

Swindon Borough Council

Resources and Corporate Overview and Scrutiny Committee

Monday, 4 March 2019

Committee Room 1, Civic Offices

At 6.00 p.m.

Conservative Councillors

Brian Mattock (Chair)
Steve Weisinger (Vice-Chair)
Claire Ellis
Mary Friend
Timothy Swinyard

Labour Councillors

Steve Allsopp
Des Moffatt
Robert Wright

LibDem Councillors

Andy Spry

Committee Officer: Vicki Yull - Committee Officer, 07980 752043, vyull@swindon.gov.uk

Swindon Borough Council can be contacted at the Civic Offices, Euclid Street, Swindon, SN1 2JH (Telephone 01793 445500)

Access Arrangements - The venue is wheelchair accessible and an infrared receiver hearing system is provided. If you have any special requirements to enable you to attend the meeting or would like to receive any of the pages contained in this agenda in a larger print size, please contact the Committee Officer as soon as possible prior to the date of the meeting.

AGENDA

1. Apologies for Absence

2. Declarations of Interest

Members are reminded that at the start of the meeting they should declare any known interests in any matter to be considered, and also during the meeting if it becomes apparent that they have an interest in the matters being discussed.

3. Minutes (Pages 3 - 6)

To receive the minutes of the meeting held on 16th January 2019.

4. Public Question Time

See explanatory note below. Please phone the Committee Officer whose name and number appears at the top of this agenda if you need further guidance.

5. **Progress towards the Council's Vision, Priorities and Pledges** (Pages 7 - 20)
6. **Presentation - Swindon Programme**
7. **Work Programme 2018-2019** (Pages 21 - 30)

Date of Despatch: 22 February 2019

Public Question Time - Swindon Borough Council remains committed to increasing its accountability to the public and to promoting active citizenship. 15 minutes will be allowed at the start of all Council meetings for questions to the Chair from the public about the work of the Committee (except for confidential matters, and matters relating to planning and licensing applications). We will give priority to those who submit questions in writing at least two days before the meeting. Questions must be relevant, clear, and concise. You may not use Public Question Time as an opportunity to make speeches or statements.

Questions in writing should be sent to the Committee Officer whose contact details appear on the agenda above, or to the Director of Law and Democratic Services. We will publish it, along with the answer, alongside the Minutes. The process associated with asking a public question is set out in the "Public Question Time at Council Meetings Protocol and Guidance" available from the Committee Officer named above or on the Council's Website at:

<http://ww5.swindon.gov.uk/moderngov/ecCatDisplay.aspx?sch=doc&cat=13338&path=0>.

Terms of Reference

To fulfil all the functions of an overview and scrutiny committee as they relate to:

- The Budget Scrutiny function, at the request of the Scrutiny Committee;
- The review, scrutiny and development of policy recommendations;
- The management of performance;
- The monitoring of progress towards delivering corporate priorities; and
- The formulation of advice for the Cabinet, Council and other partners and stakeholders.

To have specific responsibility for (but not limited to) the scrutiny of:

- The Council's Revenue and Capital Budget
- The Medium Term Financial Strategy
- Strategic Projects
- Leisure
- Corporate Customer Services

RESOURCES AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

WEDNESDAY, 16 JANUARY 2019

PRESENT:- Councillors Brian Mattock (Chair), Steve Weisinger (Vice-Chair), Steve Allsopp, Claire Ellis, Mary Friend, Timothy Swinyard and Robert Wright

Apologies for absence were received from Councillors Des Moffatt and Andy Spry.

22. Declarations of Interest

The Chair reminded members of the need to declare any known interests in any matters to be considered at the meeting. No declarations were made.

23. Minutes

Resolved – That the minutes of the meeting held on 29th October 2018 be confirmed and signed as a correct record.

24. Public Question Time

No public questions were asked or submitted for this meeting.

25. Presentation - Swindon Programme

The Director of Digital Services and Corporate Programmes gave a presentation updating the Committee on progress made on the Swindon Programme and how targets were to be achieved. In particular, he drew the Committee's attention to the following:

- The challenge faced by the Council in ensuring it becomes more effective.
- The collaborative work undertaken with internal and external partners to ensure Swindon Programme goals were achieved. These included financial targets agreed by the Corporate Management Team focusing on opportunity identification.
- The setting of a baseline and smart targets following the recent efficiency benchmarking exercise undertaken jointly by Swindon and other local authorities.
- Swindon Programme Board monthly target reporting to the Leader's Advisory Group.
- Creation of directorate dashboards to embed the Swindon Programme principles in the day to day running of the Council.
- The Swindon Programme consisted of three project types: a) the Swindon Programme Projects, b) the Human Resources Supported Projects and c) the Directorate Projects.
- The deployment of Skype for Business to enable digital rationalisation across the Council.
- The success of the Digital Hub in transferring a high number of processes into on-line services.

Following the introductory remarks, Director of Digital Services and Corporate Programmes with the assistance of the Director of Finance, responded to

questions and comments on the following points:

- The Swindon Programme was on track to meet targets this financial year and the basis has been laid to support further endeavours and future challenges.
- Support provided by customer services for local community residents unable to complete digital applications for Council services.
- The difference in processes for customer phoning the Customer Services Centre and those using the walk-in Centre in Wat Tyler House.
- The necessity of undertaking customer satisfaction surveys to influence future processes.
- Promoting digitalisation of access to services to reduce footfall through the Customer Centre at Wat Tyler House.
- The maintain the adaptability of the Swindon Programme model to ensure it responds to changing environment of the Council and local needs of the community.

Resolved – (1) To note the contents of the presentation.

(2) That the Director of Digital Services and Corporate Programmes be thanked for his comprehensive and informative presentation.

(3) That the Director of Digital Services and Corporate Programmes be requested to circulate information on the Key Performance Indicators relating to the success of the Digitalisation Programme for Customer Services before the next meeting of the Committee.

