

Swindon Borough Council

Cabinet

Wednesday, 4 September 2019

Committee Room 6, Civic Offices

At 6.00 p.m. or at the Conclusion of the Cabinet Open Forum

Conservative Councillors

David Renard (Chair)

Oliver Donachie

Brian Ford

Dale Heenan

Russell Holland

Mary Martin

Cathy Martyn

Maureen Penny

Gary Sumner

Keith Williams

Committee Officer: Douglas Campbell (Telephone 07779 413886)

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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

NOTE:

A Cabinet Open Forum is held at 6:00 p.m. prior to the start of each scheduled Cabinet Meeting. The Open Forum is similar to the 'public question time' that happens at most Council meetings. It provides the chance to meet with Cabinet Members as well as Corporate Directors and Directors to discuss matters relevant to the Cabinet and its responsibilities. It provides an opportunity to raise issues and give views. The Forum will normally close at 6.30 pm and the Cabinet will then reconvene for the start of the formal Cabinet meeting. If the Open Forum completes its business earlier than anticipated then the Cabinet Meeting will commence at the Forum's conclusion.

- 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 5 - 10)

To receive the minutes of the meeting held on 10th July 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. Exempt Items - Exclusion of Press and Public.

Certain items are expected to include the consideration of exempt information and the Cabinet is, therefore, recommended to resolve "That, in accordance with Section 100A(4) of the Local Government Act 1972, the public be excluded during the discussion of the matters referred to in the items listed below, on the grounds that they involve the likely disclosure of exempt information, as defined in the respective paragraph of Part 1 of Schedule 12A of the Act".

Item No.	Paragraph No.
13	3

6. Report of the Ofsted Inspection of Children's Social Care Services July 2019 CDCS (CM: MM) **All Wards** (Pages 11 - 28)

7. Budget Management 2019/20 DF (CM: RH) **All Wards** (Pages 29 - 38)

8. Capital Monitoring Quarter 1 2019-20 DF (CM: RH) **All Wards** (Pages 39 - 54)

9. Strategic Partnerships - Local Industrial Strategy and Great Western Powerhouse HSG (CM: DR/OD) **All Wards** (Pages 55 - 64)

10. Annual Review of Local Ombudsman Complaints CLO (CM: DR) **All Wards** (Pages 65 - 74)

11. Housing Revenue Account Medium Term Financial Plan CDCH (CM: CM) **All Wards** (Pages 75 - 96)

12. Reference from the Health and Wellbeing Board - Swindon Borough Council's Reducing Rough Sleepers Strategy CLO (CM: CM) **All Wards** (Pages 97 - 106)

13. Land for the Commercial Housing Programme CDCH (CM: RH/GS) **BH; CD; LF; MW; RW** (Pages 107 - 128)

Date of Despatch: 27 August 2019

Key:

Officers:

CDCH	-	Corporate Director Communities and Housing
CDCS	-	Corporate Director Children's Services
CLO	-	Chief Legal Officer (Monitoring Officer)
DF	-	Director of Finance (Section 151 Officer)
HSG	-	Head of Strategy and Growth

Wards

BH	Blunsdon and Higworth
CD	Covingham and Dorcan
LF	Lydiard and Freshbrook
MW	Mannington and Western
RW	Ridgeway

Cabinet Members Responsible for the Service Area concerned:

DR	-	David Renard	Leader of the Council and Chair of Cabinet
RH	-	Russell Holland	Deputy Leader of the Council, Vice-Chair of Cabinet, and Cabinet Member for Commercialisation, Education and Skills
OD		Oliver Donachie	Cabinet Member for Economy and Place
BF	-	Brian Ford	Cabinet Member for Adults and Health
DH	-	Dale Heenan	Cabinet Member for the Town Centre
MM	-	Mary Martin	Cabinet Member for Children's Services
CM		Cathy Martyn	Cabinet Member for Housing and Public Safety
MP	-	Maureen Penny	Cabinet Member for Highways and the Environment
GS		Gary Sumner	Cabinet Member for Strategic Planning
KW		Keith Williams	Cabinet Member for Corporate Services and Operational Excellence

Diversity Impact Assessments

Diversity Impact Assessments (DIA's) are important to ensure the services we deliver are helping us to meet our vision to make Swindon an equal society ; we are also required by the Equality Act 2010 to demonstrate the equality analysis we have undertaken to support decision making, DIAs are our method of doing this.

Diversity Impact Assessments produced in respect of items to be considered at this meeting can be inspected via the following link:

http://www.swindon.gov.uk/info/20029/people_and_communities/309/diversity_impact_assessments

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 Chief Legal Officer, we will publish it, along with the answer, alongside the Minutes. The process associated with asking a public question is set out in Part 5 of the Council's Constitution ("Public Question Time at Council Meetings - Protocol and Guidance"), available on the Council's Website (see link below) or from the Committee Clerk named above.

<http://www5.swindon.gov.uk/moderngov/ecSDDisplay.aspx?NAME=SD6032&ID=6032&RPID=5783709>

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CABINET

WEDNESDAY, 10 JULY 2019

PRESENT:- Councillors David Renard (Chair), Oliver Donachie, Brian Ford, Dale Heenan, Russell Holland, Mary Martin, Cathy Martyn, Maureen Penny, Gary Sumner and Keith Williams

Councillor Jane Milner-Barry attended the meeting in respect of Minute no. 19
Councillor Jim Robbins attended the meeting in respect of Minutes nos. 20 and 21
Councillor Bob Wright attended the meeting in respect of Minutes nos. 18, 19, 20 and 21.

13. Declarations of Interest.

The Chair reminded members of the need to declare known interests in any matters to be considered at the meeting.

14. Minutes.

Resolved – That the minutes of the meeting held on 5th June 2019 be confirmed and signed as a correct record.

15. Public Question Time.

Gerry Hannon, Swindon Cycling Campaign, asked a question relating to the inclusion of existing cycling strategies and plans in the Swindon Borough Local Plan Review Consultation (Minute 19).

The Cabinet Member for Strategic Planning and the Leader of the Council responded at the meeting.

16. Budget Management 2019/20

Councillor Russell Holland, the Cabinet Member for Finance, Education, and Skills, and the Head of Finance (Deputy Section 151 Officer) (on behalf of the Director of Finance), submitted a joint report presenting the 2019/20 revenue budget forecast out-turn.

Councillor Holland drew Members' attention in particular to the challenges in delivering a balanced budget over the year as well as to the funding issues that would be addressed in the future report on the DSG. In response to a question from Councillor Heenan, he clarified that the figure for overspend was a projection for the end of the financial year if no mitigating actions were taken.

Resolved:

- 1) That the 2019/20 revenue budget forecast out-turn for each service area set out in Table 1 and Appendix 1 be noted;
- 2) That it be noted that the Corporate Management Team will develop plans to mitigate the current forecast overspend;
- 3) That the Head of Education be requested to provide an update to Cabinet, by October 2019, on the steps being taken to manage the DSG High Needs

Budget in consultation with the Schools Forum.

- 4) That the virements set out in Appendix 2 be approved; and
- 5) That the changes to the capital programme as set out in section 4 be approved.

The reasons for the decision and alternative options are as set out in the report to the meeting.

17. Education Transport Policy September 2019

Councillor Russell Holland, the Cabinet Member for Finance, Education, and Skills and the Head of Education introduced a joint report setting out the proposed Education Transport Policy for 2020/2021.

Councillor Holland confirmed in a response to Councillor Sumner that the designated areas referred to in the online appendix 2 had not changed.

Resolved:

- 1) That the Education Transport Policy 2020-21 be approved.
- 2) That the Designated Transport Areas for 2020-21 be approved.

The reasons for the decision and alternative options are as set out in the report to the meeting.

18. Consideration of Objections - Bristol Street Car Park

Councillor Maureen Penny, the Cabinet Member for Transport and the Environment and the Head of Planning, Regulatory Services and Heritage (on behalf of the Corporate Director of Communities and Housing) introduced a joint report summarising the responses to the consultation and seeking approval to amend the parking charges at Bristol Street car park as set out in the consultation.

Councillor Bob Wright asked questions about how the proposals might not increase the car park's usage, to which the Cabinet Member responded at the meeting.

Councillors Oliver Donachie and Dale Heenan spoke in favour of the report emphasising the consultation comments and that councillors' observations have indicated that the carpark is used for long stays. Therefore, policy should be fair and consistent, that the proposals were competitive both with other local facilities and when compared with a similar car park in Bristol.

Resolved:

- 1) That the objections received in respect of the advertised Public Notice (dated 1 March 2019) to add Bristol Street Car Park as a town centre, long stay, pay on foot car park, subject to the same tariff as other town centre, long stay car parks be noted. (In addition, that the copy of the advertised Public Notice is included as Appendix A to the main report and a copy of the summary of objections included as Appendix B also be noted).
- 2) That the Corporate Director of Communities and Housing be authorised to implement the Order as advertised subject to amending the tariff on Sundays to provide free parking in line with other town centre long stay car parks.
- 3) That the Corporate Director of Communities and Housing be authorised to

notify the objectors of the Cabinet decision on this matter.

The reasons for the decision and alternative options are as set out in the report to the meeting.

19. Swindon Borough Local Plan Review - 2nd Regulation 18 Consultation (Preferred & Emerging Options) - Minute for Confirmation

Councillor Gary Sumner, the Cabinet Member for Strategic Planning, and the Head of Planning, Regulatory Services and Heritage, introduced a joint report setting out a proposal to commence a consultation on the preferred and 'emerging' options of the Swindon Borough Local Plan Review.

Councillor Sumner, with the meeting's consent, tabled two amendments.

1) To add the following words to the end of recommendation 2.1: "with the following additional text being inserted into Appendix 2: "New Policy LA7

Setting Protection to Coate Water The area between Coate Water and Badbury Park housing development, as indicated on the current Policies Map will be protected from development to preserve the setting to Coate Water Country Park, and the function of Day House Lane as a green corridor will be safeguarded".

