

\*\*\*This is an open meeting\*\*\*

Members of the public are welcome to observe from the public gallery

## Service Improvement & Finance Scrutiny Performance Panel Agenda

**Date:** Wednesday 22 February 2017

**Time:** 10am-12pm

**Venue:** Committee Room 5, Guildhall

**Summary:** This is an agenda pack for a meeting of the Service Improvement and Finance Scrutiny Performance Panel taking place on Wednesday 22<sup>nd</sup> February 2017. The main item on the agenda is the 3<sup>rd</sup> Quarter Budget Monitoring Report.

### Members of the Panel:

Councillor Chris Holley (**Panel Convener**)  
Councillor Mary Jones  
Councillor Paxton Hood-Williams  
Councillor Jeff Jones  
Councillor Phil Downing  
Councillor Des Thomas

Councillor Tony Colburn  
Councillor Lynda James  
Councillor Joe Hale  
Councillor David Cole  
Councillor Keith Marsh

### Officers:

Ben Smith – Chief Finance Officer and deputy S 151 Officer

### Copy of agenda for information to:

Mike Hawes – Director Resources  
Paul Beynon – Chief Internal Auditor

## AGENDA

No.	Item
1.	<b>Apologies</b>
2.	<b>Declarations of interests</b>
3.	<b>Notes from meeting held on 25 January 2016 and matters arising</b>
4.	<b>3<sup>rd</sup> Quarter Budget Monitoring Report</b> <i>Ben Smith – Chief Finance Officer and deputy S 151 Officer</i>
5.	<b>Fees and Charges relating to Estates</b> <i>Geoff Bacon – Property Manager</i>
6.	<b>Convener's letters</b> a) Convener's letter to Cabinet member for Environment & Transportation 20/12/16 b) Cabinet Member response 20/12/16
7.	<b>Work Plan 2016/17</b>

\*\*\*Please note members should declare personal and prejudicial interests and party whipping in the usual manner\*\*\*

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ITEM 3A

Service Improvement and Finance Performance Panel  
Meeting Notes 25 January 2016

**In attendance**

**Councillors:**

Chris Holley ( <b>Convener</b> )	David Cole
Tony Colburn	Paxton Hood Williams
Phil Downing	Joe Hale
Mary Jones	Keith Marsh

Cllr Clive Lloyd – Cabinet Member for Transformation & Performance

**Officers:**

Chris Williams – Head of Commercial Services  
Rosie Jackson – Scrutiny Officer

**ACTION**

**1. Apologies**

Rob Stewart, Des Thomas

**2. Disclosure of Members' personal interests:**

Convener noted that due to the wide scope of the services covered by the fees and charges report all Councillors/officers likely to be impacted in some way.

Cllr Mary Jones noted that she is in receipt of a blue badge.

**3. Matters arising from meeting notes 20 December**

None

**4. Fees and charges**

Chris Williams, Head of Commercial Services and Cllr Clive Lloyd (as a substitute for Cllr Rob Stewart) attended the meeting and presented the report on fees and charges.

The following issues were discussed and panel agreed to write to the leader to ask for answers to the questions:

Appendix A - People directorate fees and charges

Adult Services

The Panel would like an explanation for the higher costs for long term residential care for young people, mental health and people with learning disabilities, as compared to elderly care.

Noted that the costs of private care provision for these types of care appear to be significantly lower than council-run care homes –

and would like to understand the reasons for this.

#### Education planning and resources

The Panel noted the cost of a termly bus pass of £410. Is this actual cost that is paid by an individual if they are not entitled to a free bus pass?

#### Poverty & Prevention

Is the £25 management fee for allotments charged on an annual basis, in addition to the annual plot fees?

Appendix B - Place directorate fees and charges (commercially sensitive data)

#### Corporate Building & Property Services – Estates

The Panel agreed that it would like a further discussion on the fees that are charged in relation to Estates and Property Fees. Agreed to invite the relevant officers to next meeting on 22 February to provide us with more detailed information and advice. Relevant officer is Geoff Bacon.

#### Housing & Public Protection - Building Control

Do the charges made by Building Control comply with the requirement from the Local Government Act 2003 that the income from charging for a service should not exceed the cost of providing that service?

Appendix C - Place directorate fees and charges (general data)

#### Cultural Services – Boat parking

The Panel noted the charges made for Boat Parking and would like an explanation of how these charges are calculated and if any comparisons/benchmarking have been made with other areas/providers. The Panel would also like to know if consideration has been given to increasing these charges, for example, to provide closer parity to car parking charges.

#### Cultural Services – Brangwyn Hall

The Panel would like an explanation of how the charges relating to the Brangwyn Hall have been reached and whether any comparisons/benchmarking have taken place.

#### Cultural Services – Hire of Parks

Does the hire cost also include costs that relate to repair of damage caused by usage or is a spate charge made for this?

#### Cultural Services – Indoor Leisure

The Panel would like an explanation on how the charges for indoor leisure are calculated and if any comparisons/benchmarking have been made with other areas/providers

The Panel would also like to know whether the free swimming initiative is still in place.

#### Cultural services – outdoor leisure

The Panel noted missing data for the cost of hiring sports pitches and ask that this is provided.

Check issue with Phil Downing: The Panel would also like to know whether charges for pitch hire are different/lower for self-managed clubs?

#### Economic Regeneration & Planning – City Centre Management

The Panel wish to know the reasons for lower car parking charges for blue badge holders.

#### Economic Regeneration & Planning – Mobility hire

The Panel noted that the car parking spaces that are reserved for users of the mobility scooter hire service are often unused and recommend that consideration is given to extending their use to blue badge holders generally and not just those who use the service.

#### Highways and Transportation – Neighbourhood Working

The Panel noted that charges are made for A-Frames and seats for pavement cafes but no charge is included for tables, therefore would like to know why tables are not also charged for.

#### Highways and Transportation – Marina

The Panel noted the cost comparison information that is used to inform the charges made for the Marina, however we feel that the cost comparison is too limited should be widened to similar facilities across the UK, to ensure that the maximum income is being raised.

#### Housing & Public Protection – Cremations/Burial Charges

The Panel would like an explanation why the cost of Muslim burials is significantly higher than standard burials.

#### Housing & Public Protection – Registrars

The Panel would like to be provided with the figures for the number of citizenship ceremonies carried out, including a breakdown of the numbers carried out on weekends and bank holidays.

Appendix D - Corporate Services fees and charges (commercially sensitive data)

No specific questions raised.

Appendix E - Corporate Services fees and charges (general data)

Legal and Democratic Services – Legal Services

The Panel would like an explanation of how the legal costs are calculated and if any comparisons/benchmarking have been made with other areas/providers.

**6. Conveners letters**

Panel noted the response from Cllr Mark Child and Cllr David Hopkins following the convener's letter arising from the meeting held on 12<sup>th</sup> December where the panel carried out pre-decision scrutiny of the Parks & Cleansing Commissioning review.

**7. Work Plan 2016/17**

Panel agreed to cancel the meeting arranged for 26<sup>th</sup> April.

## ITEM 3A

### Service Improvement and Finance Performance Panel Meeting Notes 7 February 2016

#### In attendance

#### Councillors:

Chris Holley ( <b>Convener</b> )	David Cole
Tony Colburn	Paxton Hood Williams
Lynda James	Keith Marsh
Mary Jones	

Cllr Rob Stewart – Leader

Cllr Clive Lloyd – Cabinet Member for Transformation & Performance

Cllr Paul Meara – Schools Performance Panel representative

Cllr peter Black – Adult Services Performance Panel representative

#### Officers:

Hike Hawes – Corporate Director Resources

Ben Smith – Chief Finance Officer & Deputy S 151 Officer

Rosie Jackson – Scrutiny Officer

#### ACTION

#### 1. Apologies

Des Thomas, Joe Hale, Phil Downing

#### 2. Disclosure of Members' personal interests:

All Members noted they are school governors

#### 3. Budget Scrutiny

The Panel carried out pre-decision scrutiny of the Annual budget reports due to be reported to Cabinet on 9<sup>th</sup> February. The following issues were discussed:

- Panel noted the 3<sup>rd</sup> Quarter budget report – on Panel's agenda for 22 February – to be discussed further then
- Risks to future budgets if savings targets not achieved
- Achievement of savings targets year on year and removal of unallocated £2m target for unallocated cross cutting target due to progress of commissioning reviews
- Use of one off savings to achieve targets
- Savings targets exceeded and built into future budgets for sustainability
- Reduction in capital financing charges
- Impact of increase in living wage on wage differentials and pay and grading structure

- Estimate of amount that Swansea will receive from Pupil Deprivation Grant - £0.5m estimate until notification of actual grant is received.
- Need to clearly mark appendix H in report.
- Narrative needed in report to explain technical details better such as use of “overlap” p 102
- Queries why Poverty & Prevention is a spate service/budget when work could be incorporated? Wish to show the amount that is invested directly into spending in targeted initiatives to alleviate poverty.
- Importance of lobbying WLGA and Welsh Government to ensure a balance between budgets for NHS and Local Authorities, especially in terms of social care/social services
- Discussed the review of Outdoor centres and the move to a more commercial footing.
- Increases in costs of burials and cremations, moving towards full cost recovery on a staged basis, Swansea’s cost are below neighbouring authorities.
- Capital investment £6.15m for the development phase of the City centre sites is being underwritten by the Welsh Government – the have provided the money on the basis that it will be repaid once the scheme gets to a certain point – which de-risks the investment for the Council.