(3) That a visit to Wat Tyler West be set up for the Committee in the near future to enable the Director of Digital Services and Corporate Programmes demonstrate the work currently being undertaken by Customer Services.

26. Presentation - Outcomes from the latest LGA Peer Review

Director of Digital Services and Corporate Programmes updated the Committee on the recent LGA's visit to the Council on 10th and 11th December 2018. He stated that the peer inspection centred on the Council's Transformation Plan and that the Council was awaiting feedback from the LGA in the near future. He added that a report with findings would be submitted at the next meeting of the Committee for scrutiny.

Resolved - That the Director of Digital Services and Corporate Programmes be requested to submit a report with the LGA's findings at the next meeting of the Committee.

27. Presentation - Fair Funding Review and Business Rate Retention

The Director of Finance gave a presentation on the Fair Funding Review and Business Rates Retention and explained that the subjects were interlinked. He drew the Committee's attention to the following:

- The Ministry of Housing, Community and Local government (MHCLG) and the Local Government Association (LGA) were conducting workshops to better understand the impact of the review on local governance nationally.
- Council funding from 2020 would be driven by:
 - a) the spending review by the Government to determine the budget for MHCLG future financial years;
 - b) the introduction of 75% business rate retention; and
 - c) the results of the Fair Funding consultation. This had looked at the local authority's 'need to spend' on public services which covered key cost drivers including population, deprivation and rurality.

- Service-specific formulae for adult social care and children's services.
- The overarching methodology that determined how much funding each authority received each year was introduced over ten years ago and had not been updated since funding baselines were set at the start of the 50 per cent business rates retention scheme in 2013/14.
- The Government undertook the Fair Funding Review to update the needs formula and set new funding baselines for the start of the new 75 per cent business rates retention scheme from April 2020.
- Further technical papers were planned for spring and summer 2019 to develop and consider relative needs, resources and transition, with the new arrangements coming into force in April 2020.
- The Business Rates Levy paid by the Council for business rate growth. This was also being reviewed by the Government.
- The discussions being undertaken regarding the proposal to deal with the risks relating to business rates appeals nationally.

Following the introductory remarks, the Director of Finance, responded to questions and comments on the following points:

- The Government's use of the Office of National Statistics (ONS) demographic projections data to determine future funding and once set, to be fixed for a number of years.
- The vital importance of new housing development calculations with regard to Swindon's demographics and future population predictions.
- In line with the Government's scheme, Council contacted businesses whose rates had increased considerably offering support. This was conducted within the scheme's parameters.
- The balance of funding to be generated when allocating spaces within the Local Plan for business, housing and green space was not currently quantifiable.
- Business rates were set nationally by the Valuation Office Agency and the Agency provided valuations for business properties on their website.

Resolved – (1) To note the contents of the presentation.

(2) That the Director of Finance be thanked for his comprehensive and informative presentation

28.

Work Programme 2018-2019

The Committee considered a report of the Interim Director of Law (Interim Monitoring Officer) setting out the topics for inclusion on the Committee' 2018/19 Work Programme, as agreed at its meeting on 11th June 2018 and updated during the course of the Municipal Year.

Resolved – That the Work Programme for 2018/19 be updated to include a report by the Director of Digital Services and Corporate Programmes regarding the Local Government Association's findings following their inspection in December 2018.

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Progress towards the Council's Vision, Priorities and Pledges

Resources and Corporate

Overview & Scrutiny Committee

Date: 4th March 2019

Author: Intelligence Lead (Analysis and Performance Improvement)
Wards: All Wards
Parishes Affected: All Parishes

1. Purpose and Reasons

- 1.1 This report gives details of the progress being made towards the Council's Vision, Priorities and Pledges
- 1.2 The Council Plan can be found on the external website:
https://www.swindon.gov.uk/info/20028/open_data_and_transparency/759/council_plan_2016_-_2020
- Progress regarding the Vision, Priorities and Pledges can be found on the external website:
https://www.swindon.gov.uk/info/20028/open_data_and_transparency/952/our_vision_priorities_and_pledges

2. Recommendations

The Committee is recommended to:

- 2.1 Note the contents of this report.

3. Detail

Background

- 3.1 The Council Plan 2016 – 2020, sets out the vision for Swindon and the priorities it aims to achieve for residents. In order to deliver the Council's Vision, the Council has identified four priorities and 26 pledges.

In September 2018, the Council's cabinet agreed a renewed set of 26 pledges. This took into account the pledges that had been delivered, and new issues and opportunities that had emerged since the original set of pledges was developed.

Progress with the Council's pledges is publicly available on the Council website (as per point 1.3). It is updated monthly showing the progress of each pledge (On Track, Needs Improvement or Pledge Completed). Performance regarding the pledges is also published on the Corporate Scorecard which are available for Members and Senior Officers.

Pledges have a set of specific deliverables which outline how each pledge will be achieved. The pledges are also supported by a range of performance measures.

Further information on the subject of this report can be obtained from Martin Bell, 07824 081201, MBell2@swindon.gov.uk.

Progress towards the Council's Vision, Priorities and Pledges

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Review of Council Priorities

The Priorities and Pledges, along with current progress, can be seen in the appendices of this report.

3.2 Priority One – Improve infrastructure and housing to support a growing, low-carbon economy

Pledges in Priority One cover aspects of infrastructure including digital innovation, sustainability, regeneration of the town centre, promoting inward investment, supporting businesses and the delivery of housing and transport projects. Good infrastructure is vital to ensure that Swindon attracts inward investment and businesses, meets the needs of our growing town and safeguards our environment for Swindon residents.

Within Priority One there are 6 pledges. Pledge 3 and Pledge 6 are split into a total of 14 specific goals making a total of 18 areas that are measured.