2) To amend the Cabinet Member title in Recommendation 2.2 to read "Cabinet Member for Strategic Planning." then to agree the recommendations

Councillor Sumner noted the significant local interest generated in the possible use of some public open space for housing, the views of the Ward Members for Chiseldon and Lawn, as well as Council resolution requesting that Cabinet consider a land transfer to the Parish Council. He stated that the Council would consider transfers of land not required for other purposes to Parish Councils at the conclusion of the Local Plan

Councillors Jayne Milner-Barry and Bob Wright asked questions relating to:

- how the consultation draft policies addressed climate change and sustainability,
- how the Council is enforcing current policies along with how it would enforce those being proposed,
- the increasing number of housing developments in the town centre, and
- how schools, healthcare, and other infrastructure could be provided.

Councillors Gary Sumner and Dale Heenan responded at the meeting. The Leader of the Council encouraged Councillor Wright to make a formal submission of his points as part of the consultation.

Resolved (Minute for Confirmation):

1) That Cabinet recommends to Council that:

- a. The Head of Planning, Regulatory Services, and Heritage to be authorised to undertake public consultation on the preferred and 'emerging' options of the Swindon Borough Local Plan Review as attached at Appendix 1 and 2 and in accordance with the arrangements set out in paragraph 3.45.to 3.48 with the following additional text being inserted into Appendix 2: "New Policy LA7 Setting Protection to Coate Water The area between Coate Water and Badbury Park housing development, as indicated on the current

Policies Map will be protected from development to preserve the setting to Coate Water Country Park, and the function of Day House Lane as a green corridor will be safeguarded”.

- b. The Head of Planning, Regulatory Services, and Heritage, in consultation with the Cabinet Member for Strategic Planning and the Chief Legal Officer, be authorised to make minor non-material changes to the content of the documents if required, prior to publication.

The reasons for the decision and alternative options are as set out in the report to the meeting.

20. Town Centre Movement Strategy - commencement of consultation

Councillor Maureen Penny, the Cabinet Member for Transport and the Environment and the Service Manager – Transport Planning, Development & Street Works Management introduced a joint report setting out proposals to commence a public consultation to inform the emerging town centre movement strategy.

Councillor Penny set out the aims for the Town Centre Movement Strategy, which would be informed by the consultation that this report was seeking to commence. Councillor Penny thanked officers for their work on this Strategy.

Councillors Jim Robbins and Bob Wright asked questions concerning:

- The impact of the rising town centre population,
- The need to accommodate additional passenger numbers seeking to access the station from south of railway,
- The effects of previous changes to traffic movement in the town centre, and
- The scope of the study not covering Rodbourne.

Councillor Penny and the Service Manager – Transport Planning, Development & Street Works Management responded at the meeting.

Councillors Brian Ford and Dale Heenan spoke in favour of the proposals and emphasised how the strategy was developed on a cross party basis, would need to address projected increases in all vehicle numbers as well as how it would provide better linkages for the cycle network through the town centre.

Resolved:

- 1) That it be agreed that an 8 week public consultation exercise, seeking the opinions of a range of stakeholders on the draft Movement Strategy be commenced and that document proposed as the subject of consultation be the text attached at Appendix 1.
- 2) That the Service Manager – Transport Planning, Development & Street Works Management be authorised to make any minor or typographical and/or graphical changes as may be necessary prior to publication.

The reasons for the decision and alternative options are as set out in the report to the meeting.

21. New Eastern Villages (NEV): Strategic Transport Schemes

Councillor Gary Sumner, Cabinet Member for Strategic Planning, Councillor

Maureen Penny, Cabinet Member for Transport and the Environment, and the Head of Planning, Regulatory Services and Heritage (on behalf of the Corporate Director of Communities and Housing) introduced a joint report setting out proposals for strategic transport schemes to support the New Eastern Villages development.

Councillor Sumner elaborated on how the proposed schemes would benefit existing residents as well as facilitate the New Eastern Villages developments.

Councillors Dale Heenan, Jim Robbins and Bob Wright asked a number of questions relating to:

- The possible level of borrowing and the revenue impact this would bring,
- The level of risk the Council would have to bear,
- The provision of landscape features to protect residents from the effects of building work or increased traffic,
- The provision of rapid transit or other public transport corridors.

Councillors Sumner and Holland, supported by the Head of Finance (Deputy Section 151 Officer) along with the Strategic Allocations Planning Manager and New Eastern Villages Programme Lead, responded at the meeting. Councillor Sumner agreed to provide a written update on Landscaping between Coleview and Merlin Way to Cllr Heenan.

Resolved:

- 1) That the Director for Communities and Housing, in consultation with the Cabinet Member for Strategic Planning and Cabinet Member for Transport and the Environment, be authorised to progress the detailed design and construction for White Hart Junction, Gablecross Junction, Nythe Road Junction, Piccadilly Roundabout and the Southern Connector Road schemes, subject to confirmation of grant funding, as detailed in Section 3 of the joint report;
- 2) That the Head of Property Assets, in consultation with the Director for Communities and Housing and the Chief Legal Officer, be authorised to undertake the necessary land assembly through voluntary and/or Compulsory Purchase of land necessary for the delivery of the White Hart Junction and Gablecross Junction improvement schemes as detailed in paragraphs 3.3 to 3.16 of the joint report;
- 3) That the budgets detailed at paragraphs 3.31 and 3.32 of the joint report be approved.

The reasons for the decision and alternative options are as set out in the report to the meeting.

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Ofsted Inspection of Local Authority Children's Social Care Services (ILACS) Findings

Cabinet

Date: 4th September 2019

Author: Cabinet Member for Children's Services
Corporate Director Children's Services

Wards: All

Parishes Affected: All

1. Purpose and Reasons

- 1.1 This report provides a summary of the key findings from the Ofsted Inspection of Local Authority Children's Social Care Services (ILACS) in Swindon, completed in July 2019. The two week inspection undertaken between 1st and 12th July 2019 by 6 inspectors evaluated the effectiveness and impact of Children's Social Care services which includes the Early Help Offer. The Ofsted report provides the Local Authority with an overall effectiveness judgement of the performance of the whole service. It also provides individual judgement grades for:
- The experience and progress of children who need help and protection
 - The experience and progress of children in care and care leavers
 - The impact of leaders on social work practice
- 1.2 Cabinet members need to be briefed on the findings of the full inspection so that they are aware of the progress and improvement within Children's Social Care and have an overview of the areas that need further improvement so that this can be monitored and scrutinised. The full Ofsted report is included at Appendix 1 and was published in the public domain on the Ofsted web-site on the 12th August 2019.
- 1.3 Children's Services helps deliver the Council's priority to protect vulnerable children and achieve the Council pledges 20, 21 and 22 which focus on increasing the capacity of local foster provision, safeguarding of children and the provision of effective early help interventions through working within the Troubled Families Programme.

2. Recommendations

Cabinet is recommended to:

- 2.1 Take note of the judgements and key findings from the OFSTED report across each of the judgements.
- 2.2 Recognise where positive progress and improvement has been made and understand how this has been achieved.

Further information on the subject of this report can be obtained from Jo Ash 01793 465849 jash@swindon.gov.uk.

Ofsted Inspection of Local Authority Children's Social Care Services (ILACS) Findings

Cabinet

Date: 4th September 2019

-
- 2.3 Note the areas for continued improvement for future scrutiny and assurance that improvements continue to be made and are embedded and sustained.
 - 2.4 Thank all staff in Children's Services and across the Council for their commitment and hard work to achieve a successful inspection outcome.

3. Detail

Overall Effectiveness of Children's Social Care Services graded as: **Good**

- 3.1 The overall effectiveness in Swindon of Children's Social Care Services in Swindon is judged to be good. The report recognises the effectiveness of elected members, corporate managers and senior leaders in prioritising resource for children's services, implementing strong Governance arrangements and driving rapid improvement. It notes that the Director of Children Services and the Senior Leadership Team have taken systematic, swift and decisive action to implement significant service improvements. The quality of leadership is noted as a key strength and includes high visibility, well-targeted actions, an accurate knowledge of the strengths and areas for improvement and creating the right conditions for good social work practice to flourish. This has contributed to the rapid pace of improvement both in terms of practice and workforce development. The report recognises that the quality of practice had declined since the 2014 inspection and that the service is still addressing some legacy issues. It notes that progress continues at pace and plans are already being implemented to address the areas that need to improve further, which are:
 - 3.1.1 The extent to which plans for children, across the services, include clear, specific and time bound actions as well as contingency arrangements
 - 3.1.2 The Sufficiency of local placements to meet the needs of older children, as well as those children with complex needs
 - 3.1.3 The timeliness and quality of preparation of care leavers for independent living
 - 3.1.4 Health histories, so that they are routinely available for care leavers in a timely way
- 3.2 These areas of improvement had already been identified by the DCS and Senior Leadership team and are incorporated into the Strategic Service Improvement Plan. Progress against these areas for improvement will continue to be reported through the existing Governance arrangements, including the External Improvement Board, Cabinet and the Children's overview and scrutiny committee reports.

Further information on the subject of this report can be obtained from *Jo Ash* 01793 465849 jash@swindon.gov.uk.