Questions requiring further information:

- Panel concerned to see a £20k reduction in the budget for the education psychology service (p107), particularly in light of the findings from the CAMHS Scrutiny Inquiry which found that services in this area are inefficient to meet need. We would like clarification on the impact of this cut will have on service provision.
- Noted the significant increase in car parking and enforcement income of over £1m and would like to know how this will be realised?

Panel agreed to raise the following issues at Cabinet:

- The Panel has concerns regarding the level of borrowing that the Council is committing itself to.
- Appendix E p126: the panel recommends that the capital budget should show the funds that are allocated to the infrastructure works such as road safety traffic schemes, drainage works, flood alleviation works, bus facility and car park schemes, coast protection and Foreshore and marina. These columns are currently blank and we were told that the £1m allocated for Highways/Infrastructure additional capital maintenance will cover these items.
- The Panel believes that the format/presentation of the Budget could be improved to make it more accessible by providing

more narrative, for example more explanation is required on page 102 regarding the meaning of the “overlap” in relation to “commissioning reviews” .

Feedback from the Adult Services Performance Panel was provided by Cllr Peter Black. The Panel met with Alex Williams, Head of Adult Services, who provided advice and guidance on the budget in relation to this area. Points raised to be included in Convener’s feedback to Cabinet:

- As part of the proposal to “improve processes by consolidating financial arrangements” (p75) the panel understands that charges for the community alarm service are to be made irrespective of means. The Panel is concerned about the impact this will have on poorer families and people reliant on benefits.
- The panel has doubts about the viability of the proposal to “review eligibility for social services transport” (p.76) and plans to monitor this should it go ahead.
- In respect of the proposal to “maximise health contributions to packages of care” (p76) the panel questions why, when the two services are so closely linked, social services and health are seeking savings from each other in separate processes. The panel would like to see shared responsibility and a ‘one public service’ approach to delivering savings.
- The Panel believes that the 20% savings over 3 years for Adult Services outlined in the Medium Term Financial Plan (p.30) is unrealistic given the pressures on the service and should be reviewed.

Feedback from the Schools Performance Panel was provided by Cllr Paul Meara. The Panel met with Cllr Jen Raynor, Lindsay Harvey, Chief education Officer and Brian Roles Head of Education Planning & Resources, who provided advice and guidance on the budget in relation to this area. Points raised to be included in Convener’s feedback to Cabinet:

- We recognise the very difficult financial position facing the Authority
- We wish to pass on our thanks to schools and education staff for continuing to deliver excellent services under difficult financial pressures.
- We support the letter from the Schools Budget Forum and agree that it is a balanced and measured response which demonstrates a good level of engagement with the budget process. We look forward to seeing the Leader’ s response to this letter in due course.
- We continue to be concerned about the high levels of reserves

amongst some schools and recommend that the Cabinet Member needs to continue to work with schools to put in place measured plans to effectively spend these reserves.

## Report of the Cabinet Member for Finance and Delivery

Cabinet - 9 February 2017

### REVENUE AND CAPITAL BUDGET 3rd QUARTER REPORT 2016/17

<b>Purpose:</b>	To report on financial position of the Council re 2016/17 revenue and capital budgets, including the delivery of budget savings.
<b>Policy Framework:</b>	Budget 2016/17 Sustainable Swansea –fit for the future
<b>Reason for Decision:</b>	To note any significant variations from the agreed budget 2016/17 and savings plan and the actions planned to achieve a balanced budget.
<b>Consultation:</b>	Cabinet Members, Corporate management Team, Legal Services and Corporate Equalities Unit.
<b>Recommendation:</b>	It is recommended that the comments and variations in this report, and the actions in hand to address these, are noted.
<b>Report Author:</b>	Ben Smith
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Tracey Meredith
<b>Access to Services Officer:</b>	Phil Couch

#### 1. Background and Introduction

1.1 This report details forecast variations from the agreed budget for 2016/17, including the latest assessment of the delivery of savings.

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

- projected variations (mainly shortfalls) in relation to budget savings agreed by Council in February and March 2016
- Variations arising from other service pressures not directly linked to specific savings plans (e.g. increased demand)

1.3 The report includes comments from Directors in relation to the variations highlighted and the action that is in hand or proposed as appropriate.

## **2. Revenue Outturn Forecast Based on December 2016 Position**

2.1 Appendix 'A' to this report details the approved Revenue Budget for 2016/17 and the forecast variation at this time.

2.2 Other than projected variations on Directorate expenditure, there are other variations that can arise on corporate items and assumed savings on capital financing items have now been explicitly included in this third quarter forecast. It is still too early to forecast any variations that may arise on other items including the level of Council Tax collection (and potential surplus) which will be declared at outturn.

2.3 The overall Directorate position is summarised below:-

<b><u>DIRECTORATE</u></b>	<b>FORECAST VARIATION 2016/17 £000</b>	<b>SAVINGS VARIATION 2016/17 £000</b>	<b>OTHER VARIATION 2016/17 £000</b>
CORPORATE SERVICES	1,665	1,880	-215
PEOPLE - POVERTY AND PREVENTION	-450	0	-450
PEOPLE - SOCIAL SERVICES	2,678	1,039	1,639
PEOPLE - EDUCATION	1,677	620	1,057
PLACE	-1,991	535	-2,526
ADDITIONAL SAVINGS STRANDS - TO BE ALLOCATED	1,400	1,400	0
<b><u>NET DIRECTORATE EXPENDITURE</u></b>	<b>4,979</b>	<b>5,474</b>	<b>-495</b>

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

2.5 The position on cross cutting savings is dependent on savings being identified and, more importantly, agreement to reflect those savings within the detail (not just the place holding target amounts) of Directorate Budgets for 2016/17. It is clearly essential that work continues in this area if the forecast budget outturn is to be improved. Within the *Sustainable Swansea* Delivery Programme, work is underway to develop service delivery plans that will include all savings requirements across all strands.

2.6 The above potential service overspend is a significant risk and needs to be addressed (as part of the 2017-18 budget setting) on a whole Council basis going forward. Many of the overspend items follow on from the outturn position for 2015/16 and need to be considered in the light of the forecast savings going forward within the Medium Term Financial Plan, and the cumulative effect of non-achievement savings on the MTFP deficit going forward.

2.7 Corporate Management Team has strengthened the current arrangements for budget monitoring with the aims of:-

- quicker reporting;
- focus on corrective action;
- increased control;
- and a specific focus on the large scale savings required and built into the 16/17 budget.

And this is already reducing the overall reported overspend, albeit the position remains challenging even at that lower level of overspend.

2.8 As set out in the first quarter report, offsetting opportunities do continue exist to ameliorate some of the identified service pressures, totalling at least £2.4m, as follows.

- To date £1.6m has been allocated against the combined £3m inflation provision to cover elements of care home fees , potential living wage cost increases in relation to suppliers ,Home to School transport and recoument/out of county placements. It is assumed that there will be no more calls on this provision leaving a tentative £1.4m , on a one off basis, to offset 2016-17 spending pressures.
- With regard to the National Living Wage it is clear that the financial effects to 2020-21 will grow into the several millions more than budgeted and it is right to keep in mind the pressures to come.
- In setting the budget for 2016-17 it was anticipated that several specific grants could be reduced as part of the overall funding package from Welsh Government and a £1.7m reserve established to cushion the immediate impact. In the immediate aftermath of the “Brexit” result of the EU referendum, there are ongoing future uncertainties over long term wider grant funding . However in the immediate term identified “bids” against the reserve were modest, totalling just over £350,000 (Waste direct grant losses £0.304m and Child and Family £0.050m re Youth Justice/Early Intervention). Anticipating some further bids in year to come, another provisional £1m, again one off only, is identified as an offsetting underspend.

2.9 Conversely, it should be noted that on basis of bids already committed to the Council's existing Transformation Fund reserve this is wholly committed and cannot therefore be used to fund further transformative work unless and until monies advanced for existing plans start to crystallise additional and significant savings to pay back to the fund, not merely help unlock already planned budgeted savings.

### **3. Contingency Fund Provision for 2016/17**

3.1 There is no carry forward of previous years underspends into the contingency fund for 2016/17. As such the contingency fund is set at the £5.4m contribution set out in the budget report approved by Council on 25<sup>th</sup> February 2016.