Pledge 1 relates to digital innovation and we are currently on track with this pledge. As part of this pledge we are measuring the number of people trained to develop digital skills in our libraries and are currently above our target. The Council has also been exploring digital billboards and a soft market test has been completed. Consultation will now take place to inform a tender specification. Assisted Technology opportunities are also being considered within social care settings to help residents live independently. We are measuring the coverage of ultrafast broadband in Swindon which has shown year on year improvements and a higher percentage than our comparable cities. The Council is also tracking transactions that are being completed online, we have not yet reached our target however performance is increasing

Pledge 2 relates to working with our wholly owned company, Public Power Solutions, to enhance Swindon's reputation as a sustainable energy exemplar. We are currently on track with this pledge. One area being developed is in the delivery of electric vehicle charging points in Swindon Borough Council carparks and the civic campus. The first stage of deployment has had funding agreed and will be delivered on the civic campus following a procurement process. A solar scheme at Barnfield was delivered in December 2018 and now provides renewable energy to the waste treatment plant. Other innovative solutions are being explored at Waterside including new waste treatment and fuel opportunities. PPS are also working with landowners to develop further solar farms.

Pledge 3 is an overarching pledge around the Masterplan for Swindon Town Centre and is made up of 7 different projects / goals:

Further information on the subject of this report can be obtained from Martin Bell, 07824 081201, MBell2@swindon.gov.uk.

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- a) Kimmerfields – On Track. Current milestones have been met, a planning application for phase one commercial has been submitted, a transport assessment has been commissioned and a Head of Terms has been agreed with Zurich.
 - b) Bus Boulevard – On Track. A Cabinet paper is under review to be ready for March Cabinet. An Outline Business Case has been agreed and Atkins have been commissioned to proceed. A technical report from Atkins has been submitted.
 - c) Town Centre transport network – On Track. The draft Town Centre Movement Strategy was completed in October. Meetings have been held with Cabinet members and currently seeking clarification on governance structure, timescales and consultation.
 - d) Carriage Works – On Track. Current milestones have been met. An agreement for a lease has been completed with the Cultural Heritage Institute and planning applications for three units have been submitted.
 - e) Aspen House site – On Track. The commercial investment board has approved the financial structure of the land sale and the preferred tender has passed first board approval.
 - f) North Star leisure destination – On Track. Consultation on proposed mitigation surrounding highways modelling has been agreed and approved at Special Planning Committee.
 - g) Town Centre reputation – Needs Improvement. There are currently 69 heritage organisations and institutions forming the Swindon & District History Network, 47 of these were represented at a recent quarterly meeting. A Place Marketing Strategy and campaign will be delivered to promote Swindon as a viable destination to live, work and invest. The Council will support the Switch on to Swindon business ambassador network by funding elements of the programme, facilitating the board, co-ordinating activity and working to increase website views.

Pledge 4 relates to working with businesses to create conditions where they can success and grow. This pledge was rated as on track at the end of January 2019. The Council maintains strong working relationships with partners and held a planning liaison meeting and commercial agents forum last quarter. The Council has regular meetings with the Department of International Trade, Swindon and Wiltshire Local Enterprise Partnership and Wiltshire Council in order to deliver European Structural and Investment Fund projects and the Industrial Strategy. We also monitor a number of indicators

Further information on the subject of this report can be obtained from Martin Bell, 07824 081201, MBell2@swindon.gov.uk.

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to support this pledge. Swindon has a higher employment rate compared to the national average, is on track to meet its target of increasing net jobs in Swindon and is currently above target for collection of business rates.

Whilst this pledge is rated on track, it will be affected by the recent news that Honda plans to close its plant in 2021. A taskforce chaired by the Business Secretary, Greg Clark, was attended by the Chief Executive and Leader of the Council.

Pledge 5 is the delivery of programme of work to enhance Wellington Street and is currently on track. Work began on site in January 2019 as planned.

Pledge 6 is an overarching pledge around the provision of housing options and related infrastructure in Swindon and is made up of 8 projects / goals:

- a) New Eastern Villages – Needs Improvement. The completion of preliminary design of the White Hart junction and Southern Connector Road has been delayed to March 2019 due to landowner negotiations. Public Consultation has also been delayed to summer 2019 due to the revised National Planning Policy Framework. This has resulted in a recent assessment of the Local Plan to ensure it is compliant with the revised framework.
- b) Wichelstowe – On Track. Planning applications have been submitted for the first homes to be delivered through the joint venture alongside homes delivered by Freeman Retirement Living. The Hall and Woodhouse pub has opened. New road and canal infrastructure is due to be completed in spring 2019 and the secondary school is on track to open in September 2019.
- c) Southern Access to Wichelstowe – On Track. The tender process is ongoing and due for submission in February before an evaluation period will commence.
- d) Urban Extension – Needs Improvement. The Strategic Housing and Employment Land Availability Assessment (SHELAA) has been published and updated following comments made. The brownfield register was due to be published in January but has been pushed back by one month due to prioritisation of the SHELAA, making this pledge currently off track compared to original deliverables.
- e) Tadpole Garden Village – On Track. An application has been received for the new medical centre and the local centre. Current housing occupations

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are higher than expected. Discussions around sports provision will begin in March.

- f) Housing Options – Needs Improvement. Approvals have been secured for units at Highworth Golf Club and Shaw Ridge. Tender processes are ongoing for units at Pilgrim Close and Sparcells Drive. Currently needs improvement due to awaiting steer on the disposal of development land following a refusal by Committee in December, an update will be available in April.
- g) Oakfield Campus – On Track. Nationwide submitted a planning application in January 2019.
- h) Badbury Park – On Track. Current housing occupations are higher than expected. A number of requirements have been added to the agreement with developers including improvements to Day House lane, community space, leisure and play provision. This is with developers to sign.