Ofsted Inspection of Local Authority Children's Social Care Services (ILACS) Findings

Cabinet

Date: 4th September 2019

The Experiences of children who need help and protection graded as: **Good**

- 3.3 The Experiences of children who need help and protection is judged to be good. Inspectors recognised the work undertaken to strengthen the Early Help Offer and embed good quality work in the newly established Early Help Hub. The report notes that all priority actions from the focussed inspection in April 2018 within MASH (Multi Agency Safeguarding Hub) and the Local Authority Designated Officer (LADO) function have been addressed. It is pleasing to note that the report confirms that children are seen quickly by social workers and receive an effective and timely response in relation to child protection enquiries and assessment. The assessments are of a good quality and set out the risk for children and young people. Children are visited regularly because caseloads for social workers have been reduced. Ofsted confirmed our self-assessment of child protection plans and endorsed the actions that are being put in place to improve them.
- 3.4 The report notes that vulnerable groups including Disabled Children and Children at risk of sexual exploitation receive an effective and timely service. The use of risk assessment tools with vulnerable children and young people was highlighted as a particular strength. Ofsted recognised the good practice for children who are privately fostered and that arrangements for children who go missing have improved significantly. It noted that senior managers are working to continue to strengthen the oversight of an increasing number of children who are electively home educated.
- 3.5 The overall findings for children in need of help and protection are very positive and reflective of the concentrated service improvements that have been delivered. The pace of change and improved management oversight has enabled the service to progress from a low base line in a relatively short period of time. The embedding of practice improvement has been key and remains so in terms of sustainability and driving even higher standards going forward.

The experience and progress of Children in Care and Care Leavers graded as: **Requires Improvement to be Good**

- 3.6 Ofsted judged that the experience and progress of children in care and care leavers requires improvement to be good. The report evidences confidence in the strong leadership and sharper focus that is in place to bring about the required improvements. Addressing the legacy issues for children looked after means that permanency for some children takes longer than it should. There was recognition that permanency planning has improved and the Independent Reviewing Service has been strengthened to monitor the progress of Children Looked After. Ofsted particularly liked the way that the reviews are written directly to the child, making them easy for children to understand. A shortage of foster carers means that placement sufficiency and stability is a challenge. It was noted that the service

Ofsted Inspection of Local Authority Children's Social Care Services (ILACS) Findings

Cabinet

Date: 4th September 2019

has appointed additional capacity and has a strategic approach to develop the range and skill of foster carers available locally.

- 3.7 The report notes the strong partnership with health professionals to improve the Health of Children Looked After, particularly those that are placed out of Swindon. The recent work to support children with emotional and mental health issues was endorsed and identified as good practice. The virtual school provides an effective service working with children and schools to help children achieve their learning potential. It notes that children in care are well supported and make good progress in school and that systems are in place to improve the quality of personal education plans. Gaps in progress are reducing and attendance at school is improving for looked after children.
- 3.8 The report reflected the positive step of the establishment of a dedicated Care Leavers team to assist transition to adulthood. It noted that improvements are needed to ensure pathway planning is more consistent and this is underway. Favourable comments are made on the work with the Housing Department to ensure an effective joint approach to young people who may be at risk of homelessness.

The impact of leaders on social work practice within Children and Families
graded as: **Good**

- 3.9 The impact of leaders on social work practice is judged to be good and was identified as a key strength. The report notes the strong support of corporate managers and elected members and that leaders and managers know the service's strengths and areas for improvement and have worked decisively to address weaknesses. It is noted that governance and quality assurance arrangements are strong and have ensured the right framework is in place to support the pace of change required and provide managers with the tools to monitor progress. The use of data to manage performance has improved as has the quality and frequency of staff supervision.
- 3.10 The Council's significant additional financial investment has reduced caseloads which has helped with social worker stability, although it is recognised that this still remains a challenge. The investment has enabled good progress to be made quickly and sustained. The report notes the strength of partnership working and the impact of this on improved outcomes for children and young people. It also notes that the workforce recruitment and retention sets out a revised set of recruitment and retention strategies to manage a workforce with a high proportion of agency staff and attract permanent workers to Swindon.

4. Alternative Options

- 4.1 There are no alternative options in relation to this report.

Further information on the subject of this report can be obtained from Jo Ash 01793 465849 jash@swindon.gov.uk.

Ofsted Inspection of Local Authority Children's Social Care Services (ILACS) Findings

Cabinet

Date: 4th September 2019

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 There are no immediate financial implications in relation to this report. The report recognises the positive impact of the investment that Cabinet have made into Children's Services.

Legal and Human Rights Implications

- 5.2 There are no legal implications in relation to this report.

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

- 5.3 There are no other implications in relation to this report.

Diversity Impact Assessment

- 5.4 A diversity Impact Assessment is not required for this report as a briefing of an external inspection.

Risk Management

- 5.5 A risk assessment is not required for this report as a briefing of an external inspection and has no risks for consideration. .

6. Consultees

- 6.1 The officer preparing the report must consult appropriate Corporate Directors, Directors, Heads of Service, other officers, and relevant partners on the purpose, content, and recommendations of the report before presenting the draft report to Cabinet Agenda Review.
- 6.2 The Director of Finance (Section 151 Officer) and Chief Legal Officer (Monitoring Officer) are consulted in respect of all Cabinet reports.

7. Background Papers

- 7.1 There are no background papers associated with this report.

8. Appendices

- 8.1 Appendix 1: Ofsted Report for Inspection of Children's Social Care Services in Swindon

Ofsted Inspection of Local Authority Children's Social Care Services (ILACS) Findings

Cabinet

Date: 4th September 2019

9. Key Decision/Decision in Cabinet Work Programme

- 9.1 The report is not a key decision and is in the Cabinet Work Programme for September 2019.

Swindon

Inspection of children's social care services

Inspection dates: 1 July 2019 to 12 July 2019

Lead inspector: Emmy Tomsett
Her Majesty's Inspector

Judgement	Grade
The impact of leaders on social work practice with children and families	Good
The experiences and progress of children who need help and protection	Good
The experiences and progress of children in care and care leavers	Requires improvement to be good
Overall effectiveness	Good

The determined and well-focused leadership of the director of children's services (DCS), supported by corporate managers and elected members, has delivered significant improvement in children's services in Swindon.

The DCS and his leadership team have taken swift and decisive action to improve services for children and young people in Swindon. Following the inspection of 2014, services declined, and the focused visit undertaken in 2018 found that services had deteriorated to a point where several areas for priority action were identified. The quality of leadership in Swindon is a key strength and has ensured the delivery of swift and well-targeted improvements across all areas of children's services. The DCS and his team have been systematic and relentless in their efforts to drive developments in Swindon and acknowledge that evident improvements have been made from a low base.

The DCS and senior leaders are highly visible and dedicated in their commitment to improving experiences for children. The quality of services has significantly improved within the last 12 months. Services to respond to children in need of help and

protection are now good. Arrangements to facilitate the delivery of consistently good services for children in care are firmly in place. However, it is too soon to see the full impact of these more recent changes. While there is a determination to ensure that children achieve permanence in a timely way, the legacy of poor practice has had a negative impact on the experience of some children. A culture of learning and challenge has been fostered in Swindon by the now permanent senior leadership team, which has a tangible presence in all areas of the service. Increased financial investment has been well targeted, and this, along with persistence by leaders, has ensured that children's needs have been well considered and addressed. Senior leaders' oversight and commitment to the workforce have ensured that staff have had a clear understanding of the areas for improvement.

What needs to improve

- the extent to which plans for children, across the service, include clear, specific and timebound actions as well as contingency arrangements
- sufficiency of local placements to meet the needs of older children, as well as those children with complex needs
- the timeliness and quality of preparation of care leavers for independent living
- health histories, so that they are routinely available for all care leavers in a timely way.

The experiences and progress of children who need help and protection: good

1. The Swindon local authority early help offer has been strengthened to ensure that more children and families receive support through the newly created early help hub. Intervention by the hub is well targeted and is monitored effectively. Increased preventative services have reduced the number of children and families needing statutory support. Referrals to the early help hub are responded to in a timely and purposeful manner. Responses to children's needs are proportionate and delivered through well-coordinated plans by an increasing range of partners. There is a wide range of accessible multi-agency support services, including a single point of referral for mental health services, which undertake joint assessments to decide on levels of risk. Early help assessments are mostly of good quality, and the views of children are clearly represented. However, the quality of written plans is inconsistent and not all plans are sufficiently linked to the identified risks. The local authority has strengthened guidance for workers in order to improve consistency.
2. All areas for priority action from the focused visit in May 2018 have been addressed. Children and families receive a prompt and proportionate response to initial contacts made to the 'front door'. Thresholds are well understood and are

appropriately applied by the professionals in the multi-agency safeguarding hub (MASH). The interface between the out-of-hours team and day teams is effective. Partnership working is a strength, with evidence of increased professional curiosity, timely background checks and information being shared effectively. For those children in need of statutory help, the response to referrals is now consistently thorough, and timely. Risks to children from domestic abuse are well understood, and there is an appropriate range of tools used to assess risks. Managers provide a detailed analysis of historical information, and actual and potential risks, and this is accompanied by coherent directives on next steps for social workers. Parental consent is considered appropriately, and when it is overridden, there is a clear, recorded rationale. Young people who present as homeless receive a swift response through well-coordinated joint assessments from housing and social care services.

3. Children are seen quickly by social workers, and as frequently as necessary, so that the risks and needs for the whole family can be thoroughly assessed. Children are seen alone and in appropriate venues to maximise the opportunity to build a trusting relationship and to enable social workers to understand the child's world. Social workers routinely undertake direct work with children to understand their world.
4. Child protection enquiries are effective and timely. Strategy meetings are held when risks are identified, and result in well-targeted action plans and proportionate decisions to best protect children. These are based on careful analysis of relevant historical information and information from partners, and appropriately consider the relevance to the presenting concerns. Child protection conferences are now timely, and appropriate partners attend these meetings.
5. Assessments are timely and comprehensive and completed with minimum delay. Risks and needs of children are carefully identified and lead to appropriate support for children and families. Social workers make good use of research to explain to parents why things need to change, pointing out the impact for their children if certain behaviours continue. Where risks are judged to be high and children are at risk of imminent harm, appropriate and immediate action is taken to safeguard and protect them.
6. The accessible and responsive family group conferencing service identifies members of the wider family to offer support to, or to be assessed as alternative temporary or permanent carers for, children. Increasing use of assessment tools with families, such as the 'graded care profile' to identify and understand the impact of neglect and the outcome and relationship-based approach, is increasing workers' confidence in analysing risk to children.
7. The quality of child in need and child protection plans is inconsistent. While planning for children is effective and well targeted, the actual written plan is not easily accessible or sufficiently clear. This weakness is further compounded by an electronic recording system that is difficult to navigate. As a result, social

workers are currently translating plans for parents to ensure that they fully understand the content. Senior leaders have undertaken significant activity to improve plans. However, this has not yet led to a consistent improvement for all children's plans. Plans are reviewed in a timely manner, and contingency planning is well embedded. The child's voice is well represented in both assessments and plans.