3.2 The estimated calls on the contingency fund at present are:-

<b>Contingency Fund 2016/17</b>	<b>Prediction</b>
	<b>2016/17 (£m)</b>
Contribution for year	5.400
ERVR Scheme <i>minimum</i>	-4.434
City Region bid	-0.050
Housing Options(reinstated budget saving)	-0.045
Employment Training residual costs	-0.300
Carbon Reduction Scheme (provisional)	-0.095
Streetscene enhancements (pot holes)	-0.150
Swans in Premier League (was 100 days saving)	-0.055
Wales Football Fanzone Singleton Park	-0.025
Increased legal costs re DOLs (per CMT)	-0.039
City Centre Regeneration	-0.207
<b>Balance 31st March</b>	<b>0.000</b>

There are residual wind down costs estimated at £0.3m associated with the transfer of the core Employment Training provision to another provider. The transfer ended up occurring after 31 March 2016 so there are residual one off costs relating to 2016-17 for which there is no core budget provision in 2016-17. Historically there have also been additional costs arising from the actual costs of the Carbon Reduction scheme. Costs on interim staffing arrangements to support the City Centre Regeneration project together with a number of smaller value items have also recently been agreed to be funded from the Contingency Fund and these are also shown above.

Any departures under ER/VR in 2016-17 will again be charged to the contingency fund as a one off cost to release future revenue savings. It would be prudent given the experience in 2015-16 and the accelerated budgetary savings pressures likely to bear upon the authority to assume the call on the contingency for the purposes of funding ER/VRs to be at least £4.4m, i.e. the balance of the contingency fund .

In addition at the end of the second quarter an identified call on the restructuring reserve of approximately £2.5m was identified in respect of the additional costs of “back pay” arising from the equal pay and job evaluation process. There is currently a mix of costs charged to services and centrally. The Section 151 officer has determined that it would be more appropriate to fund these additional costs centrally, rather than from within services where they would appear otherwise as part of the service outturn. Whilst final figures for 2016/17 will not be known until all the processes are complete and payments made in the current financial year it is recommended that a further £2m from the restructuring reserve is utilised to fund the costs centrally.

<i>Additional sum to meet the cost of outstanding equal pay claims and funding of staff to 31<sup>st</sup> March 2017.</i>	<b>£4.5m</b>
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3.3 The scale of potential overspends for 2016/17 are significantly in excess of any potential minor residual sum, if any, available from contingency fund to meet the shortfall, and the current indication is that there needs to be continued urgent and decisive action to pursue additional savings across the Council if an overall balanced budget is to be anywhere near achieved.

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

- Management Review: ongoing comprehensive review of the management structure across the Council and future requirements given the Council's priorities, future challenges and the changing nature of the role of managers
- Commercialism through third party Procurement Savings and Income Generation: review of further options to increase income from fees and charges, trading etc, in addition to the targets already set for 2016/17

3.5 There is also a need to review existing savings plans around:

- Reducing the Pay Bill: review of options to reduce employee costs across the Council as part of our overall future workforce strategy (subject to trade union consultation at the appropriate time)
- Progressing Reviewing and Stopping Services

But is also necessary to be realistic given implementation times for these elements of the budget plan and an inevitability of needing to look at all options in the round given the pending local government finance settlement. It is therefore likely any work that continues on these items will be around cementing future delivery of savings, not in year savings, and it is this deferral that drives the bulk of the reported net overspend position at the end of the second quarter.

3.6 It should be noted that at this time, although the Council continues to pursue a number of VAT related claims, there is NO notification of substantial windfalls from VAT refunds or any other external source in the current year.

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

4.1 The position reported above reflects the best known current position, at the third quarter stage, which indicates a higher degree of risk of eventual overspend in the year based on the forecast estimates when compared to the equivalent, third quarter report last year. A net £4.9m of shortfall in revenue budgets, including the £1.4m wider stopping services ask, offset by a maximum, one off, £2.4m of identified additional savings.

4.2 This leaves a forecast overall £0.7m overspend forecast for the year at the end of the second quarter, assuming the debt and interest charges are rescheduled as forecast.

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

- 4.4 Capital Financing Charges are projected to be approximately £1.9m underspent. Principal repayment savings have been made due to scheme slippage and the beneficial effect of re-profiling the amortisation periods for the debt in line with the actual useful lives of the assets, whilst the interest burden has been reduced due to the use of alternative sources of funding e.g. capital receipts and scheme slippage.
- 4.5 As previously mentioned, it is too early to provide an accurate forecast as to the potential outturn on Corporate items such as Council Tax collection (and any surplus or deficit) which is in itself potentially affected by the effects of welfare reform measures, but offset by an increasing tax base.
- 4.6 The overall judgement at this point is that there is a continued need to identify some additional budget savings across all Council Services if a balanced outturn for 2016/17, which can be sustained going forward, is to be achieved. This is especially true given that the majority of the ongoing service over spending is being offset by action taken on corporate items and a significant one of use of the restructuring reserve (£4.5m).
- 4.7 Furthermore Social Services have developed a recovery plan to seek to address a significant element of their current forecast overspending. Consequently there is a degree of confidence that further inroads can be made into the forecast overspend position by ongoing management and member action and that this can be carried forward into 2017-18.
- 4.8 Detailed monitoring of budgets will continue to be carried out and reported to Departmental Performance and Financial Management meetings on a monthly basis. Similarly monitoring will continue to be reported to the Budget Performance Review Group of officers and members. This will continue to help deliver and enable early intervention and action to be taken as to move closer still to a balanced budget for 2016/17.
- 4.9 In addition it should be noted that a number of technical virements between budget headings have been agreed by the S151 officer in year to effect the implementation of previously agreed outcomes from commissioning reviews and to assist with practical deliver of cross cutting savings previously budgeted for as lump sums.

## 5. Capital Budget

5.1 Expenditure to 31 December 2016 is £62.389 million, summarised as follows:

<b>Directorate</b>	<b>Budget 2016/17</b>	<b>Actual to 31/12/16</b>	<b>% spend</b>
Corporate Services	1,616	50	3.1%
People	15,139	7,212	47.6%
Place (General Fund)	42,909	19,428	45.3%
Place (HRA)	60,771	35,699	58.7%
<b>Total</b>	<b>120,435</b>	<b>62,389</b>	<b>51.8%</b>

The spend for the quarter is higher than the same period in 2015/16, when spend was 46.5% of budget.

The HRA budget is currently overstated and the anticipated delivery for 2016/17 is being reviewed. Once the review of schemes is complete the budgets will be amended.

Expenditure on major schemes is detailed in Appendix F.

## **6. HRA Projected Revenue Outturn Summary**

6.1 There is a forecast underspend on HRA Revenue management and maintenance budgets of £0.045m which is comprised of reductions in premises costs (£0.1m), underspends on transport costs (£0.035m), underspends on supplies & services (£0.06m) and a reduction in revenue repairs (£0.150m). These underspends are offset by an overspend in employee costs (£0.250m) due to lower than anticipated vacancies along with Pay & Grading back pay and redundancy costs for some staff along with a reduction in income (£0.05m) due to voids created by the kitchen and bathroom replacement programme.

6.2 The revenue contribution to the 2016/7 Capital Programme has increased by £1.8m as a result of higher than anticipated balances carried forward and a reduction in the borrowing requirement. This has been partially offset by lower borrowing costs of £0.83m. As a result the forecast for the balances carried forward has reduced to £8.5m.

## **7. Legal Issues**

7.1 There are no legal issues contained within this report.

## **8. Equality issues**

8.1 The Revenue budget of the Council was approved following extensive Equality Impact Assessments being undertaken throughout the Budget setting process. It is essential where service levels are affected by changes to the Revenue Budgets (including savings options) that adequate consideration is given to the equality impact of such decisions with mitigating actions applied where possible to avoid any disproportionate effects on members of protected groups.