3.3 Priority Two – Offer education opportunities that lead to the right skills and right jobs in the right places

Pledges in Priority Two address improving education, attainment and employment. High quality education and good levels of skills are vital components of the Council's Vision to be one of the UK's most successful economies. A good education is fundamental to support children and young people to reach their potential. Skills are an important aspect of achieving a productive economy. The Council also aims to improve access to higher education within Swindon.

Within Priority Two there are 5 pledges.

In relation to ensuring that we have sufficient education provision (Pledge 7), the Council achieved its target for successful Primary and Secondary School admissions at 1st choices in the 2018/19 academic year. We are also on track to provide sufficient provision to meet the needs of a growing town with the opening of the Great Western Academy in September 2018 and the opening of three new schools in September 2019 (The Deanery secondary school in Wichelstowe, William Morris Primary in Tadpole Garden Village and the Badbury Park Primary).

Pledge 8 covers the Council's ambition to improve educational attainment to reach (and exceed) the national average. We are currently on track with the

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deliverables for this pledge. The Swindon Challenge Board is in place to work with partners to improve attainment in schools and was successful in bids to raise attainment in core subjects. There has been targeted work with disadvantaged pupils, specific secondary schools, participation into Higher Education, Special Education Needs, and Phonics.

In terms of outcomes, we have seen improvements in the percentage of pupils achieving grade 5-9 in English and Maths, Attainment 8 and Progress 8 results however we are still below the national average. We have seen an improvement in Phonics results that puts us in line with the national average. We have also seen an improvement in Year 6 results, however are still below the national average.

Pledge 9 relates to the number of apprenticeships starts in line with targets set in the Apprenticeship Strategy. We were due to report on the number of apprenticeship starts in quarter 3 of 2018/19 however are yet to receive this data meaning the deliverables are off track. However, in the months prior to this we completed an Apprenticeship network campaign, workshops in schools and a careers fair, all of which were aimed at highlighting apprenticeship opportunities. Once data is received we can review whether we are on track with apprenticeship starts.

Pledge 10 aims to increase the availability of Higher Education in Swindon and we are currently on track with this. A bid for an Institute of Technology was submitted and progressed to the next stage. We are now promoting current HE opportunities on the Learning Town website. A Cultural Heritage Institute will be based at the Carriage Works to offer Higher Education opportunities. The Council is also working with the Swindon and Wiltshire Local Enterprise Partnership to deliver a Higher Education Strategy.

Pledge 11 relates to improving the skills of the workforce in Swindon to increase access to employment and we are currently on track with this pledge. Swindon has a lower percentage of people with no qualifications compared to the national average. We are also seeing an increase in the percentage of people with Level 4 and above, however, we are below national average. The Council is also working with people who require support, for example, we are running Library Job Clubs to support people to access online job seeking, the number of people using this service is above our target. We are also on track with our Supported Employment contract with Building Bridges to help people into work.

3.4 Priority Three – Ensure clean and safe streets and improve public spaces and local culture

Further information on the subject of this report can be obtained from Martin Bell, 07824 081201, MBell2@swindon.gov.uk.

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Pledges in Priority Three focus on ensuring that public spaces are well maintained and safe as well as developing the cultural and leisure offer within the Borough. This supports residents to keep physically active, feel a sense of wellbeing and to feel safe. Developing Swindon's cultural, leisure and retail offer promotes the town to visitors and inward investors.

Within Priority Three there are 5 pledges.

Pledge 12 relates to promoting healthy lifestyles in Swindon and we are currently on track with this pledge. A success in this was the Beat the Street Campaign where over 32,000 people got involved and beat the record previous set by Reading. In relation to smoking, an awareness programme has been delivered to schools and a campaign around quitting in the new year was completed. The Library Reading Well Books have had a higher number of take up than planned. In terms of outcomes, we have successes regarding the completion of drug treatment compared to the national average. We also have a higher percentage of people using outdoor space. However, in Swindon, the excess weight in adults is higher than the national average and as well as the smoking prevalence.

Pledge 13 relates to the cleanliness of local areas and current progress shows this pledge needs improvement. Part of this pledge is to deliver an education programme to schools, currently we are behind on our target to deliver this, however we have visited more schools than expected therefore when larger schools are visited we should be on target for this goal. In terms of outcomes, fly tipping cases fluctuate by month and looking at the period April – January in 2017/18 compared to 2018/19, we have had fewer cases reported. We have a target for the removal of fly-tipping cases within 3 days and are currently not meeting this, however our overall service level agreement is longer than 3 days.

Pledge 14 also needs improvement. This is our pledge to increase recycling and reduce waste. We have a target to reach 50% recycling rate by 2020 and monitor this monthly. Monthly values fluctuate and in September and October 18 we were ahead of our expected target, however, in November 18 we were below. We also monitor missed recycling and waste collections. Missed waste has shown improvements with a downward trend in monthly cases however performance with missed recycling cases fluctuates monthly. We are meeting our target of sending waste to landfill and also recovering non-recycled waste. Green waste subscriptions will be due for renewal in April 2019.

Pledge 15 relates to our key heritage assets and we are on track with this pledge. Following the unsuccessful bid relating to the Swindon Museum and Art Gallery, the Council has been working on options and a Cabinet report will be

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submitted in March 2019. In October, there was a launch event for a new engine at STEAM. We also monitor quarterly visitor numbers at our assets and have seen an increase in visitors at STEAM museum and events at Lydiard. Annual visitor numbers will be compiled after March 2019 and will give a better picture of visitor trends compared to quarterly values.

Pledge 16 relates to work within town centre to ensure that residents, visitors and businesses feel that Swindon is a safe place to live, work, visit and do business. We are currently on track to deliver this pledge. We extended the Public Space Protection Order (PSPO) for a further 3 years and hold fortnightly town centre multi agency tasking groups. These address issues for the town centre at a tactical level, the current focus is on begging, street drinkers and enforcement of the PSPO. In January 2019, a Gambling and Street trading Policy was adopted by full council. Work is also underway to complete a self-assessment for the Purple Flag accreditation.