8. The focus on securing permanence for children has improved. The scrutiny and oversight of children subject to the Public Law Outline (PLO) are now ensuring that children do not experience drift and delay in securing permanence. A PLO tracker has been established and is well used by the newly appointed PLO coordinator in order to increase the management oversight of individual children's cases.
9. Disabled children in need of help and protection receive an effective and timely response to their needs from the point of referral. The quality of social work practice is of a consistently high standard. Children with the most complex needs receive a timely response to the right help, and families are supported to care for their children.
10. The local authority identifies and responds appropriately to private fostering arrangements. Assessments identify the risks well and are clearly informed by the parents' and children's views. Plans are reviewed and assessments are updated as required.
11. Responses to individual children identified as being at risk of exploitation, including sexual exploitation, are mostly timely and effective. Young people are well supported by the Opal team (the dedicated child exploitation team), which provides well-targeted preventative intervention and individual direct work with young people to reduce risk. Action plans mitigate risks and engage young people so that they can develop self-protection skills. Sexual exploitation risk assessment tools are completed to a high standard. Strategic arrangements to gather local intelligence contribute to local mapping, create a robust profile of the area and have significantly improved partnership working.
12. Arrangements to identify and support children who go missing have improved significantly. The appointment of a coordinator for missing children has led to improvements in the timeliness and quality of return home interviews. Strengthened arrangements have led to a significant reduction in the number of episodes of children going missing from home.
13. The number of children who are educated at home in Swindon has increased in the last 12 months. While these individual arrangements are monitored by the education welfare service, there is insufficient evidence of a strategic analysis and consequent action by leaders to understand this pattern locally. Senior leaders have strengthened these monitoring arrangements. However, it is too soon to see the impact of this work.

14. Arrangements to manage allegations against adults who work with children are timely, comprehensive and effective. Thresholds are well understood and consistently applied. Allegations management meetings are well attended and recorded. Multi-agency meetings ensure that information is shared effectively, and this results in well-coordinated and timebound action plans that protect children and ensure that investigations are thorough and purposeful. A newly implemented comprehensive tracking tool monitors the progress of individual investigations and prevents children from experiencing unnecessary delays.

The experiences and progress of children in care and care leavers: requires improvement to be good

15. The DCS has ensured that there is now a much sharper focus on the experiences and progress of children in care and care leavers. However, improvement has been from a low base. A shortage of foster carers with the right mix of skills, knowledge and experience means that placement choice is limited, resulting in too many children in care living in placements out of area. Placement stability is a challenge. While there is renewed determination to ensure that children achieve permanence in a timely way, there are significant legacy issues. Some children have waited too long to be adopted.
16. Decisions to look after children are now mostly timely. While historically there has been evidence of drift and delay in children coming into care, there is now a clear focus on achieving permanence for children, and permanence plans are now in place for most children. The implementation of a permanence tracker is beginning to ensure that senior leaders can track individual children's progress. A full range of permanence options are well considered, including special guardianship orders, return home and adoption. The number of young people enjoying staying put arrangements has increased but remains low in proportion to the number of children in care.
17. Social workers see children regularly, including those children who live outside Swindon. Visits are purposeful and there is a clear focus on the lived experiences of children in care, and on their wishes and feelings. Social workers routinely undertake direct work with children that is helping children to make sense of their experiences and care histories. Children benefit from good-quality advocacy support. Arrangements for children to see their family are well considered and managed in a way that makes it possible for children to continue to see and spend time with those who matter most to them.
18. The quality of assessments of children, as well as assessments of together and apart and of viability, is good. Assessments routinely include a comprehensive analysis of risk and protective factors and a good consideration of the impact of historical events, particularly in cases where neglect is a feature. The quality of children's plans is inconsistent, but most plans are sufficiently detailed, with an increasing recent focus on permanence, and on children's progress in their

placement. Plans are reviewed regularly, but further work is required to ensure that they are routinely specific and measurable.

19. The role of the independent reviewing officers (IROs) has been strengthened, and their quality assurance function is now ensuring effective scrutiny and greater oversight of arrangements for children in care. Review timeliness has improved, and most children contribute to their reviews. Reviews are comprehensive and written directly to the child, making them easy for children to understand. IROs are making increased use of the dispute resolution process to challenge drift and delay.
20. Good attention is now paid to the health of children in care and most have up-to-date annual health assessments, dental checks and immunisations. The experience of those children who live more than 50 miles from Swindon is improving. Social workers are responsive to children's emotional well-being and mental health. The establishment of a multi-disciplinary strengths and difficulties panel and an increased focus on trauma mean that strengths and difficulties questionnaires are starting to be better used to understand children's needs.
21. The virtual school is effective in ensuring that children in care are well supported and make good progress in school. While children in care make less progress than their peers, the gap is reducing. The virtual school systematically monitors and evaluates the quality of personal education plans (PEPs), and, as a result, the quality of plans is improving. All PEPs have a clear focus on academic progress. The virtual school has been working with schools to reduce the number of children in care who are excluded from school. Work is in progress to improve school attendance of children in care in Swindon, which is lower than that of children in care in other local authorities.
22. Children are encouraged to develop hobbies and interests and take part in a range of social and leisure activities. The children in care team makes a conscious effort to celebrate children's birthdays and achievements. There are established groups for children in care and care leavers. However, attendance at these groups is limited. Senior leaders continue to ensure that all looked after children have an opportunity to attend, contribute and influence decision-making and changes to the service they receive.
23. Senior leaders recognise that Swindon has a shortage of foster carers with the right mix of skills, knowledge and experience, and that this has resulted in limited placement choice. A high number of children in care currently live in placements out of area. Placement stability in Swindon has been a challenge, and some children have moved because they have been living in placements that have not met their needs. Leaders have taken effective action to strengthen the recruitment, training and selection of foster carers.
24. Adoption arrangements have been recently strengthened, although this is not yet consistently benefiting children. While still working through Swindon's backlog of

children with placement orders, the regional adoption agency (Adoption Thames Valley) is starting to deliver well for Swindon children whose plan for permanence is adoption. Swindon children have been waiting longer than the national average to be adopted. This particularly applies to children living with long-term foster carers who want to adopt them. There is still evidence of delay, for example in some children being placed with adopters and in some children's existing foster placements being confirmed as permanence plans. The quality and timeliness of adoption support are improving.

25. The development of the dedicated care leavers team, coupled with increased staffing, has reduced personal advisers' (PAs) caseloads and improved the quality and impact of management oversight. The local authority is in touch with most care leavers. While services for young people have significantly improved, these are not yet of consistently good quality.
26. Children are swiftly allocated a PA, who works jointly with the allocated social worker to ensure that young people are now able to establish meaningful and sustained relationships with their PA. Young people, including those living out of area, are seen at least every four weeks and more frequently if required. The 'local offer' for care leavers is well-written and easy to understand. It clearly outlines what care leavers should expect and the services available to them and includes comprehensive information on health support services.
27. The quality of pathway plans, while improved since the focused visit, is variable. Pathway plans are not sufficiently specific or timebound, and when risks are identified, they do not fully reflect responses that are taking place to address risk and vulnerability. There is also little evidence of pathways plans being genuinely co-produced with young people. Care leavers spoken with report the length of the pathway planning templates as a barrier to meaningful involvement. A health passport has been developed in consultation with children in care, and although the situation is improving, too many care leavers do not have access to a comprehensive summary of their health histories.
28. While young people are prepared for independence, Swindon does not currently have a systematic process to ensure that young people are helped to develop their skills in preparation for adulthood. Building on an already strong and well-developed strategic and operational relationship with the housing department, senior leaders have introduced a housing and children's social care accommodation panel to strengthen their response to young people, including care leavers, who are at risk of becoming homeless. Most care leavers have access to a range of good-quality accommodation.

The impact of leaders on social work practice with children and families: good

29. Following his appointment, the DCS recognised that the quality of practice in Swindon had declined following the inspection in 2014. Since then, however,

there has been significant improvement, and in the last 12 months, the DCS and his team have taken resolute action to improve the quality of services in Swindon. Decisive and well-targeted action has been taken to address all areas of weakness identified in focused visits in 2018 and 2019. The quality of practice in Swindon has significantly improved from a low base, and recently the pace of improvement has been swift and actions have been well targeted.

30. Governance arrangements have been strengthened, and a new chief executive and lead member have been appointed. Political leaders have ensured that there is corporate commitment across all directorates to the wider children's safeguarding agenda in Swindon. The Swindon strategic improvement pillar plan provides a clear strategic framework for delivering sustainable improvement to the experiences of children across the service. Good use has been made of peer support, partners in practice, external reviews and work with the safeguarding board. A learning culture is now fully embedded and peer challenge and escalation processes support continuous improvement.
31. The quality of leadership and management at all levels in Swindon is a key strength, and the senior leadership team is ambitious, energetic and assured in the oversight and delivery of services to children and their families. The senior management team is now permanent, with increased capacity to strengthen overall delivery of improved experiences for children. Senior leaders have demonstrated a good awareness of weaknesses, as well as strengths, in performance and the quality of practice. Improvements have now been sustained in most areas of practice.
32. There has been a significant increase in the financial investment in children's services. This has been effectively targeted and translated into a range of additional services and management capacity across the service. For example, additional posts include a strategic commissioner to increase the number of foster placements in Swindon, a child exploitation manager, a coordinator for missing children and a pre-proceedings scrutiny officer. Management capacity has been increased in several key areas, including in the MASH, locality teams and the care leavers team.
33. Improvements are notable in several key areas. Supervision and management oversight are now timely and purposeful, and are well documented in most case records. Caseloads have halved, and social workers and managers feel well supported and have access to a comprehensive range of well-targeted training opportunities. Staff morale is high and the DCS and senior leadership team are highly visible to all staff. Staff greatly value the practice week, when senior leaders join them in their daily work activities to gain an understanding of staff experiences and further monitor the quality of practice.
34. While significant improvements have been achieved across the service, a small number of areas for development remain. Services for children looked after, while much improved, require further improvement to be good. Senior leaders

had already identified all areas of weakness identified during this inspection. However, remedial action to address these is at varying stages of implementation, and outcomes are not yet consistently good for children in care in Swindon.