**Background papers:** - None

**Appendices:** Appendix A – Revenue Budget forecast 2016/17  
Appendix B – Directors comments on variances  
Appendix C – Commentary on Savings Tracker  
Appendix D – Savings tracker chart  
Appendix E – Savings tracker summary  
Appendix F - Expenditure on major Capital Schemes

**REVENUE BUDGET PROJECTION QUARTER 3 2016/17**

<b><u>DIRECTORATE</u></b>	<b>BUDGET 2016/17 £000</b>	<b>PROJECTED 2016/17 £000</b>	<b>VARIATION 2016/17 £000</b>
CORPORATE SERVICES	45,882	47,547	1,665
PEOPLE - POVERTY AND PREVENTION	6,268	5,818	-450
PEOPLE - SOCIAL SERVICES	104,692	107,370	2,678
PEOPLE - EDUCATION	159,039	160,716	1,677
PLACE	52,632	50,641	-1,991
ADDITIONAL SAVINGS STRANDS - TO BE ALLOCATED	-1,400	0	1,400
<b>NET DIRECTORATE EXPENDITURE</b>	<b>367,113</b>	<b>372,092</b>	<b>4,979</b>
SPECIFIC PROVISIONS FOR CONTRACT INFLATION	1,400	0	-1,400
<i>OTHER ITEMS</i>			
LEVIES			
SWANSEA BAY PORT HEALTH AUTHORITY	93	93	0
CONTRIBUTIONS			
MID & WEST WALES COMBINED FIRE AUTHORITY	11,912	11,912	0
<i>CAPITAL FINANCING CHARGES</i>			
PRINCIPAL REPAYMENTS	14,916	13,560	-1,356
NET INTEREST CHARGES	14,732	14,169	-563
<b>NET REVENUE EXPENDITURE</b>	<b>410,166</b>	<b>411,826</b>	<b>1,660</b>
<i>MOVEMENT IN RESERVES</i>			
GENERAL RESERVES	0	0	0
EARMARKED RESERVES	2,059	1,059	-1,000
<b>TOTAL BUDGET REQUIREMENT</b>	<b>412,225</b>	<b>412,885</b>	<b>660</b>
DISCRETIONARY RATE RELIEF	375	375	0
<b>TOTAL CITY AND COUNTY OF SWANSEA REQUIREMENT</b>	<b>412,600</b>	<b>413,260</b>	<b>660</b>
COMMUNITY COUNCIL PRECEPTS	967	967	0
<b>TOTAL REQUIREMENT</b>	<b>413,567</b>	<b>414,227</b>	<b>660</b>
<b>FINANCING OF TOTAL REQUIREMENT</b>			
REVENUE SUPPORT GRANT	234,543	234,543	0
NATIONAL NON-DOMESTIC RATES	73,224	73,224	0
COUNCIL TAX - CITY AND COUNTY OF SWANSEA	104,833	104,833	0
COUNCIL TAX - COMMUNITY COUNCILS	967	967	0
<b>TOTAL FINANCING</b>	<b>413,567</b>	<b>413,567</b>	<b>0</b>

**Director of Corporate Services**

Variance	£000	Explanation and Action
<b><u>Savings Variation</u></b>		
<u>Comms &amp; Consultation :</u>		
Governance Review	40	As per Tracker
Rationalisation of Cabinet / Exec Support	40	As per Tracker
New Communications model	160	As per Tracker
Non specific	20	As per Tracker
<u>HR&amp;OD :</u>		
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Lean Systems Thinking	80	As per Tracker
Training	20	As per Tracker
<b><u>Other Variation</u></b>		
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Members	-65	Salaries foregone for duplicate positions; savings on generic NI rate applied to budget
Net vacancies	-45	Savings accruing; difficulty in appointing
Various incomes	-25	Additional incomes generated
<u>Comms &amp; Consultation :</u>		

Net supplies & services	-50	Savings on running costs throughout Service
<u>HR&amp;OD :</u>		
CHS&WB Trading Income	70	Not likely to progress – alternative funding will need to be found
Net supplies & services	5	Additional running costs throughout Service
<u>Finance &amp; Delivery :</u>		
Additional Allowances – ex employees	-20	Likely underspend based on current trend
External Audit Fees	-75	Likely underspend based on historic evidence.
Additional HB DWP Grant	-25	Some of which can be absorbed via business as usual
Reduction in Schools SLA income	55	Cost efficiencies passed on to schools
Cost Reduction schemes not progressed	55	e.g. Debt Restructure
Net vacancies	-130	Savings accruing throughout service as posts kept vacant in prep for 17/18 targets

Given the overall financial position of the Council the Directorate will continue to identify further savings opportunities on an on-going basis.

### **Director of People**

#### **Social Services**

Variance	£000	Explanation and Action
Potential shortfalls in originally planned savings targets	1,039	As per tracker. Areas include the Domiciliary Review and allocated savings targets. We are not on target to achieve the senior staff review savings in 2016/17, but have developed proposals to achieve this and the full target in 2017/18. Work to realign Social Services budgets has seen the Sustainable Swansea savings targets subsumed within Services.
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		effect of increases in minimum wage as well as the levels of demand mean that an overspend is forecast.
External Residential Care	318	It is hoped that this projected overspend will be mitigated by above budget income.
Internal Staffing and Services	-650	Underspends are forecast due to increased grant utilisation, better use of resources and staff vacancies
Third Party Spend	-69	
Training Realignment	-520	A realignment of training reserves provides the opportunity for a one off benefit to the revenue position.
Miscellaneous	15	Aggregate position of areas not included within the above.

The above position includes £1.3m funded by release of central inflation and living wage provisions.

A reorganisation of budgets within Social Services has recently been completed. Whilst this has affected the individual variances reported above, it has not altered the overall position of the service.

Significant management action is ongoing to improve the overall position of the Department.

### Education

Variance	£000	Explanation and Action
Potential shortfalls in originally planned savings targets	620	Areas include Behaviour Review, corporate IT, Integrated Transport Review savings, and allocated corporate savings targets such as relating to Terms and Conditions
Recoupment / Independent Special School Fees (net of 150k inflation provision)	850	Pressures are likely to continue to grow in spite of work to mitigate costs unless action is taken to enhance provision available within Swansea. Processes tightened to monitor costs at commitment stage but transitional and management capacity issues to still resolve.
Pupils Educated at Home	100	To avoid more costly places out of County the cost of pupils educated at home has increased. Pressures likely to increase further without enhanced placements within Swansea. This area currently under review.
Behaviour Review	408	Slippage in delivery of further savings as originally envisaged in previous years to provide funding to devolve to schools. The strategy for delivering these savings has been reviewed in the light of growing demand. An alternative strategy is now being pursued to implement these, as well as robust management action to identify alternative savings.

Home to School Transport (net of 150k inflation provision)	50	Significant pressures on SEN/Statemented and Post 16 SEN transport, offset by savings in mainstream transport, Specialist Teaching Facilities and Special Schools
Other demand-led pupil specific support for special needs	109	Continuing pressures likely without wider strategy to delegate budget and responsibilities and/or enhance mainstream capacity within schools
Other non-delegated schools cost pressures	158	Detailed scrutiny of non-delegated school cost centres show higher than budgeted levels of spending in areas such as maternity, and schools at risk, partially offset by one-off management action.
Proposed Managed Savings	-618	To seek to mitigate unavoidable cost pressures reported above

### Poverty & Prevention

Variance	£000	Explanation and Action
Child & Poverty Projects	-70	This budget is in place to support Child Poverty Projects as need arises. There was no call on this budget in 15/16 and therefore no spend plan in place for 16/17. The reduced spend reflect the success in additional sponsorship monies for the High Five awards, along with improved management of external funding.
Young Peoples Service	-170	Savings identified in year through delays in staff recruitment due to implementation of Youth Club commissioning review, only now seeing full effects of implementation of Outdoor Centres commissioning review, delay in recruitment due to redeployment timings in order to mitigate impact of Communities First withdrawal in 17/18 and maximisation of Youth Strategy Grant, part-year implementation and movement of the NEETS service.
Early Intervention Service	-70	WG have now confirmed the amount of money we will receive in terms of Childcare Grants, this grant will be maximised in 16/17 and therefore realised an underspend on core funds.
Community Safety	-40	Planned reductions in budget spend through the implementation of the CCTV and Community Safety Commissioning Review which are now in implementation phase.
Tackling Poverty Service	-100	The underspend has been caused by a delay in recruitment to the Tackling Poverty Manager Post and backfill for parts of this post have been claimed through Grant and maximisation of grants in current year.

### **Director of Place**

The majority of areas are largely in line with the projection outlined in the quarter 2 report with the exception of the following notable exceptions.

- The decision has been made to centrally fund all back pay costs arising out of single status whereas these cost had been directly charged back to these services. This has resulted in an overall improvement in the directorate position of £865k
- A number of areas have improved as a result of increased income including leisure operations, grand theatre, building regulation income and highway improvement fees
- The £600k commissioning savings identified under Corporate Building and Property Services for 16/17 have now been captured under the banner of sustainable Swansea so moved from the service budget
- Reduction of posts via ER/VR and delayed filling has resulted in some savings against staffing budgets
- A rating appeal claim has been successful for the Crematorium resulting in a one off rebate of £320k for 16/17

This has result in an overall improvement to the directorate budget of £1.991m below budget when compared to the 2 quarter of £1.459m.