3.5 Priority Four – Help people to help themselves while always protecting our most vulnerable children and adults

Pledges in Priority Four focus on ensuring that adults and children are safe from harm and are supported to live independent lives. The Council is committed to ensuring that residents live a healthy, safe, fulfilling and independent life and is supported by thriving communities.

Within Priority Four there are 10 pledges.

Pledge 17 aims to provide support so that residents to avoid them getting into debt and is currently on track. The Council has provided a grant to the Swindon Food Bank. The Swindon Food Collective are promoting subscriptions and membership to become self-financed. Council Tax officers contact residents who are in arrears to offer assistance. The Swindon & Wiltshire Credit Union office is open and offers training on budgeting and debt advice. Council Tax support claims are reducing year on year and ahead of target. The percentage of bailiff referrals compared to the number of properties is also ahead of target.

Pledge 18 relates to increasing volunteering to enable people to be more active and support vulnerable people, it is currently on track. A campaign to increase volunteering with the Involve network aims to advertise opportunities. We currently have above our target for the number of volunteers to support the Community Health and Wellbeing service. A report in December highlighted that 15 of our 19 voluntary sector contracts continue to meet or exceed their key performance measures demonstrating impact on groups of vulnerable people.

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Pledge 19 relates to ensuring that people and their carers are supported to live as independently as possible and is currently on track. Delayed Transfers of Care attributable to social care have significantly reduced following the successful delivery of a transformation programme. This has mainly been achieved through timely completion of assessments, speedier transfers to residential and nursing care and less delays waiting for care packages at home. Swindon is working towards an integrated care system in which acute, community, social care and primary care services work more closely together.

Pledge 20 aims to increase the number of foster carers in Swindon to increase available placements within the borough. This pledge currently needs improvement. Our target is to meet the national average of the percentage of looked after children living within 20 miles of Swindon and currently we are not meeting this. This is due to the availability of local service provision, particularly in relation to complex placements for children. Increasing the number of foster carers is a key priority and there is a continued focus on recruitment and retention of skilled foster carers. A target has been set for March 2020 which we are working towards and is feasible if current assessments following recruitment initiatives progress.

Pledge 21 focuses on early prevention and intervention so that more children and families are supported. The pledge currently needs improvement. We measure the number of Early Help Plans completed and the Number of Troubled Families engaged and claimed for, both measures are below target. In relation to the Healthy Child Programme, we are above the national average for the percentage of 2 – 2.5 year reviews completed however under for earlier ages (new birth, 6-8 weeks and 12 months). Our take up of 2 year old funding is above our target. An Early Help Hub model was been implemented and there is continued work to embed multi-disciplinary working, this allows higher level intervention at Child Protection level and less children requiring a Children in Need Plan.

Pledge 22 ensures that vulnerable children and young people are safeguarded and protected and is currently rated as needs improvement. Our assessments and child protection visits completed on time are under target. A quality and assurance framework will be embedded into practice and team improvement plans are being reviewed. The work of the commissioned Children in Need team has delivered a notable reduction in cases however the number of looked after children is showing an upward trend. Our care leavers into suitable accommodation is above the national average. However, the rate of first time entrants to the Youth Offender Team is higher than the national average.

Pledge 23 ensures that vulnerable adults are safeguarded and is currently on track. There is an increasing trend in the number of safeguarding concerns

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raised, the percentage of cases needing an enquiry and the percentage of cases where risk has been identified. This means that more cases are being actively triaged to ensure a person is safe. The Local Safeguarding Adult Board has agreed a 3 year strategic plan linked to the Care Act safeguarding principles.

Pledge 24 aims to work towards a 'Dementia Friendly' town status for Swindon and is currently on track. Outreach Librarians have been trained as Dementia Friends Champions and Dementia friend's sessions are being delivered in libraries and schools. A faith and Dementia Workshop was delivered to increase work with retail businesses to promote dementia friends status. Swindon has over 7000 dementia friends and has been shortlisted for dementia friendly community of the year.

Pledge 25 relates to the level of children with excess weight and this pledge is currently on track. In terms of annual outcomes, Swindon is level with the national average for children in year 6 however is higher for children in reception. The Council is promoting Public Health England's Child Activity campaigns, the main campaign is Change4Life which is promoted through Swindon Healthy Schools programmes and the Beat the Street sustainability programme. The Council is also working with early years centres and launched a programme in September 2018. There are currently 3 engaged in the pilot and 5 more have launched the full programme.

Pledge 26 focuses on preventing homelessness and increasing provision for homeless people. It is currently on track with the deliverables of the pledge. The day centre was opened ahead of schedule and the temporary winter housing provision opened on time in January. In coming months the Council will measure the impact on individuals such as registration with a GP, dentist, rehousing and substance misuse engagement. Changes in government recording have led to data being collected on the number of assessments, those accepted into prevention and those being relieved and performance will be monitored.

4. Alternative Options

4.1 N/A

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

5.1 There are no direct financial implications arising from this report. The cost of delivering the Pledges and Priorities is covered within existing budgets.

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Legal and Human Rights Implications

- 5.2 Legal and Human Rights implications were taken into account when preparing this report. It is considered that the report's recommendations are compatible with Convention Rights.

All Other Implications (including Staff, Sustainability, Health, Rural, Crime and Disorder)

- 5.3 There are no other implications at this time.

Diversity Impact Assessment

- 5.4 No Diversity Impact Assessment (DIA) was undertaken as this report will not lead to any service changes. However, all actions to achieve the Pledges follow an appropriate DIA in accordance with the Council's agreed DIA framework.

Risk Management

- 5.5 Risk management assessments take place on actions to achieve the Pledges in accordance with the Council's Risk Management Framework.