35. Social work stability over recent years has been a significant challenge in Swindon. While the number of agency staff is high at 63%, most of this cohort are long-term locums, and this has ensured that, more recently, children have enjoyed consistency of social worker. The local authority has updated its workforce development strategy, which clearly sets out its revised recruitment and retention strategies.
36. Workforce development has been a key priority for senior leaders, who have now established Swindon Social Work Academy. The academy provides a centralised hub to ensure that the training and development needs of staff are identified and that training is delivered well. Staff development is delivered well, and a revised framework has been implemented to ensure increased support and facilitate career and skills development opportunities for staff. A Swindon social work forum further strengthens the interface between senior leaders and frontline staff, and ensures that leaders are responsive to staff experiences and need. Senior leaders have also introduced a mandatory core training programme, and this includes agency staff.
37. Quality assurance arrangements have been significantly strengthened in Swindon through a revised quality assurance framework. Senior leaders have updated existing audit tools, and have delivered comprehensive training on auditing activity, as well as commissioning external experts to test the quality of ongoing audit activity for effectiveness. Learning from audit activity is routinely shared with all staff, and the impact of this learning is translated well into team practice activities and improvement plans. A monthly quality assurance and improvement board, chaired by the DCS, has been established to monitor improvements across the service and ensure that progress is well embedded and leads to sustained improvements for children and young people. A comprehensive, well-targeted audit programme, including multi-agency audits, has been developed.
38. Performance management arrangements have been refined, and the use of performance information to drive service development is now fully embedded. Data management officers have expanded the suite of information available to managers at all levels, and accurate performance reporting is delivered through weekly trackers as well as service scorecards and monthly performance clinics. This ensures that senior leaders have an accurate understanding of key strengths and weaknesses in practice.
39. Senior leaders have demonstrated a clear focus on gathering the views of children and young people and are using this information to inform strategic and operational planning across the service. Children and young people greatly

enjoy the accessibility of senior managers, including the director, who many children know by name. This level of availability to children has been a key strength seen throughout the inspection. The impact of the corporate parenting board has been limited, and the board lacks ambition for children in care and care leavers. Senior leaders have acted to reinvigorate the impact of the corporate parenting board and strengthen the interface between the board and children in care and care leavers.



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Budget Management 2019/20

Cabinet

Date: 4th September 2019

Authors: Cabinet Member for Finance, Education and Skills
Director of Finance

Wards: All

Parishes Affected: All

1. Purpose and Reasons

- 1.1 This report presents the 2019/20 revenue budget forecast out-turn.
- 1.2 The effective management of financial resources through robust financial management processes underpins the Council's ability to achieve its plans and priorities.
- 1.3 Responsible budget management helps ensure that the Council consistently makes the best use of all available resources as well as providing focus for the Council's transformation programmes.

2. Recommendations

Cabinet is recommended to:

- 2.1 Note the 2019/20 revenue budget forecast out-turn for each service area set out in Table 1 and Appendix 1;
- 2.2 Note that the Corporate Management Team will develop plans to mitigate the current forecast overspend;
- 2.3 Approve the virements set out in Appendix 2.

3. Forecast Out-turn for 2019/20

General Fund

- 3.1 The position at the end of July is that the General Fund is forecasting to be overspent by £4.2m by the end of the financial year if no mitigating actions are taken. This is an increase of £2m since the last report.
- 3.2 The main reasons for this variance are:-
 - 3.2.1 Additional resource required to meet the demands on the Special Educational Needs & Disabilities (SEND) team (£310k);
 - 3.2.2 New pressure on Disabled Children's Team (DCT) placement costs (£600k);

Further information on the subject of this report can be obtained from Mick Bowden on Direct Dial No. 07392 109917 or Email mbowden@swindon.gov.uk

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- 3.2.3 Pressure related to Children's Social work agency staff (£1.28m). Work is continuing on the recruitment campaign to reduce reliance on agency staff;
- 3.2.4 Increased demand for recycling boxes in advance of the introduction of charges on 1st August (£86k);
- 3.2.5 Shortfall on the saving linked to the LED replacement programme due to a delay in the procurement. The part year saving of £240k assumed in 19-20 will now be delivered in 20-21 as the 2 year work programme is now expected to start on site in early 2020.
- 3.2.6 Bus lane enforcement income forecasts have been updated to reflect latest 19-20 data and also take into account in-year technical issues at several sites which are expected to be resolved before the end of the year. This has resulted in an adverse movement of £196k since the last report;
- 3.2.7 A further reduction in forecasts for Pay and Display income due to an in-year change in the town centre car parking charging strategy (£254k). Income is increasing again; however, there may be further implications as a result of wider economic conditions.
- 3.3 These pressures have been partly mitigated by:-
 - 3.3.1 A zero based budgeting exercise undertaken by Children's services which identified mitigating savings of £694k;
 - 3.3.2 Underspends from vacancies and other operational budgets across a range of services.
- 3.4 Management teams are continuing work on the savings delivery and action to mitigate the forecast overspend and the impact of this work will be reflected in future reports to Cabinet.
- 3.5 The budget and projected out-turn by Department is set out in Table 1 below, with a more detailed analysis is set out in Appendix 1.

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Table 1 – General Fund Out-turn By Department

Department	Budget 2019/20 £'000	Full-Year Projected Outturn £'000	Projected Variance £'000	Movement since the last report £'000
Adult Services	61,047	61,810	763	(49)
Children Services	42,836	44,718	1,882	1,882
Communities and Housing	25,742	27,104	1,362	413
Economy	1,242	1,242	0	0
Resources	11,630	11,860	230	(216)
Total General Fund	142,497	146,734	4,237	2,030

Housing Revenue Account (HRA)

- 3.6 HRA Budget Managers are currently forecasting a net underspend of £185k.
- 3.7 The bulk of this underspend is a result of staff vacancies in Estate Management and across the Sheltered Housing schemes, with some smaller underspends on court costs and ground maintenance.
- 3.8 These underspends are mitigating a small pressure on void rents of £17k after four months of the year. Project work currently being undertaken in this area.

Dedicated Schools Grant (DSG)

- 3.9 The Dedicated Schools Grant (DSG) is now projecting an overspend of £1.5m, an improvement of £99k since May.
- 3.10 The main changes since May are:-
- 3.10.1 An additional allocation of £60k in the Dedicated Schools Grant is now expected for the September 2019 increase in places at the new Special Free School.
- 3.10.2 The High Needs Contingency of £150k will be used to offset demand in all areas of the DSG.
- 3.10.3 Primary Alternative Places will now begin in September and Secondary Alternative Places resulting in an underspend of £50k and there is also an improvement in the High Needs Top Up forecast of £38k.

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3.10.4 These underspends are mitigating a new pressure for new Placements outside of Swindon £70k, an increase in demand in both Post 16 and Post 19 provision of £80k and a reduction in funding recouped from schools and academies following a pupil's permanent exclusion £60k.

4. Alternative Options

4.1 Cabinet could choose not to approve the virements as set out in Appendix 2.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

5.1 The current forecast overspend on the General Fund is £4.2m and management teams are working on actions to mitigate this pressure

5.2 The forecast overspend on the DSG is £1.5m. This pressure will be managed within the DSG and an update on this will be provided to Cabinet in October.

5.3 The HRA is currently forecasting an underspend of £185k. The HRA is ring-fenced and therefore any variances at year end will be managed within the HRA.

Legal and Human Rights Implications

5.4 All legal and human rights considerations have been taken fully into account in compiling this report. It is considered that the recommendations of this report are compatible with Convention rights.

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

5.5 There are no such direct implications.

Diversity Impact Assessment

5.6 A Diversity Impact Assessment (DIA) has not been done as this report is reporting performance in the financial year and does not make any recommendations to reprioritise the future funding of services.

Risk Management

5.7 None other than those highlighted in the body of the report. Individual schemes will have individual Risk Assessments and DIAs.

6. Consultees

6.1 The Director of Finance (Section 151 Officer) and Chief Legal Officer (Monitoring Officer) are consulted in respect of all reports.