## Appendix F

<b>Capital expenditure on major schemes to 31 December 2016</b>	<b>£000's</b>
<b>People</b>	
YGG Lon Las Primary School new build	4,748
Pentre' Graig Primary remodelling	1,085
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<b>Place (General Fund)</b>	
Glynn Vivian Art Gallery refurbishment (including HLF equipment spend)	858
Westway & Wellington Street Gyratory, phase 1 (VVP scheme)	1,224
Planning / feasibility studies for St David's	889
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HRA External Facilities	819
HRA security measures	544
HRA new build at Milford Way	418

REVENUE BUDGET PROJECTION QUARTER 3 2016/17

Appendix A

<b><u>DIRECTORATE</u></b>	<b>BUDGET 2016/17 £000</b>	<b>PROJECTED 2016/17 £000</b>	<b>VARIATION 2016/17 £000</b>
CORPORATE SERVICES	45,882	47,547	1,665
PEOPLE - POVERTY AND PREVENTION	6,268	5,818	-450
PEOPLE - SOCIAL SERVICES	104,692	107,370	2,678
PEOPLE - EDUCATION	159,039	160,716	1,677
PLACE	52,632	50,641	-1,991
ADDITIONAL SAVINGS STRANDS - TO BE ALLOCATED	-1,400	0	1,400
<b>NET DIRECTORATE EXPENDITURE</b>	<b>367,113</b>	<b>372,092</b>	<b>4,979</b>
SPECIFIC PROVISIONS FOR CONTRACT INFLATION	1,400	0	-1,400
<i>OTHER ITEMS</i>			
<i>LEVIES</i>			
SWANSEA BAY PORT HEALTH AUTHORITY	93	93	0
<i>CONTRIBUTIONS</i>			
MID & WEST WALES COMBINED FIRE AUTHORITY	11,912	11,912	0
<i>CAPITAL FINANCING CHARGES</i>			
PRINCIPAL REPAYMENTS	14,916	13,560	-1,356
NET INTEREST CHARGES	14,732	14,169	-563
<b>NET REVENUE EXPENDITURE</b>	<b>410,166</b>	<b>411,826</b>	<b>1,660</b>
<i>MOVEMENT IN RESERVES</i>			
GENERAL RESERVES	0	0	0
EARMARKED RESERVES	2,059	1,059	-1,000
<b>TOTAL BUDGET REQUIREMENT</b>	<b>412,225</b>	<b>412,885</b>	<b>660</b>
DISCRETIONARY RATE RELIEF	375	375	0
<b>TOTAL CITY AND COUNTY OF SWANSEA REQUIREMENT</b>	<b>412,600</b>	<b>413,260</b>	<b>660</b>
COMMUNITY COUNCIL PRECEPTS	967	967	0
<b>TOTAL REQUIREMENT</b>	<b>413,567</b>	<b>414,227</b>	<b>660</b>
<b>FINANCING OF TOTAL REQUIREMENT</b>			
REVENUE SUPPORT GRANT	234,543	234,543	0
NATIONAL NON-DOMESTIC RATES	73,224	73,224	0
COUNCIL TAX - CITY AND COUNTY OF SWANSEA	104,833	104,833	0
COUNCIL TAX - COMMUNITY COUNCILS	967	967	0
<b>TOTAL FINANCING</b>	<b>413,567</b>	<b>413,567</b>	<b>0</b>

**Director of Corporate Services**

Variance	£000	Explanation and Action
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This has result in an overall improvement to the directorate budget of £1.991m below budget when compared to the 2 quarter of £1.459m.

## Overall Target

The overall target was set by Council on 25/02/16. Taking into account the various savings streams (service savings, cross cutting savings, stopping services, increased council tax resources and unpicking some of the overlaps across streams) a stretch target equivalent to £22.513m is needed to balance the budget on its own. This tracker was predominantly compiled in November ahead of the end of the third quarter.

## Firm/To date

A strict interpretation of "firm" has been used. To qualify budget must have been allocated, removed and actual practical steps delivered to achieve the planned saving. Senior staff savings have deteriorated since first quarter due to delayed implementation. Service savings and delivery strand savings performance is unacceptable and already urgent action is needed. **NON DELIVERY OF ORIGINAL**

## Forecast

The overall weighted forecast remains 67%, so significantly short of where we should be. There is some progress on most areas of savings but limited delivery significant savings in the delivery strands or commercial savings now embedded in directorates. This replicates past years' performances. **SOME LARGE GAPS NB in year broadly mitigating actions are not shown here, only deviation from original plan**

## Service Savings

There are gaps in assured and evidenced commercial savings (£2.65m) across all directorates. There are further issues around Education savings, particularly around one specific area (the Behaviour Review) and in the business support savings. These are significant enough to indicate that the overall budget will remain overspent. Steps are being taken to address issues in the 17-18 budget. **SUBSTANTIALLY BELOW**

## Senior Staffing

Of the £3m savings target set at budget, £2.7m was originally identified by CMT following rigorous challenge (this has now slipped to £2.2m - predominantly due to delays in implementation), A further £0.3m was to delivered from the Council approved Senior Management review but this is also behind schedule . **SIGNIFICANTLY BELOW TARGET**

## Delivery Strands

Insufficient progress has been made on agreeing any meaningful additional tangible cash releasing savings in the delivery strands. No proposal has yet been identified to go back to Cabinet for a decision on £1m of Terms and Conditions Savings nor on the £2m Stopping Services option. Given the consultation periods needed for both these options it is unrealistic to expect any saving to accrue from either option in 16-17. Work needs to be done on agreeing removal of budgets relating to commercial activity. No significant sums agreed to date. **SIGNIFICANT NON DELIVERY**

## Other Savings

The nature of these savings is that they are mostly fully assured right at the start of the year. The major exception is Council Tax which ultimately depends upon collection performance. There is work to be done on reviewing the assumed 100 days money savings and to date this is the only reason for savings to have fallen slightly short of target. **TARGET BROADLY MET**

## Risks and Issues to Address This Time

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

The risks are predominantly around assuring any progress is actually occurring on the Delivery Strands - i.e. stopping services, reducing terms and conditions and making significant enough commercial inroads to additional income generation and third party spending (the latter now included with service savings).

The next biggest risk relates to the original £1m target for the Business Support review. For now it is assumed little of the cashable saving is delivered in 2016-17 and explicitly £1m of non deliverables is built into the Corporate Services forecast. Validation work needs to be undertaken to determine whether any of the existing savings in Corporate Services can contribute and count towards this savings target. It is likely that this needs to increase to deliver the Corporate Services element of any part of Stopping Services. Again given this is predicated predominantly on reducing staff numbers to cut costs, the scale of savings needed, the number of posts at risk and the required consultation time plus effort and investment to remap existing processes to enable the savings to be realised longer term means it is extremely unlikely that any significant savings will now flow in 16-17.

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

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

Immediate effort has been directed to:

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

Freezing recruitment to all but utterly exceptional circumstances posts

Stopping all overtime bar utter exception

Freezing all discretionary spend

HOWEVER, when one off and in year actions are taken into account as remediating action for these original budget shortfalls the 3rd quarter monitoring report to Cabinet will equally indicate a much closer balanced to budget position. The risk remains very much about the longer term sustainability of savings and their pace and scale of implementation, a common theme all year.