6. Consultees

- 6.1 The Director of Finance (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.

7. Background Papers

- 7.1 None

8. Appendices

- 8.1 Priority 1 Progress

Pledge	Pledge Wording	Current Progress
01	Set the ambition for Swindon to compete at the forefront of digital innovation with a commitment to using technology for positive change.	On Track
02	With our wholly owned company, Public Power Solutions, enhance Swindon's reputation as a sustainable energy exemplar, by exploring technology that converts energy from waste, facilitating the move to electrified transport, and delivering opportunities to invest in renewable energy to reduce carbon footprint.	On Track
03	Refresh and implement the Masterplan for Swindon Town Centre, supporting our vision that Swindon is a vibrant, modern place.	

Further information on the subject of this report can be obtained from Martin Bell, 07824 081201, MBell2@swindon.gov.uk.

Progress towards the Council's Vision, Priorities and Pledges

Resources and Corporate

Overview & Scrutiny Committee

Date: 4th March 2019

03 a)	Delivery of the Masterplan for Kimmerfields, in partnership with Homes England.	On Track
03 b)	Delivery of the Bus Boulevard.	On Track
03 c)	Delivering improvements to the strategic town centre transport network.	On Track
03 d)	Further redevelopment of the Carriage Works.	On Track
03 e)	Redevelopment of the former Aspen House Site.	On Track
03 f)	Working with Seven Capital, to deliver the development of the new regional leisure destination at North Star.	On Track
03 g)	Working with ambassadors and partners to promote Swindon effectively to improve the town's reputation, increase income from business rates and compete for the best business growth opportunities, inward investment and talent.	Needs Improvement
04	Support businesses by working in partnership to create conditions in which businesses succeed and grow.	On Track
05	Enhance Wellington Street as a prime thoroughfare for the town.	On Track
06 a)	Deliver infrastructure in a timely way to assist in phased housing & employment delivery for the New Eastern Villages including White Hart Junction & A420.	Needs Improvement
06 b)	Working with Barratt Homes through the Joint Venture we will deliver the District Centre facilities including a public house, the next phases of housing, a retirement complex and education facilities – whilst also delivering new sections of canal.	On Track
06 c)	Create the Southern access to Wichelstowe via a tunnel to be constructed under the M4 to link to Junction 16.	On Track
06 d)	Through the Local Plan review identify brownfield and green field sites for housing to deliver homes and employment land on a range of sustainable sites whilst ensuring that urban extensions are of the highest quality.	Needs Improvement
06 e)	Continue to work with the developers at Tadpole Garden Village to bring forward facilities to ensure a sustainable community can continue to thrive.	On Track
06 f)	Ensure that there is a range of good quality housing options in Swindon, including affordable opportunities to buy and rent.	Needs Improvement
06 g)	Work with Nationwide Building Society to deliver homes at the former Oakfield campus.	On Track
06 h)	Support final phases of additional housing at Badbury Park with community space and improvements to Day House Lane to link to Coate Water.	On Track

Further information on the subject of this report can be obtained from Martin Bell, 07824 081201, MBell2@swindon.gov.uk.

Progress towards the Council's Vision, Priorities and Pledges

Resources and Corporate Overview & Scrutiny Committee

Date: 4th March 2019

8.2 Priority 2 Progress

Pledge	Pledge Wording	Current Progress
07	In addition to the two new free secondary schools, build one secondary and 13 primary schools to meet the needs of our increasing population.	On Track
08	Improve educational attainment, in particular at ages 16-19 so we are above the average in England by 2021.	On Track
09	Increase the number of people starting an apprenticeship in line with the targets in the Apprenticeship Strategy.	Needs Improvement
10	Secure a range of options to access Higher Education in Swindon to drive up attainment.	On Track
11	Work with partners to increase the level of skills of Swindon's workforce to support all our residents, including the most vulnerable, to access employment.	On Track

8.3 Priority 3 Progress

Pledge	Pledge Wording	Current Progress
12	Work with partners to promote healthy lifestyles for the population of Swindon.	On Track
13	Find new ways to engage communities and neighbourhoods to increase the cleanliness of their local areas.	Needs Improvement
14	Encourage Swindon residents to increase recycling and reduce their waste in line with the Council's Waste Strategy. Swindon Borough Council to reduce the use of single use plastics with the intention to stop using such plastics by 2019/20 and encourage local businesses to do the same.	Needs Improvement
15	Work to secure a viable and sustainable future for our key heritage assets.	On Track
16	Deliver a programme of work to ensure that residents, visitors and businesses feel that Swindon's town centre is a safe place to live, work, visit and do business.	On Track

8.4 Priority 4 Progress

Pledge	Pledge Wording	Current Progress
17	Provide early support so that Swindon residents are financially included and avoid getting into debt.	On Track
18	Deliver a borough-wide approach to increase the impact of volunteering, enabling more people to be active in supporting vulnerable people.	On Track

Further information on the subject of this report can be obtained from Martin Bell, 07824 081201, MBell2@swindon.gov.uk.

Progress towards the Council's Vision, Priorities and Pledges

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19	Ensure that more people and their carers are supported to live as independently as possible and reduce the length of time people need to spend in residential care. This will be achieved through work with the Clinical Commissioning Group and GP surgeries to help people with long term health and social care needs to manage their health effectively with support from community groups and multi-disciplinary teams.	On Track
20	Increase the number of foster carers in Swindon so that every 'child looked after' who should be, is placed in their home borough.	Needs Improvement
21	Ensure that there is a partnership approach to early prevention and intervention across Swindon so that more children and families are supported early, including through the Troubled Families Programme, to prevent escalation to statutory social care.	Needs Improvement
22	Ensure that Swindon's vulnerable children and young people are safeguarded and protected.	Needs Improvement
23	Ensure that Swindon's vulnerable adults are safeguarded and protected.	On Track
24	Increase the number of organisations in Swindon working to achieve 'Dementia Friendly' Town Status for Swindon and ensure annual accreditation.	On Track
25	Work collaboratively with stakeholders to ensure the level of children in Swindon with excess weight is no higher than the England average.	On Track
26	To prevent homelessness where possible using additional measures including the temporary winter housing provision and enabling a day centre to prevent rough sleepers from returning to the streets.	On Track

Further information on the subject of this report can be obtained from Martin Bell, 07824 081201, MBell2@swindon.gov.uk.