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7. Background Papers

7.1 None

8. Appendices

8.1 Appendix 1 – Forecast Out-turn by Department 2019/20

8.2 Appendix 2 – Proposed Budget Virements

9. Key Decision/Decision in Cabinet Work Programme

9.1 This is not a key decision and is included in the Cabinet Work Programme for September 2019.

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Fund	Tier 1 Pillar	Tier 2 Function	Budget 2019/20 £'000	Full-Year Projected Out-turn £'000	Projected Variance £'000	Movement - since the last report £'000	Commentary on Reasons for Variance	
General Fund	Resources	Finance, Property & Audit	(2,176)	(2,434)	(258)	(122)	Income from the sale of unused Carbon Reduction Commitment (CRC) credits and a refund on PFI insurance costs	
		Human Resources and Organisational Development	2,180	2,142	(38)	0		
		Digital Services and Corporate Programmes	7,342	7,872	530	4		
		Performance, Communications, Legal and Democratic Services	4,284	4,280	(4)	(98)		
	Economy		11,630	11,860	230	(216)	Vacancy savings	
		Strategic Growth	617	617	0	0		
		Town Centre	625	625	0	0		
			1,242	1,242	0	0		
	Children Services	Routes to Employment & Libraries	2,025	2,104	79	79	Pressures include increases in utility costs and cleaning costs across the libraries. Also staffing pressures relating to backfill for sickness and maternity leave plus a shortfall in income in some areas. The service is currently reviewing their budgets to identify savings to bring the service back within budget.	
		Skills & Attainment	2,237	2,547	310	310		
		Children, Families and Community Health Services	38,574	40,067	1,493	1,493		
	Adult Services	Adults	42,836	44,718	1,882	1,882	There continues to be pressures relating to agency staff and the need for additional resource to ensure children are supported at an appropriate level as the service continues with its improvement journey. The service has identified £694k of savings to offset other pressures including support to children with high and complex needs being managed at home. The Service is committed to continue work to identify further savings to mitigate this pressure further, but there continues to be challenges around the recruitment of permanent staff which makes up £1.28m of this pressure.	
			59,067	59,888	821	5		
		Public Health	1,980	1,922	(58)	(54)		
			61,047	61,810	763	(49)		
	Communities and Housing	Streetsmart and Supported Employment	15,431	15,873	442	55	Additional pressure relating to an increase in the demand for recycling boxes in advance of the roll out of the new waste service, at which point recycling boxes will no longer be free of charge. This is partly mitigated by lower waste disposal costs due to a reduction in tonnages.	
		Housing Services	(321)	(258)	63	58		Increased demand for Bed and Breakfast as a result of responsibilities under the Homelessness Reduction Act.
		Highways & Transport	6,969	7,741	772	466		Shortfall of £240k on the saving in relation to the LED replacement programme which is now out to tender; Bus lane enforcement income is forecast to be £196k lower due to fewer tickets issued to date; Pay & Display income projection is £254k worse due to an in-year change to the town centre parking strategy. This is partly mitigated by vacancy savings of £137k and management actions to identify a further £87k of savings.
		Planning, Regulatory and Heritage Services Facilities Management	1,331	1,433	102	(144)	Vacant posts being held to mitigate the overspend plus an improvement in the catering trading projections. Additional income.	
			2,332	2,315	(17)	(22)		
25,742			27,104	1,362	413			
General Fund Total			142,497	146,734	4,237	2,030		

Fund	Tier 1 Pillar	Tier 2 Function	Budget 2019/20 £'000	Full-Year Projected Out-turn £'000	Projected Variance £'000	Movement - since the last report £'000	Commentary on Reasons for Variance
Health	Health Adults	Health Adults	6,197	6,344	147	147	Demand pressures on community equipment and wheelchairs has exceeded budgeted provision. Additional funding expected from Swindon CCG to meet the community equipment and wheelchair budget pressure.
		Health CCG funding	(6,197)	(6,344)	(147)	(147)	
	Health Children's	Children's Health Delivery Services - CCG Funded - Expenditure	1,341	1,341	0	0	
		Children's Health Delivery Services - CCG Funded - Income	(1,341)	(1,341)	0	0	
		Children's Health Commissioning - Expenditure	2,466	2,466	0	0	
		Children's Health Commissioning - Income	(2,466)	(2,466)	0	0	
		Health Total		0	0	0	
Dedicated Schools Grant	DSG Commissioning	DSG Skills and Attainment	79,858	81,415	1,557	(40)	Reduction in pressure forecast for High Needs Contingency (£150k) and for Alternative Provision place funding as the new places will open in Sept, not April as planned (£52k). There has also been a slight reduction in High Needs top up forecast (£38k) and other minor variances (£14k). These savings have mitigated a reduction in the forecast for funding recouped following permanent exclusions and increased demand in placements out of Swindon and in Post 16 (214k). Department for Education have confirmed additional funding for the increase in places at the new Special Free School (20 in Apr 19 to 30 in Sept 19) (£107k). Import/Export net adjustment increased from 53 places to 61, this decreases the amount of DSG to be received by £48k, net increase of (£59k) DSG High Needs block for these two items.
		DSG Skills and Attainment	(79,858)	(79,917)	(59)	(59)	
Dedicated Schools Grant Total		0	1,498	1,498	(99)		
Housing Revenue Account	Housing Revenue Account	Supervision & Management	(36,235)	(36,312)	(77)	(85)	Savings projected on staff vacancies, grounds maintenance and legal costs are mitigating a current overspend on void rents Savings on a number of staff posts currently being held vacant across the sheltered schemes have increased savings further. Both materials and equipment costs are underspending so far this year releasing a saving of £10k
		Special Services	669	571	(98)	(86)	
		Repairs	10,780	10,770	(10)	(10)	
		HRA Capital Financing	24,786	24,786	0	0	
Housing Revenue Account Total		0	(185)	(185)	(181)		

	Resources £'000	Economy	Children Services £'000	Adult Services £'000	Communities & Housing £'000	Total General Fund £'000
Cabinet 10/07/2019	12,599	1,004	42,929	62,262	23,703	142,497
Following the retirement of the Director of Public Health, budgets have been moved to reflect the new management arrangements.	230	238	0	(1,248)	780	0
Office Accommodation budgets transferred to reflect management arrangements.	(1,259)	0	0	0	1,259	0
Transfer of training budget to Learning and Development.	60	0	(60)		0	0
Centralisation of Safeguarding Board budgets	0	0	(33)	33	0	0
Cabinet 04/09/2019	11,630	1,242	42,836	61,047	25,742	142,497

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Capital Monitoring Quarter 1 2019/20

Cabinet

Date: 4th September 2019

Authors: Cabinet Member for Finance, Education and Skills
Director of Finance

Wards: All

Parishes Affected: All

1. Purpose and Reasons

- 1.1 This report presents the first quarter's monitoring position for the Council's capital programme and some proposed changes to the programme.
- 1.2 The effective management of financial resources through robust financial management processes underpins the Council's ability to achieve its plans and priorities.
- 1.3 Responsible budget management underpins the Council's strategic objective of consistently making the best use of all available resources as well as providing focus for its change programmes.

2. Recommendations

Cabinet is recommended to:

- 2.1 Note the forecast capital expenditure set out in Table 1 & 2 and Appendix 1 and 2,
- 2.2 Note the changes detailed at paragraphs 3.2 to 3.3 and approve the required funding adjustments
- 2.3 Approve the additions to the programme noted at section 3.4.

3. Detail

Capital Programme – 2019/20 monitoring

- 3.1 Table 1 below shows the current status of the 2019/20 capital budget and forecast outturn position. Please note that this table now includes the historic spend on projects that span more than 1 year. The significant movements are detailed in paragraphs 3.2 to 3.4 below. Table 2 shows how the capital programme is being funded.

Further information on the subject of this report can be obtained from Ian Burbidge on Direct Dial No. 07769 281641 or Email iburbidge@swindon.gov.uk

Capital Monitoring Quarter 1 2019/20

Cabinet

Date: 4th September 2019

Table 1 - Budget Forecasts and Variances

Service Area	Total Scheme Budget £000's	Forecast Scheme Spend to Completion £000's	Projected Overspend £000's	Projected Underspend £000's
Resources	53,027	53,027		
Economy	112,645	112,679	34	
Children Services	28,436	28,442	6	
Adult Services	8,766	8,766		
Communities & Housing	112,418	112,754	560	(224)
Total General Fund	315,292	315,668	600	(224)
HRA	95,632	93,581		(2,051)
Total Existing Programme	410,924	409,249	600	(2,275)
New Approvals	3,912	3,912		
Revised Total programme	414,836	413,161	600	(2,275)

Table 2 - Capital Programme funding

	Total Funding Required £000's	Funded to 31/3/19 £000's	Funding still required £000's	Funding Changes £000's	Revised Total Funding £000's
Capital Receipts	6,417	5,014	1,403		6,417
Section 106 Deposits	20,627	7,474	13,153	3,264	23,891
Grant Funding	134,772	38,427	96,345	150	134,922
Revenue Contributions	3,247	127	3,120		3,247
HRA balances	79,783	23,608	56,175	(2,051)	77,732
Salix funding (Interest free loan)	6,000		6,000		6,000
Invest to save borrowing repaid from future revenue budgets	24,888		24,888		24,888
Increase in Borrowing Requirement	135,190	48,034	87,156	874	136,064
Total to be financed	410,924	122,684	288,240	2,237	413,161

Projected Variances

- 3.2 Cabinet is asked to note the following new variances to projects within the capital programme. Appendix 1 contains a summary of the current capital programme and Appendix 2 contains the details of the individual schemes in the capital programme, together with their forecast closing position.

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Capital Monitoring Quarter 1 2019/20

Cabinet

Date: 4th September 2019

- 3.2.1 Line 36 – No 3 Carriage works @ Railway Village & line 40 No 11 Carriage works @ Railway Village - Overspend of £24k & £10k respectively. Carriage works Unit 3 overspend is due to unbudgeted contractor retention plus the Carriage works Unit 11 overspend is due to a one off reallocation of project management fees.
- 3.2.2 Line 55 – EOTAS – Overspend of £6k due to higher than anticipated costs associated with installing the required IT infrastructure.
- 3.2.3 Line 126 – Wellington Street Improvement Scheme. Additional work in excess of the budget has been required during construction, which caused delays to the scheme. A compensation claim against the designer will be considered once the final account is finalised.
- 3.2.4 Line 132 – Barbury Castle – underspend of £223k. Originally the project involved providing a new café and visitor centre, incorporating new toilets. However, after investigation, it was identified as that there is a high risk that an operator would not be identified to operate such a facility due to insufficient visitors to make it viable. It is therefore proposed to no longer progress this scheme but concentrate on mobile operators providing a food and drink offer at seasonal periods and days of high demand. Cabinet is requested to approve the use of £100k of the saving to refurbish the existing on site toilets.
- 3.2.5 HRA Small Build Schemes & Sussex Place – Combined underspend of £2.051m. The primary cause of the underspend on HRA projects relates to the development at Sussex Square where the actual construction costs of the 48 homes were significantly lower than originally budgeted, saving approximately £1.5m. This is combined with similar but smaller underspends on a number of other development schemes that in total delivered 76 homes with a construction saving of £0.551m. These are not cashable savings but do reduce the need to draw down on existing reserves and ultimately meant no additional borrowing was required to deliver these homes. These schemes are now complete with only final retentions to be paid.