## Comments and feedback from PFMs

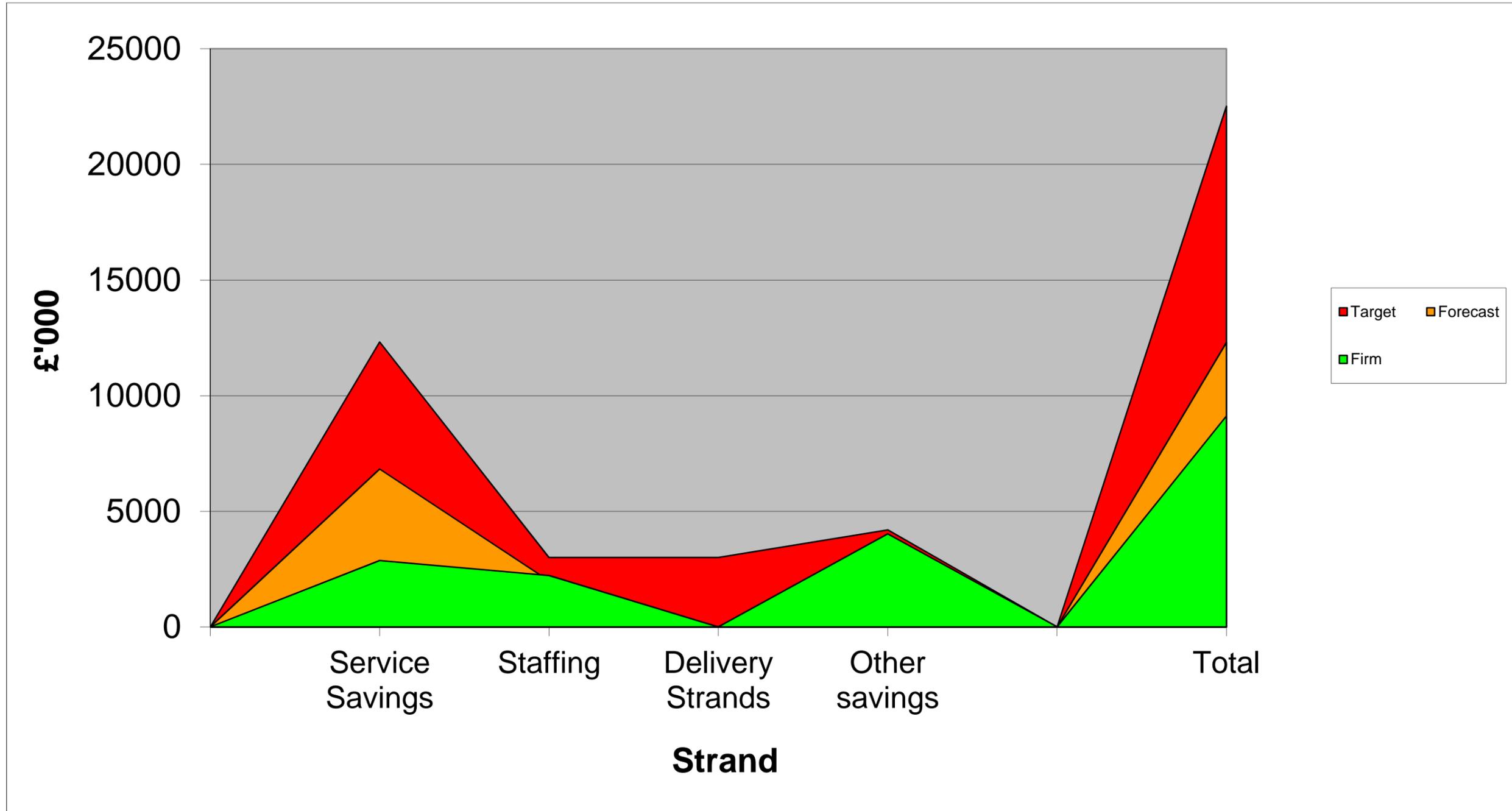
None to date

	£'000
Target	22,513

	£'000
To date	12,303

	£'000
Forecast	15,020

	To date	Forecast
Delivery	55%	67%



	Target £'000	Forecast £'000	Firm £'000
Service Savings	12,317	6,828	2,868
Staffing	3,000	1,993	2,220
Delivery Strands	3,000	0	0
Other savings	4,196	3,482	4,026
<b>Total</b>	<b>22,513</b>	<b>12,303</b>	<b>9,114</b>

<b>Service Savings</b>	<b>Target £'000</b>	<b>Firm £'000</b>	<b>Forecast £'000</b>	<b>Target Met</b>	<b>Assessment</b>
Corporate Services	3,903	2,666	2,868	73%	RED
Education	1,152	580	687	60%	RED
Social Services	2,183	1,383	1,545	71%	RED
Poverty and Prevention Place	248	205	255	103%	GREEN
	4,831	1,994	3,419	71%	RED
	<b>12,317</b>	<b>6,828</b>	<b>8,774</b>	<b>71%</b>	RED

<b>Senior Staffing</b>	<b>Target £'000</b>	<b>Firm £'000</b>	<b>Forecast £'000</b>	<b>Target Met</b>	<b>Assessment</b>
Corporate Services	750	539	539	72%	RED
Education	325	258	290	89%	AMBER
Social Services	725	279	354	49%	RED
Poverty and Prevention Place	150	141	141	94%	GREEN
	1,050	776	896	85%	AMBER
	<b>3,000</b>	<b>1,993</b>	<b>2,220</b>	<b>74%</b>	RED

<b>Delivery Strands</b>	<b>Target £'000</b>	<b>Firm £'000</b>	<b>Forecast £'000</b>	<b>Target Met</b>	<b>Assessment</b>
Terms and Conditions	1,000	0	0	0%	RED
Stopping Services	2,000	0	0	0%	RED
	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0%</b>	RED

<b>Other savings</b>	<b>Target £'000</b>	<b>Firm £'000</b>	<b>Forecast £'000</b>	<b>Target Met</b>	<b>Assessment</b>
Council Tax (net)	4,026	3,482	4,026	100%	GREEN
Net 100 days savings	170	0	0	0%	RED
Net levy savings	0	0	0	100%	GREEN
Reduced contingency fund	0	0	0	100%	GREEN
Use of General Reserves	0	0	0	100%	GREEN
	<b>4,196</b>	<b>3,482</b>	<b>4,026</b>	<b>96%</b>	GREEN

<b>GRAND TOTAL</b>	<b>22,513</b>	<b>12,303</b>	<b>15,020</b>	<b>67%</b>	RED
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<b>Classification</b>		Jun	Sept	Dec	Mar
RED	Forecast below target by	30%+	20%+	15%+	5%+
AMBER	Forecast below target by	15-30%	10-20%	5-15%	0-5%
GREEN	Forecast below target by	15%	10%	5%	0%

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**CITY AND COUNTY OF SWANSEA**

Dinas A Sir Abertawe

**BY EMAIL**

Councillor David Hopkins  
Cabinet Member for Environment &  
Transport

*Please ask for:  
Gofynnwch am:*

**Scrutiny**

*Direct Line:  
Llinell  
Uniongyrochol:*

**01792 636292**

*e-Mail  
e-Bost:*

**scrutiny@swansea.gov.uk**

*Our Ref  
Ein Cyf:*

*Your Ref  
Eich Cyf:*

*Date  
Dyddiad:*

**18<sup>th</sup> January 2016**

**Summary:** This is a letter from the Service Improvement and Finance Scrutiny Performance Panel to the Cabinet Member for Environment & Transport following the meeting of the Panel on 20 December 2016. It provides the views and comments of the Panel on the Recycling and Landfill Annual Performance report.

Dear Councillor Hopkins,

**Service Improvement and Finance Scrutiny Performance Panel  
20 December 2016**

Thank you for attending our meeting on 20 December and taking us through your report on Recycling and Landfill Annual Performance.

We were encouraged to see that the Council is meeting the current recycling and composting target with an expected rate of 60% to be achieved by year end. However we also recognise that further improvements will be required in order to meet the next major challenging of achieving 64% recycling rate by 2019/20. We support the department's plans for improvement including; increased focus on waste minimisation; increasing participation; energy from waste; increasing recycling from black bag waste; and increasing recycling rates from commercial premises.

We were pleased to hear that positive comments have been received from the public in relation to the improvements to Household Waste and Recycling Site layouts, which have increased the amount of parking available, improved entrances and exits and thereby reduced queues. We were also advised that the public reaction move to change three of the HWRC to recycling only has been mainly positive, with the staff undertaking an effective communications campaign to encourage people to consider what they are putting in their black bags. We commend the hard work of the staff involved in managing this

significant change. We were informed that, as per the recommendations of the commissioning review, there is potential for the Clyne HWRC to also move to a recycling only site, and as this is such a significant service change we ask that you keep scrutiny informed on the progress of this.

We requested a breakdown of the percentages of waste recycled e.g. plastics, paper glass etc. which you agreed to provide. We would like to see this included in future performance reports as it provides useful context to better understand the challenges facing the Council. We also like to be informed of the number of complaints received by the service regarding bin collections, rubbish left, flying tipping etc. and recommend that this information is included in future annual performance reports, along with any available trend data.

We discussed a range of issues with you including: the challenges surrounding increasing the Council's commercial waste collections; problems with bin storage for businesses; and concerns around the reduction in outlets supplying recycling bags. The Panel had anecdotal evidence that the reduction in outlets has made it more difficult for people to recycle. We were advised that the purpose of the reduction was an attempt to reduce the costs associated with supplying the bags and servicing the outlets, however that it would be timely to review the reductions.

### **Your response**

In your response we would appreciate your comments on the issues raised in this letter. We would be grateful however if you could refer to our specific recommendation as follows:

- Keep scrutiny informed of progress to change Clyne HWRC to a recycling only site.
- Provide the Panel with a breakdown of breakdown of the percentages of waste recycled e.g. plastics, paper glass etc. and include this in future performance reports to scrutiny.
- Provide the Panel with the number of complaints received by the service along with any available trend information, and include this in future performance reports to scrutiny.
- Review the reduction of outlets to supply recycling bags to ensure that coverage is sufficient and ease of access improved.

Please provide your response by 8<sup>th</sup> February 2016.

