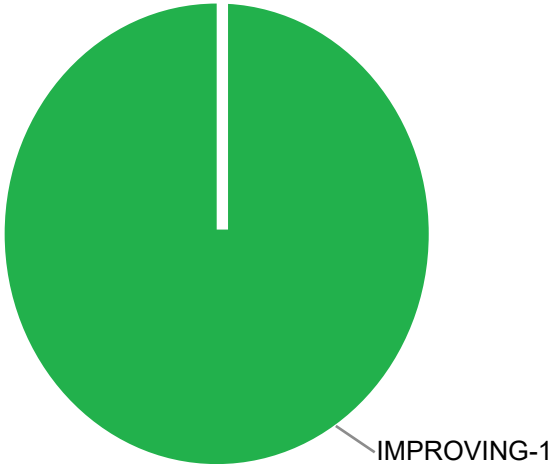
The percentage of municipal waste recycled has continued to increase and now exceeds identified targets, reflecting the success of the Council's recent recycling campaign.




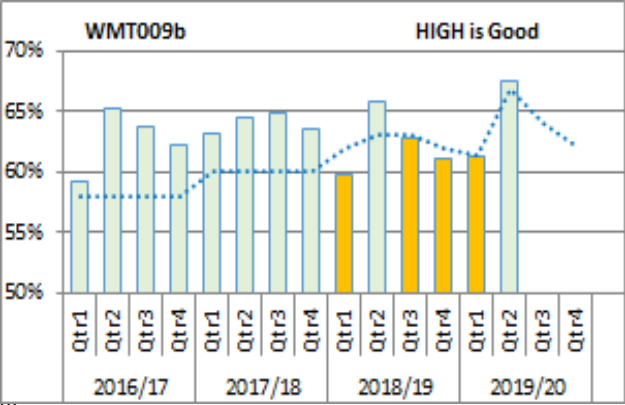
Performance against Target  
2019/2020 Quarter 2



Performance compared to same Period of previous  
Year  
2019/2020 Quarter 2



# Nature & Biodiversity 19-22

Performance Indicator	KEY	2017/2018 Quarter 2	2018/2019 Quarter 2	2019/2020 Quarter 2	Comment-2019/2020
<div>WMT009b (PAM030) </div> <div>The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way</div> <div>  </div>	RAG	GREEN	GREEN	GREEN	<div>The figures reported are one quarter in arrears as previously reported. i.e. the figures relate to Q1 2019/20</div>
	Result	64.42%	65.75%	67.62%	
	Target	60.00%	63.00%	66.50%	
	Trend	DECLINING	IMPROVING	IMPROVING	
	Num	18729.80	19713.52	19211.02	
	Den	29074.45	29983.07	28409.69	

# Agenda Item 7

## Service Improvement and Finance Work Plan 2019-20

<b>Meeting 1</b> 24 <sup>th</sup> June 2019	<ol style="list-style-type: none"> <li><b>1. Re-election of Convener</b> <ul style="list-style-type: none"> <li>• Bethan Hopkins – Scrutiny Officer</li> </ul> </li> <li><b>2. Terms of Reference</b> <ul style="list-style-type: none"> <li>• Panel Convener</li> </ul> </li> <li><b>3. WAO Report – Local Government Data Use</b> <ul style="list-style-type: none"> <li>• Cllr Clive Lloyd – Cabinet Member for Business Transformation &amp; Performance</li> <li>• Sarah Caulkin – Chief Transformation Officer</li> </ul> </li> <li><b>4. End of Year Review</b> <ul style="list-style-type: none"> <li>• Panel Convener</li> </ul> </li> <li><b>5. Work Plan 2019/20</b></li> </ol>
<b>Meeting 2</b> 22 <sup>nd</sup> July 2019	Cancelled
<b>Meeting 3</b> 19 <sup>th</sup> August 2019	<ol style="list-style-type: none"> <li><b>1. End of Year 2018/19 Performance Monitoring Report</b> <ul style="list-style-type: none"> <li>• Richard Rowlands – Corporate Performance Manager</li> <li>• Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance</li> </ul> </li> <li><b>2. Q1 Revenue and Capital Budget Monitoring 2019/20</b> <ul style="list-style-type: none"> <li>• Ben Smith – Head of Financial Services and Service Centre</li> </ul> </li> <li><b>3. Revenue Outturn and Savings Tracker 2018/19</b> <ul style="list-style-type: none"> <li>• Ben Smith – Head of Financial Services and Service Centre</li> </ul> </li> <li><b>4. Revenue Outturn 2018/19 (HRA)</b> <ul style="list-style-type: none"> <li>• Ben Smith – Head of Financial Services and Service Centre</li> </ul> </li> <li><b>5. Capital Outturn and Financing 2018/19</b> <ul style="list-style-type: none"> <li>• Ben Smith – Head of Financial Services and Service Centre</li> </ul> </li> </ol>
<b>Meeting 4</b> 16 <sup>th</sup> September 2019	<ol style="list-style-type: none"> <li><b>1. Archives</b> <ul style="list-style-type: none"> <li>• Tracey McNulty – Head of Cultural Services</li> <li>• Cllr Robert Francis-Davies – Cabinet Member for Investment, Regeneration and Tourism</li> </ul> </li> <li><b>2. Charges Item</b> <ul style="list-style-type: none"> <li>• Chris Williams – Head of Commercial Services</li> <li>• Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance</li> </ul> </li> </ol>
<b>Meeting 5</b> 21 <sup>st</sup> October 2019	<ol style="list-style-type: none"> <li><b>1. Reserve Update</b> <ul style="list-style-type: none"> <li>• Jeff Dong – Deputy Chief Finance and Deputy 151 Officer</li> </ul> </li> <li><b>2. Recycling and Landfill - Annual Performance Monitoring 2018/19</b> <ul style="list-style-type: none"> <li>• Chris Howell – Head of Waste Management and Parks</li> <li>• Cllr Mark Thomas – Cabinet Member for Environment and Infrastructure Management</li> </ul> </li> <li><b>3. Q1 Performance Monitoring Report 2019/20</b> <ul style="list-style-type: none"> <li>• Richard Rowlands – Corporate Performance Manager</li> <li>• Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance</li> </ul> </li> </ol>