Variations to current approvals

- 3.3 Cabinet is asked to approve the following changes to the existing programme:
 - 3.3.1 Line 67 - Children's ICS Project. Cabinet has previously agreed a budget of £717.5k to fund this project. The project team has identified a number of emerging costs to cover full data migration and report writing support to ensure that all reports are fit for purpose. A further £398.7k of funding from borrowing is requested which will result in additional borrowing costs of £87k per annum for a period of 5 years

Further information on the subject of this report can be obtained from Ian Burbidge on Direct Dial No. 07769 281641 or Email iburbidge@swindon.gov.uk

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- 3.3.2 Line 108 Concrete Column Replacement. It is proposed to transfer £2.4m from a number of grant funded Highways capital budgets to enable as many light columns to be replaced as part of the LED street lighting programme thus ensuring that both components are given the maximum life span possible. The budgets that contribute the £2.4m are £100k Rights of Way improvement plan (line 82), £400k Structural Maintenance (line 83), £700k Traffic Management (line 102) and £1.2m Street Lighting (line 117)

Addition to current programme

- 3.4 Cabinet is asked to approve the following additions to the existing programme:
- 3.4.1 Libraries RFID Self Service Terminals - £148.5k funded from S106 contributions. The current RFID devices will become obsolete in November 2019 and will no longer be supported by the manufacturer. These devices also contain Chip & Pin devices that will not be compliant with Payment Card Industry Standards after November. This proposal will replace the existing machines, and the service will seek to align the contract for these machines with the Library Management System. It will be possible for the community libraries to access this procurement process subject to them securing the necessary funding to support their share of the costs.
- 3.4.2 Library Shelving West Swindon Library - £15k funded from S106 contributions. A specific S106 contribution was secured to enable the replacement of the current static shelving. This will enable the space to be used in a more flexible way and enhance the opportunities to generate more income from hosting events.
- 3.4.3 Adult social Care Community Equipment Store IT system replacement - The Community Equipment store is operated as joint service for Health and Social Care. The IT system currently operated by the service is no longer supported and is not compatible with systems being used either by Swindon CCG or Swindon BC. The CCG have agreed to fund £150k towards the cost of the new system and it is proposed to use £100k of the existing ASC Community equipment budget to fund the cost of the replacement system.
- 3.4.4 South Marston Primary School expansion - £3.1m funded from s106 receipts. Cabinet will be aware that there have been numerous discussions about additional primary school provision in South Marston (Cabinet minutes 2012/13 no. 119, 2015/16 no. 62 & 2016/17 no. 46 refer). Developer contributions have now been secured to fund a 1FE expansion to the South Marston School and agreement has been reached with South Marston Parish Council to lease the required land for the expansion. Therefore, permission is now sought to proceed with the

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expansion of the school. A separate 2FE or 3 FE school will be provided at Rowborough by the developer of that site.

4. Alternative Options

- 4.1 Cabinet could choose not to approve the proposed additions to the capital programme.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 The forecast net general fund overspend of £376k against the current approved capital budget will result in an additional annual cost pressure of £30k (based on a typical 25 year repayment profile). The increase of £398k in the budget for the Children's ICS project will result in a further £87k of annual borrowing costs to the general fund over a period of 5 years.
- 5.2 The HRA underspend of £2.051m will reduce the drawdown on HRA reserves.

Legal and Human Rights Implications

- 5.3 All legal and human rights considerations have been taken fully into account in compiling this report. It is considered that the recommendations of this report are compatible with Convention rights.

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

- 5.4 There are no such direct implications.

Diversity Impact Assessment

- 5.5 A Diversity Impact Assessment (DIA) has not been done as this report does not make any new recommendations that would have a detrimental impact on services.

Risk Management

- 5.6 None other than those highlighted in the body of the report. Individual schemes will have individual Risk Assessments and DIAs.

6. Consultees

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

7. Background Papers

- 7.1 None

Further information on the subject of this report can be obtained from Ian Burbidge on Direct Dial No. 07769 281641 or Email iburbidge@swindon.gov.uk

Capital Monitoring Quarter 1 2019/20

Cabinet

Date: 4th September 2019

8. Appendices

8.1 Appendix 1 – Capital Programme Overview

8.2 Appendix 2 – Detailed Capital Budget

9. Key Decision/Decision in Cabinet Work Programme

9.1 This is a key decision and is included in the Cabinet Work Programme for September 2019.

Appendix 1 - Capital Programme Overview

Fund	Tier 1 Pillar	Tier 2 Function	Ref	Heads of Service	Project Budget	Project Actual Spend	Projected Out-turn	Projected Variance
					£'000	£'000	£'000	£'000
Capital	Resources	Digital Services & Corporate Programmes Property & Assets	PFW11	Glyn Peach	6,556	1,560	6,556	0
			PFW12	Rob Richards	46,471	3,289	46,471	0
					53,027	4,849	53,027	0
	Economy	Strategic Growth Town Centre	PFW22	Philippa Venables	96,599	20,639	96,599	0
			PFW24	Emma Gee	16,046	7,320	16,080	34
					112,645	27,959	112,679	34
	Children Services	Routes to Employment & Libraries Skills & Attainment Children, Families & Community Health Services	PFW30	Sally Burnett	71	0	71	0
			PFW31	Peter Nathan	27,648	18,490	27,654	6
			PFW32	Lee-Anne Farach	718	185	718	0
					28,436	18,675	28,442	6
	Adult Services	Adults Public Health	PFW40	Angela Plummer	8,434	1,106	8,434	0
			PFW45	Cherry Jones	332	214	332	0
					8,766	1,320	8,766	0
	Communities & Housing	Streetsmart & Supported Employment Highways & Transport Planning, Regulatory & Heritage Services	PFW50	Ian James	6,650	5,549	6,650	0
			PFW52	Tim Price	89,057	32,887	89,618	560
			PFW58	Richard Bell	16,710	4,263	16,486	(224)
				112,418	42,699	112,754	336	
HRA	HRA Capital Financing	PFW90	Mike Ash	95,632	36,623	93,581	(2,051)	
					95,632	36,623	93,581	(2,051)
Grand Total					410,924	132,125	409,249	(1,675)

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Appendix 2 - Detailed Capital Programme

Line Ref	Description	Total Budget £000's	Spent to 31/3/19 £000's	2019/20 Spend to date £000's	Forecast 2019/20 Spend £000's	Forecast 2020/21 Spend £000's	Forecast 2021/22 Spend £000's	Forecast 2022/23 Spend £000's	Total Forecast Spend All Years £000's	Variance from Budget £000's
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Resources

Digital Services & Corporate Programmes

1	Avaya Telephony Stabilisation	330		141	330				330	
2	Contribution to superfast broadband	240			240				240	
3	NWOW IT	574	544	1	30				574	
4	Skype for Business project	127	51		76				127	
5	IT Infrastructure	1,100	814	10	286				1,100	
6	HR & Finance System	3,500				3,500			3,500	
7	Corporate EDRMS	493					273	220	493	
8	Digital Strategy Seed Fund	100			40	60			100	
9	Council Chamber IT	92			92				92	
Strand Total		6,556	1,408	152	1,095	3,560	273	220	6,556	

Digital Services & Corporate Programmes	6,556	1,408	152	1,095	3,560	273	220	6,556	
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Property & Assets

10	Removal Treatment of Asbestos in Council Buildings	251		13	251				251	
11	General Enhancement Works Corporate Buildings	2,118		220	2,118				2,118	
12	Feasibility Studies	233		(40)	233				233	
13	A419 Sound Barrier - Feasibility	15			15				15	
14	Surplus Buildings Demolition	484		7	242	242			484	
15	Village Centre Development	520	449	55	71				520	
16	Stronger Together	319			319				319	
17	Redevelopment of Dorcan House / Eldene Shopping Centre	575	331		244				575	
18	Equity Share Properties	250	144		53	53			250	
19	Estates Rationalisation	843	13	197	830				843	
20	Health Hydro Improvements	1,500			1,500				1,500	
21	Link Centre	165			165				165	
Strand Total		7,271	937	453	6,039	295			7,271	

Commercial Investments

22	Kimmerfields - Zurich	36,000					36,000		36,000	
23	Barnfield Solar Scheme	3,200	1,874	25	995	332			3,200	
Strand Total		39,200	1,874	25	995	332	36,000		39,200	

Property & Assets	46,471	2,811	477	7,033	626	36,000		46,471	
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Resources Total	53,026	4,219	629	8,128	4,186	36,273	220	53,026	
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Line Ref	Description	Total Budget £000's	Spent to 31/3/19 £000's	2019/20 Spend to date £000's	Forecast 2019/20 Spend £000's	Forecast 2020/21 Spend £000's	Forecast 2021/22 Spend £000's	Forecast 2022/23 Spend £000's	Total Forecast Spend All Years £000's	Variance from Budget £000's
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Economy
Wichelstowe

24	District Centre	15,254	10,176	1,422	5,078				15,254	
	Strand Total	15,254	10,176	1,422	5,078				15,254	

NEV

25	NEV Dft Business Case			3						
26	Gablecross Junction	8,412	902	103		7,510			8,412	
27	Package 2 - Nythe Road Junction and Piccadilly Roundabout	2,930	199	(69)	500	2,231			2,930	
28	White Hart Junction	30,104	1,593	38	12,100	14,500	1,911		30,104	
29	Southern Connector Road	30,572	1,880	63	5,800	22,892			30,572	
30	Great Stall Bridge	157	157						157	
31	Footpath 5	250	67		183				250	
	Strand Total	72,425	4,797	137	18,583	47,133	1,911		72,425	