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**  
**DINAS A SIR ABERTAWE**

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

Please ask for:  
Gofynnwch am:  
Direct Line:  
Llinell Uniongyrochol:

Councillor David Hopkins  
(01792) 637439

E-Mail / E-Bost: [cllr.david.hopkins@swansea.gov.uk](mailto:cllr.david.hopkins@swansea.gov.uk)  
Our Ref / Ein Cyf: DH/JW  
Your Ref / Eich Cyf:  
Date / Dyddiad: 6 February 2017

**To receive this information in alternative format, please contact the above.  
I dderbyn yr wybodaeth hon mewn fformat arall, cysylltwch â'r person uchod.**

Dear Councillor Holley

**SERVICE IMPROVEMENT AND FINANCE SCRUTINY PERFORMANCE PANEL –  
20 DECEMBER 2016**

With reference to the above and your letter dated 18<sup>th</sup> January 2017, thank you for your encouragement of the successes so far with recycling and your support with regards to our proposed further improvements to reach a recycling target of 64% by 2019/20.

I was particularly pleased that the hard work of the staff involved in the changes to the HWRC's was acknowledged and can report that the figures to date are looking very encouraging.

I will of course inform you of any future proposals to make Clyne HWRC a recycling only site.

Below is a breakdown of waste recycled by category of our total recycling figure of 59.2% for 2015/16 as requested:

**COUNCILLOR/Y CYNGHORYDD  
DAVID HOPKINS  
CABINET MEMBER FOR ENVIRONMENT & TRANSPORTATION /  
AELOD Y CABINET YR AMGYLCHEDD A THRAFNIDIAETH**

CABINET OFFICE, THE GUILDHALL, SWANSEA, SA1 4PE  
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**CITY AND COUNTY OF SWANSEA**  
**DINAS A SIR ABERTAWE**

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**2015/16 RECYCLING FIGURE/PERCENTAGES**

<b>ITEM</b>	<b>TONNES</b>	<b>%</b>
AGGREGATES	5436.2	4.57
ALUMINIUM CANS	280.8	0.24
BATTERIES - AUTO	31.4	0.03
BATTERIES - DOM	8.8	0.01
BOOKS	2.7	0.00
CARDBOARD	3267.2	2.75
CARPETS	857.2	0.72
CLOTHES	279.8	0.24
COOKING OIL	4.2	0.00
CRT/TVs	276.4	0.23
ELECTRICAL SMALL	683.3	0.57
ELECTRICAL LARGE	141.4	0.12
ENGINE OIL	5.8	0.00
FRIDGE/FREEZERS	277.9	0.23
FLOURESCENT LAMPS	0.0	0.00
FOOD	10268.5	8.63
GLASS BOTTLES	6975.0	5.86
GLASS PLATE	151.8	0.13
GREEN WASTE	11492.4	9.66

**COUNCILLOR/Y CYNGHORYDD**  
**DAVID HOPKINS**  
**CABINET MEMBER FOR ENVIRONMENT & TRANSPORTATION /**  
**AELOD Y CABINET YR AMGYLCHEDD A THRAFNIDIAETH**

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**CITY AND COUNTY OF SWANSEA**  

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**DINAS A SIR ABERTAWE**

**Page 3**

MATTRESSES	165.7	0.14
METAL SCRAP	1156.7	0.97
PAINTS	53.5	0.04
PAPER	13724.4	11.54
PLASTER BOARD	177.6	0.15
PLASTICS	4521.8	3.80
RECYCLABLES (EFW)	745.2	0.63
STREET SWEEPINGS	2521.0	2.12
STEEL CANS	997.7	0.84
TETRA PAK	0.0	0.00
UPVC WHITE	17.4	0.01
WOOD	4861.2	4.09
BOTTOM ASH (EFW)	771.5	0.65
Reuse	275.0	0.23
<b>TOTAL</b>	<b>70429.5</b>	<b>59.20</b>

The figure for 2016/17 and subsequent years will be included in future performance reports.

**COUNCILLOR/Y CYNGHORYDD**  
**DAVID HOPKINS**  
**CABINET MEMBER FOR ENVIRONMENT & TRANSPORTATION /**  
**AELOD Y CABINET YR AMGYLCHEDD A THRAFNIDIAETH**

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**CITY AND COUNTY OF SWANSEA**  
**DINAS A SIR ABERTAWE**

**Page 4**

I have also attached a breakdown of complaints relating to Waste Management as requested. This information will also be included in future reports to enable the trends to be followed. To put into context, as we make 11.5 million property collections each year, the number of complaints in 2016 equals approximately 1 complaint for every 1,700 property collections.

With regards to the outlets for the supply of recycling bags I am pleased to confirm this is under review with a view to increasing the number of outlets to balance availability against costs to ensure that our improving recycling rate continues to grow.

Of course if you require any additional information or clarification of the above please do not hesitate in getting back to me.

Yours sincerely



**COUNCILLOR DAVID HOPKINS**  
**CABINET MEMBER FOR ENVIRONMENT & TRANSPORTATION**

Enc.

**COUNCILLOR/Y CYNGHORYDD**  
**DAVID HOPKINS**  
**CABINET MEMBER FOR ENVIRONMENT & TRANSPORTATION /**  
**AELOD Y CABINET YR AMGYLCHEDD A THRAFNIDIAETH**

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Env & Health and Housing Departments

SRR V8.2.x.1

REPORT PREPARED ON 1/ 2/17 AT 13:34

Received Date from 1/ 1/2016 to 31/12/2016  
 Complaint Type : #W42 - All Non Collection Codes (Domestic & Recycling) (UDG)  
 All Classes of Last Visit (Primary, Alternative, etc) included  
 Primary Analysis by Complaint Type  
 Sorted by Analysis Category

Report format TOTALS

Sorted : 1/ 2/17 Printed : 1/ 2/17

TOTAL  
REQUESTS

1 Waste - Domestic

101	Domestic Non Collection	3,019
102	Domestic Assisted Non Collecti	329
113	Bulk Non Collection	163
118	Nappy Service Non Collection	27
TOT:	Waste - Domestic	<u>3,538</u>

2 Waste - Recycling

201	Kitchen Non Collection	1,335
202	Kitchen Assisted Non Collectio	247
217	Green Bag Non Collection	553
218	Green Bag Assisted Non Collect	105
228	Pink Non Collection	501
229	Pink Assisted Non Collection	133
240	Garden Non Collection	211
241	Garden Non Collection Assisted	21
276	RPB Non Collection	9
277	RPB Assisted Non Collection	1
TOT:	Waste - Recycling	<u>3,116</u>

7 Waste - Flats

701	Flats - Green Bag Non Collecti	38
702	Flats - Pink Bag Non Collectio	46
703	Flats - Black Bag Non Collecti	74
704	Flats - Kitchen Waste Non Coll	46
TOT:	Waste - Flats	<u>204</u>

\*\*\* GRAND TOTALS: 6,858

18 ANALYSIS RECORDS PRINTED  
 END OF REPORT

City And County of Swansea

Env & Health and Housing Departments

SRR V8.2.x.1

REPORT PREPARED ON 1/ 2/17 AT 13:31

Received Date from 1/ 1/2015 to 31/12/2015  
Complaint Type #W42 - All Non Collection Codes (Domestic & Recycling) (UDG)  
All Classes of Last Visit (Primary, Alternative, etc) included  
Primary Analysis by Complaint Type  
Sorted by Analysis Category

Report format TOTALS

Sorted : 1/ 2/17

Printed : 1/ 2/17

TOTAL  
REQUESTS

1 Waste - Domestic

101	Domestic Non Collection	1,805
102	Domestic Assisted Non Collecti	222
113	Bulk Non Collection	76
118	Nappy Service Non Collection	62
TOT: Waste - Domestic		<u>2,165</u>

2 Waste - Recycling

201	Kitchen Non Collection	2,143
202	Kitchen Assisted Non Collectio	539
217	Green Bag Non Collection	1,116
218	Green Bag Assisted Non Collect	176
228	Pink Non Collection	1,084
229	Pink Assisted Non Collection	262
240	Garden Non Collection	657
241	Garden Non Collection Assisted	142
276	RPB Non Collection	7
277	RPB Assisted Non Collection	2
TOT: Waste - Recycling		<u>6,128</u>

7 Waste - Flats

701	Flats - Green Bag Non Collecti	46
702	Flats - Pink Bag Non Collectio	54
703	Flats - Black Bag Non Collecti	51
704	Flats - Kitchen Waste Non Coll	19
TOT: Waste - Flats		<u>170</u>