<b>Meeting 7</b> 9 <sup>th</sup> December 2019	<b>1. Mid-Year Budget Statement 2019/20</b> <ul style="list-style-type: none"> <li>Ben Smith – Head of Financial Services and Service Centre</li> </ul> <b>2. Q2 Budget Monitoring 2019/20</b> <ul style="list-style-type: none"> <li>Ben Smith – Head of Financial Services and Service Centre</li> </ul> <b>3. Planning Annual Performance Report 2018/19 and Response to WAO Report</b> <ul style="list-style-type: none"> <li>Ryan Thomas - Development Conservation and Design Manager</li> <li>Cllr David Hopkins – Cabinet Member for Delivery</li> </ul>
<b>Meeting 8</b> 20 <sup>th</sup> January 2020	<b>1. Q2 Performance Monitoring Report 2019/20</b> <ul style="list-style-type: none"> <li>Richard Rowlands – Corporate Performance Manager</li> <li>Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance</li> </ul> <b>2. Budget Proposals</b> <ul style="list-style-type: none"> <li>Ben Smith – Head of Financial Services and Service Centre</li> </ul>
<b>Meeting 9</b> 10 <sup>th</sup> February 2020	<b>1. Q3 Budget Monitoring 2019/20</b> <ul style="list-style-type: none"> <li>Ben Smith – Head of Financial Services and Service Centre</li> </ul>
<b>Budget Meeting</b> 26 <sup>th</sup> February 2020	<b>1. Sustainable Swansea - Fit for the Future: Budget Proposals 2020/21 – 2023/24 – pre-decision</b> <ul style="list-style-type: none"> <li>Ben Smith – Head of Financial Services Service Centre</li> <li>Cllr Rob Stewart – Cabinet Member for Economy and Strategy</li> </ul>
<b>Meeting 10</b> 2 <sup>nd</sup> March 2020	<b>1. Corporate Complaints Annual Report 2018/19</b> <ul style="list-style-type: none"> <li>Julie Nicholas Humphreys - Customer Services Manager</li> <li>Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance</li> </ul>
<b>Meeting 11</b> 30 <sup>th</sup> March 2020	<b>1. Welsh Public Library Standards Annual Report 2018/19</b> <ul style="list-style-type: none"> <li>Karen Gibbins - Principal Librarian for Information &amp; Learning</li> <li>Cllr Andrew Stevens – Cabinet Member for Better Communities (Place)</li> </ul> <b>2. Q3 Performance Monitoring Report 2019/20</b> <ul style="list-style-type: none"> <li>Richard Rowlands – Corporate Performance Manager</li> <li>Cllr Clive Lloyd – Cabinet Member for Business Transformation and Performance</li> </ul>
<b>Meeting 12</b> 11 <sup>th</sup> May 2020	<b>1. Annual Review of Well-being Objectives and Corporate Plan 2018/22</b> <ul style="list-style-type: none"> <li>Richard Rowlands – Corporate Performance Manager</li> <li>Cllr Rob Stewart – Cabinet Member for Economy and Strategy</li> </ul>

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