Work Programme 2018/2019

Resources and Corporate Overview & Scrutiny Committee

Date: 4th March 2019

Author: Interim Director of Law
Wards: All Wards
Parishes Affected: All Parish Areas

1. Purpose and Reasons

- 1.1 This report sets out details of the topics that the Resources and Corporate Overview and Scrutiny Committee Work Programme has considered during 2018/2019.
- 1.2 The work programme, agreed by the Committee at its meeting on 11th June 2018 and revised throughout the year, details the various topics and issues that the Committee looked into with the aim of producing evidence based recommendations intended to provide service improvements for Cabinet and external agencies / bodies to consider.

2. Recommendations

The Committee is recommended to:

- 2.1 Note the approved Work Programme for the Resources and Corporate Overview and Scrutiny Committee for the 2018/2019 Municipal Year.

3. Detail

- 3.1 Under the Council's Constitution, Overview and Scrutiny Committees are required to agree a Work Programme at the start of the Municipal Year outlining their priorities and likely outcomes of considering these issues.
- 3.2 The Work Programme is developed taking into account:
 - 3.2.1 Corporate priorities and objectives, including the Cabinet Forward Plan.
 - 3.2.2 Partnership strategic priorities and objectives.
 - 3.2.3 The interests and concerns of Members, Council officers, members of the public and other stakeholders such as community and voluntary groups and local businesses.
- 3.3 Members are reminded that the Work Programme must also take into account:
 - 3.3.1 The workload of the Committee and of individual members.
 - 3.3.2 The capacity of officers to support a review.
 - 3.3.3 The resource implications of carrying out a review.

Further information on the subject of this report can be obtained from Vicki Yull, 07980 752043, vyull@swindon.gov.uk

Work Programme 2018/2019

Resources and Corporate

Overview & Scrutiny Committee

Date: 4th March 2019

3.3.4 The timescales for a review.

3.3.5 The most appropriate method of carrying out a review e.g. Committee meeting, Task Group, Member Champion review.

3.4 It is important that Overview and Scrutiny adds value to the work of the Council and the Borough and produces tangible outcomes for local people that result in real service improvements. Selecting the right topics is crucial to ensure that Overview and Scrutiny will be effective. Attention is drawn to the Scrutiny Process Flowchart, attached at Appendix 2, which is aimed at assisting the Committee in identifying how they could influence policy development.

3.5 Committees are encouraged to review the Work Programme on a regular basis to ensure it remains relevant to the Terms and Reference of the Committee and to prioritise the workload of the Committee to address issues the importance of which might only become evident during the course of the year.

Task Group Reviews

3.6 The Committee is able to undertake individual reviews throughout the Municipal Year and proposals for reviews should be proposed and discussed at the Committee meeting.

4. Alternative Options

4.1 The Committee can choose not to have a detailed work programme although it is recommended that it is best practice to do so.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

5.1 There are no financial or procurement implications arising as a result of this report. Any expenditure arising as a result of an item on the Committee's work programme will be met by the Overview and Scrutiny Support budget, subject to the approval of the Committee.

Legal and Human Rights Implications

5.2 Section 21 of the Local Government Act requires every local authority to establish an overview and scrutiny function to hold the Executive to account, undertake policy development and review, monitor and improve performance.

Work Programme 2018/2019

Resources and Corporate

Overview & Scrutiny Committee

Date: 4th March 2019

All Other Implications (including Staff, Sustainability, Health, Rural, Crime and Disorder)

- 5.3 There are no other direct implications arising as a result of this report. Any further implications will be identified when a topic is reviewed by the Committee and in any recommendations made by the Committee.

Diversity Impact Assessment

- 5.4 No Diversity Impact Assessment is required at this stage. Any DIA that is required during review of topics included within the work programme will be identified at the appropriate stage.

Risk Management

- 5.5 No risk management issues have been identified at this stage. Any risk management issues will be identified at the appropriate time when a topic is under review by the Committee and if it makes any recommendations.

6. Consultees

- 6.1 The author has consulted appropriate Corporate Directors, Directors, Heads of Service, other officers, and relevant partners on the purpose, content, and recommendations of the report.

7. Background Papers

- 7.1 None.

8. Appendices

- 8.1 Appendix 1 – Work Programme for 2018/2019.
- 8.2 Appendix 2 – Scrutiny Process Flowchart.

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Resources and Corporate Overview and Scrutiny Committee

Work Programme 2018/19

Terms of Reference of the Committee

To fulfil all the functions of an overview and scrutiny committee as they relate to:

- The Budget Scrutiny function, at the request of the Scrutiny Committee;
- The review, scrutiny and development of policy recommendations;
- The management of performance;
- The monitoring of progress towards delivering corporate priorities; and
- The formulation of advice for the Cabinet, Council and other partners and stakeholders.

To have specific responsibility for (but not limited to) the scrutiny of:

- The Council's Revenue and Capital Budget
- The Medium Term Financial Strategy
- Strategic Projects
- Leisure
- Corporate Customer Services

Review of the Work Programme

The work programme will be reviewed at every meeting of the Resources and Corporate Overview and Scrutiny Committee to ensure: that it remains relevant; that Members and Officers have sufficient capacity to deliver the work programme, and; to include any additional items on the work programme, if appropriate.