\*\*\* GRAND TOTALS: 8,463

18 ANALYSIS RECORDS PRINTED  
END OF REPORT

## Item 7

### Service Improvement and Finance Scrutiny Performance Panel Work Plan 2016/17

V10. Feb 2017

Date for Panel Meeting <i>All meetings to start at 10am</i>	Item to be discussed
<b>Meeting 1</b> <b>6 June 2016</b> <b>Committee Room 6, Guildhall</b>	<ul style="list-style-type: none"> <li>• Pre-Decision Scrutiny – Waste Management Commissioning Review <i>Cllr David Hopkins – Cabinet Member for Environment &amp; Transportation</i> <i>Chris Howell – Head of Waste Management &amp; Parks Operations</i></li> </ul>
<b>Meeting 2</b> <b>22 June 2016</b> <b>Committee Room 5, Guildhall</b>	<ul style="list-style-type: none"> <li>• Corporate Plan 2016/17 <i>Richard Rowlands – Corporate Improvement Manager</i></li> </ul>
<b>Meeting 3</b> <b>27 July 2016</b> <b>Committee Room 5, Guildhall</b>	<ul style="list-style-type: none"> <li>• Revenue &amp; Capital Outturn 2015/16 <i>Ben Smith – Chief Accountant</i></li> <li>• End of Year Performance Monitoring Report 2015-16 <i>Richard Rowlands – Corporate Improvement Manager</i></li> </ul>
<b>Meeting 4</b> <b>15 August</b> <b>Committee Room 5, Guildhall</b>	<ul style="list-style-type: none"> <li>• Pre-Decision Scrutiny of Corporate Building and Property Commissioning Review Cabinet Report <i>Cllr Andrea Lewis – Cabinet Member for Next Generation Services</i> <i>Martin Nicholls – Director of Place</i></li> </ul> <p>Note: a pre-meeting will take place on 11/8 at 11am.</p>
<b>Meeting 5</b> <b>31 August 2016</b> <b>Committee Room 5, Guildhall</b>	<ul style="list-style-type: none"> <li>• 1<sup>st</sup> Quarter Budget Monitoring Report including Budget Savings Tracker <i>Ben Smith – Chief Accountant</i></li> </ul>
<b>Meeting 6</b> <b>21 September 2016</b> <b>Committee Room 5, Guildhall</b>	<ul style="list-style-type: none"> <li>• 1<sup>st</sup> Quarter Performance Monitoring Report <i>Richard Rowlands – Corporate Improvement Manager</i></li> <li>• Local Government Performance Bulletin 2015-16 (Local Government Data Unit Wales) <i>Rosie Jackson – Scrutiny Officer</i></li> </ul>
<b>Meeting 7</b> <b>2 November 2016</b> <b>Committee Room 6, Guildhall</b>	<ul style="list-style-type: none"> <li>• Mid-Year Budget Statement <i>Ben Smith – Chief Accountant</i></li> <li>• Reserve update and reserves policy <i>Ben Smith – Chief Accountant</i></li> </ul>

<p><b>Meeting 8</b>  <b>23 November 2016</b>  <b>Committee Room 5, Guildhall</b></p>	<ul style="list-style-type: none"> <li>• Corporate Complaints Annual Report  <i>Cllr Clive Lloyd – Cabinet member for Transformation &amp; Performance</i>  <i>Lee Wenham – Head of Communications &amp; Customer Engagement</i>  <i>Andrew Taylor – Corporate Complaints Manager</i></li> <li>• New Digital Strategy  <i>Sarah Caulkin – Head of Transformation</i>  <i>Jo Harley – Information &amp; Strategy Manager</i></li> <li>• 2<sup>nd</sup> Quarter Budget Monitoring Report, including Budget Savings Tracker  <i>Ben Smith – Chief Accountant</i></li> </ul>
<p><b>Meeting 9</b>  <b>12 December 2016</b>  <b>Committee Room 6, Guildhall</b></p> <p><b>Please note that this meeting will start at 9am</b></p>	<ul style="list-style-type: none"> <li>• Pre-Decision Scrutiny of Highways &amp; Transportation Commissioning Review Cabinet Report  <i>Cllr David Hopkins – Cabinet Member for Environment &amp; Transportation</i>  <i>Stuart Davies – Head of Transportation &amp; Transportation</i></li> <li>• Pre-Decision Scrutiny of Parks &amp; Cleansing Commissioning Review Cabinet Report – <b>postponed revised cabinet date of 15 February. New meeting date to be arranged</b>  <i>Cllr David Hopkins – Cabinet Member for Environment &amp; Transportation</i>  <i>Cllr Mark Child – Cabinet Member for Well-being &amp; Healthy City</i>  <i>Chris Howell – Head of Waste Management &amp; Parks Operations</i></li> </ul> <p>Note: a pre-meeting for Panel Members only will take place on 8/12 at 10am</p>
<p><b>Meeting 10</b>  <b>20 December 2016</b>  <b>Committee Room 5, Guildhall</b></p>	<ul style="list-style-type: none"> <li>• Recycling and Landfill – Annual Performance Monitoring  <i>Cllr David Hopkins – Cabinet Member for Environment &amp; Transport</i>  <i>Chris Howell – Head of Waste Management &amp; Parks Operations</i>  <i>Ian Whittleton – Group Leader Waste Management</i></li> <li>• 2<sup>nd</sup> Quarter Performance Monitoring Report  <i>Richard Rowlands – Corporate Improvement Manager</i></li> </ul>
<p><b>Meeting 11</b>  <b>25 January 2017</b>  <b>Committee Room 5, Guildhall</b></p>	<ul style="list-style-type: none"> <li>• Fees and Charges – briefing on the fees and charges levied by the Council  <i>Cllr Rob Stewart – Cabinet Member for Finance &amp; Strategy (Leader)</i>  <i>Chris Williams – Head of Commercial Services</i></li> </ul>
<p><b>Meeting 12</b>  <b>7 February 2017</b>  <b>Committee Room 3, Civic Centre</b></p>	<ul style="list-style-type: none"> <li>• Pre-decision scrutiny of Draft Budget  <i>Prior to Cabinet meeting on 9 February and Council on 16 February</i>  <i>Cllr Rob Stewart – Cabinet Member for Finance &amp; Strategy (Leader)</i>  <i>Mike Hawes – Director – Resources</i>  <i>Ben Smith – Chief Finance &amp; Deputy S151 Officer</i></li> </ul>
<p><b>Meeting 13</b>  <b>22 February 2017</b>  <b>Committee Room 5, Guildhall</b></p>	<ul style="list-style-type: none"> <li>• 3<sup>rd</sup> Quarter Budget Monitoring Report, including Budget Savings Tracker  <i>Ben Smith – Chief Finance &amp; Deputy S151 Officer</i></li> </ul>
<p><b>Meeting 14</b>  <b>22 March 2017</b>  <b>Committee Room 5,</b></p>	<ul style="list-style-type: none"> <li>• 3<sup>rd</sup> Quarter Performance Monitoring Report  <i>Richard Rowlands – Corporate Improvement Manager</i></li> <li>• Welsh Public Library Standards – Annual Performance Report  <i>Tracey McNulty - Head of Cultural Services</i></li> </ul>

<b>Guildhall</b>	<p><i>Steve Hardman – Library Service Manager</i></p> <ul style="list-style-type: none"> <li>• Annual work plan review – to reflect on the year’s work, achievement, experiences, issues, ideas for future scrutiny</li> </ul>
<p><b>Meeting 15</b> <b>18 April 2017</b> <b>Committee Room 5,</b> <b>Guildhall</b></p>	<ul style="list-style-type: none"> <li>• Pre-decision scrutiny of Public Protection Commissioning Review <i>Cllr Mark Child – Cabinet member for Wellbeing &amp; Healthy City</i> <i>Jane Harris – Landlord Services Manager</i> <i>Mark Wade – Community Housing Service Manager</i> <i>Lee Morgan – Head of Housing &amp; Public Protection</i></li> </ul> <p><i>Pre-meeting for members only Thursday 13<sup>th</sup> April 10am-11am – Members Meeting Room (235) guildhall</i></p>

- Wales Audit Office Annual Report – Cllr Clive Lloyd, Cabinet Member for Transformation & Performance & Richard Rowlands – Corporate Improvement Manager
- Commissioning Reviews – Agreed with Cabinet Member for Transformation & Performance and Director of Place that pre-decision scrutiny will be carried out on the commissioning review cabinet reports. Additional meetings may need to be arranged in order to fit in with Cabinet deadlines. Reviews scheduled 2016/17 (but not yet include in work place):
  - Pre-decision scrutiny of **Highways and Transportation Commissioning Review**  
*Cllr David Hopkins – Cabinet Member for Environment & Transport*  
*Stuart Davies – Head of Transportation*
  - Pre-decision Scrutiny – **Planning Services/Economic Development Commissioning Review**  
*Cllr Robert Francis-Davies – Cabinet Member for Enterprise, Development & Regeneration*  
*Phil Holmes – Head of Economic Regeneration & Planning*
  - Pre-decision Scrutiny – **Housing Commissioning Review** (likely Cabinet date mid 2017)  
*Cllr Andrea Thomas – Cabinet Member for Next Generation Services*  
*Lee Morgan – Head of Housing & Public Protection*
- Discussion with Swansea Business Organisations in order to “reality check” City Centre Performance issues – Russell Greenslade Swansea BIDS
- Performance information analysis training session on new IT system – Richard Rowlands

**Items identified via Work Planning Conference**

- Estates / Asset Management
- Corporate Complaints Process
- Programme / Project Management