To assist members in developing the Committee's work programme, members are advised to consider the current Cabinet Work Programme and Forward Plan which can be found at:

<http://ww5.swindon.gov.uk/moderngov/mgListPlans.aspx?RPId=285&RD=0>.

Contact details

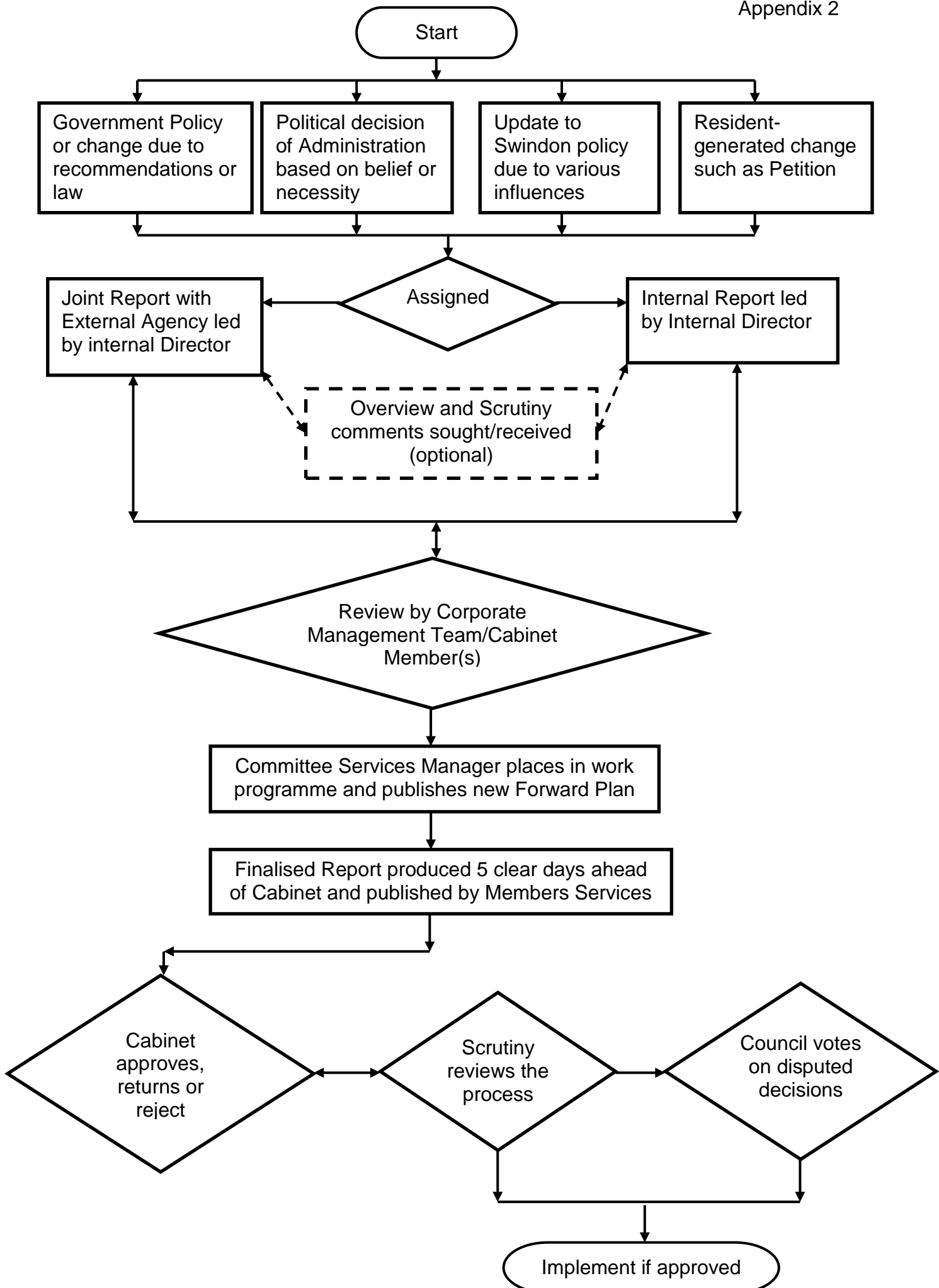
Committee Officer: Vicki Yull
Email: vyull@swindon.gov.uk
Tel: 07980 752043

Dates of Meetings

Date	Item	Witnesses
11 th June 2018	Appointment of Vice-Chair	
	Swindon Programme	Glyn Peach, Director of Digital Services and Corporate Programmes
29 th October 2018	Swindon Programme	Glyn Peach, Director of Digital Services and Corporate Programmes
	Update on Resources and Corporate Services Overview and Scrutiny Committee Work Programme 2017-2018	Various
	Digital Strategy Update	Glyn Peach, Director of Digital Services and Corporate Programmes
	Consultation / Engagement Strategy	Sam Mowbray, Director of Performance, Organisational Improvement and Communications
26 th November 2018	Draft Capital Strategy	Paul Smith, Head of Technical Finance
	Presentation – Autumn Budget	Paul Smith, Head of Technical Finance
	Workforce Modernisation Programme – Leadership and Culture	Sam Mowbray, Director of Performance, Organisational Improvement and Communications and Helena Taylor Knox, Organisational Development Lead
16 th January 2019	Swindon Programme	Glyn Peach, Director of Digital Services and Corporate Programmes

	Fair Funding Review Presentation	Mick Bowden, Director of Finance
	Business Rates Retention Presentation	Mick Bowden, Director of Finance
	Outcomes from the latest LGA Peer Review Presentation	Glyn Peach, Director of Digital Services and Corporate Programmes
4 th March 2019	Swindon Programme Presentation	Glyn Peach, Director of Digital Services and Corporate Programmes
	Progress towards the Council's Vision, Priorities and Pledges	Sam Mowbray, Director of Performance, Organisational Improvement and Communications

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