Other

32	Rapid Transit - QBC Wichelstowe, North and UTMC	8,920	4,023	83	2,420	2,477			8,920	
33	M4 Junction 15									
	Strand Total	8,920	4,023	83	2,420	2,477			8,920	

Strategic Growth	96,599	18,997	1,642	26,081	49,610	1,911			96,599	
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Town Centre

34	Mechanics Institute	12	12	1					12	
35	Kimmerfields Compulsory purchase	3,000	231	1,378	2,287	482			3,000	
36	No 3 Carriage works @ Railway Village	1,275	1,275						1,299	24
37	Aspen House	339	236	18	103				339	
38	Faringdon Road 1-3	1,247	1,183	13	64				1,247	
39	No 5 Carriage works @ Railway Village	1,385	1,358		27				1,385	
40	No 11 Carriage works @ Railway Village	1,200	80	69	1,064	66			1,210	10
41	No 7 & 9 Carriage works @ Railway Village	2,400	127	14	1,381	850	41		2,400	
42	Kimmerfields - site access road	1,500	107	34	300	500	593		1,500	
43	Fleming Way Bus Boulevard	3,000	1,035	103	1,358	608			3,000	
44	Blunsdon MUGA	348	10		338				348	
45	St Andrews - public open space	190			190				190	
46	Lydiard House - car park	150	4	34	146				150	
	Strand Total	16,046	5,658	1,662	7,258	2,506	634		16,080	34

Town Centre	16,046	5,658	1,662	7,258	2,506	634			16,080	34
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Economy Total	112,645	24,655	3,304	33,339	52,116	2,545			112,679	34
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Line Ref	Description	Total Budget £000's	Spent to 31/3/19 £000's	2019/20 Spend to date £000's	Forecast 2019/20 Spend £000's	Forecast 2020/21 Spend £000's	Forecast 2021/22 Spend £000's	Forecast 2022/23 Spend £000's	Total Forecast Spend All Years £000's	Variance from Budget £000's
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Children Services

Routes to Employment & Libraries

47	Library Management System	71			71				71	
	Strand Total	71			71				71	

Routes to Employment & Libraries	71			71					71	
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Schools Maintenance

48	DFC Allocations to Schools	287			287				287	
49	Healthy Pupils	104		50	104				104	
50	Capita One education	410			410				410	
51	Condition Works	1,565		162	1,565				1,565	
	Strand Total	2,366		212	2,366				2,366	

Schools New Build

52	William Morris Primary School	8,900	2,924	1,644	5,956	20			8,900	
53	Oliver Tomkins Primary School and Nursery	40	40						40	
	Strand Total	8,940	2,964	1,644	5,956	20			8,940	

Non Schools Buildings

54	Plas Pencelli Lodge Extension	264	283	(26)	(19)				264	
55	EOTAS	2,705	2,727	(16)	(16)				2,711	6
	Strand Total	2,969	3,010	(42)	(35)				2,975	6

Mainstream Schools Extension

56	Headland Site Development	514	14		499				514	
57	North Swindon Primary School 1FE - Orchid Vale PFI Expansion	3,510	3,481		29				3,510	
58	Bridlewood	350	4	30	336	10			350	
59	Wanborough Primary School	48	48						48	
	Strand Total	4,422	3,547	30	864	10			4,422	

Special Schools Extension

60	Crowdy's refurbishment	6,136	5,944	(27)	192				6,136	
61	Brimble Hill	101	1		100				101	
62	PRU Conversion - St Lukes	225			225				225	
63	Capital Works - St Lukes	775	371	103	404				775	
	Strand Total	7,236	6,316	76	920				7,236	

Early Years

64	Early Years places - Tick Tock Nursery - Mobile Replacement	144	144						144	
65	Early Years provision - Grow 2gether disadvantaged 2 Year Olds	175	175						175	
	Strand Total	319	319						319	

SEND Funds

66	Special Education Needs and Disability Capital Investment Fund	1,396		414	744	326	326		1,396	
	Strand Total	1,396		414	744	326	326		1,396	

Skills & Attainment	27,648	16,156	2,334	10,815	356	326			27,654	6
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Children, Families & Community Health Services

67	Children's ICS Project	718	185		200	333			718	
	Strand Total	718	185		200	333			718	

Children, Families & Community Health Services	718	185		200	333				718	
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Childrens Services Total	28,436	16,341	2,334	11,086	689	326			28,442	6
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Line Ref	Description	Total Budget £000's	Spent to 31/3/19 £000's	2019/20 Spend to date £000's	Forecast 2019/20 Spend £000's	Forecast 2020/21 Spend £000's	Forecast 2021/22 Spend £000's	Forecast 2022/23 Spend £000's	Total Forecast Spend All Years £000's	Variance from Budget £000's
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Adult Services

Social Care IT

68	Estate Rationalisation - CSS systems upgrade	671	373		156	142			671	
	Strand Total	671	373		156	142			671	

Housing & Supported Living

69	ASC Equipment	526			526				526	
70	H&SC Joint Working Projects	350	260		90				350	
71	Shared Living Accommodation	120			120				120	
72	Extra Care Sheltered Accomodation	153	41		112				153	
73	Disabled Facilities Grants	1,151		261	1,151				1,151	
74	Housing Renewal Grants	254		37	254				254	
	Strand Total	2,553	301	297	2,252				2,553	

New Provision

75	Fessey Extension	5,000	4	1	100	2,450	2,446		5,000	
	Strand Total	5,000	4	1	100	2,450	2,446		5,000	

Building Upgrades

76	Whitbourne / Fessy Renovations	210	124	7	86				210	
	Strand Total	210	124	7	86				210	

Adults Total	8,434	801	305	2,594	2,592	2,446			8,434	
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Public Health

77	Hay Lane Gypsy Site Drainage	272	161	3	111				272	
78	CCTV	60	50		10				60	
	Strand Total	332	212	3	121				332	

Public Health	332	212	3	121					332	
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Adults Total	8,766	1,013	307	2,714	2,592	2,446			8,766	
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Line Ref	Description	Total Budget £000's	Spent to 31/3/19 £000's	2019/20 Spend to date £000's	Forecast 2019/20 Spend £000's	Forecast 2020/21 Spend £000's	Forecast 2021/22 Spend £000's	Forecast 2022/23 Spend £000's	Total Forecast Spend All Years £000's	Variance from Budget £000's
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Communities & Housing

Depot Improvements

79	Waterside Depot - Road Layout	5,900	5,245	97	655				5,900	
	Strand Total	5,900	5,245	97	655				5,900	

Non-HRA Vehicles

80	SCS Fleet Vehicles	750	166	41	584				750	
	Strand Total	750	166	41	584				750	

Streetsmart & Supported Employment	6,650	5,411	138	1,239					6,650	
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Local Transport Plan - Maintenance

81	Highway Maintenance	1,051		(77)	1,051				1,051	
82	Rights of way Improvement Plan	221			121				121	(100)
83	Structural Maintenance	1,153		(17)	753				753	(400)
84	Backlog/Routine Improvements	262		75	262				262	
85	Road Markings	39			39				39	
86	Cooperative Intelligent Transport Systems	238	125	3	112				238	
87	Pavement Condition Management	305		8	305				305	
88	Passenger Transport	4		12	4				4	
89	Sustainable Transport									
90	Surface Water Management (SWP) Bruce St/Lagoon flood Mitigation & SWM Plans	457		12	457				457	
91	Thamesdown Drive Speed Amelioration	273	231		43				273	
92	North Star roundabout and Cocklebury Roundabout Great Western Way	1,669	4			1,665			1,669	
93	Transfer Bridges	3,700	204			3,496			3,700	
94	Brimble Hill	84	84						84	
95	Regent Circus Improvements	167			167				167	
96	Oakhurst Way Pedestrian Crossing	73	38		35				73	
97	Greenbridge Road Mini Roundabout	38	6		32				38	
98	Tadpole Farm Transport Projects	96		4	96				96	
99	Flemming Way & Whalebridge	238			238				238	
100	Ermin Street, Blunsdon	245			245				245	
	Strand Total	10,313	692	20	3,960	5,161			9,813	(500)

Local Transport Plan - Integrated

101	Local Safety Schemes	883		15	883				883	
102	Traffic Management	887		3	187				187	(700)
	Strand Total	1,770		18	1,070				1,070	(700)

Maintenance

103	Non Highways Structures (Bridges within Parks)	370		8	370				370	
104	Highways Maintenance - NON LTP	721		81	721				721	
105	Footway Maintenance	357		(45)	357				357	
106	Flood Defence Grant	141	115		27				141	
107	Asset Liability Management (Moredon Road decommissioning)	155	104	8	51	0			155	
108	Concrete Column Replacement	106			2,506				2,506	2,400
109	Local Sustainable Transport Fund			3						
110	Highways Asset Management Grant Elements 1 and 2	217	219		(2)				217	
111	Strategic Highways Model update	400	334		66				400	
112	Highways Infrastructure	1,241	973	268	268				1,241	
113	Wanborough Footpaths Upgrade	121	121						121	
	Strand Total	3,830	1,866	321	4,364	0			6,230	2,400

Line Ref	Description	Total Budget £000's	Spent to 31/3/19 £000's	2019/20 Spend to date £000's	Forecast 2019/20 Spend £000's	Forecast 2020/21 Spend £000's	Forecast 2021/22 Spend £000's	Forecast 2022/23 Spend £000's	Total Forecast Spend All Years £000's	Variance from Budget £000's
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Car Parks

114	Union Square Phase One	15,000	14,837		163				15,000	
115	Car park Lighting	420			420				420	
116	Unallocated Car Parking Capital Budget	749		6	749				749	
	Strand Total	16,169	14,837	6	1,332				16,169	

Street Furniture & Lighting

117	Street Lighting	1,624			424				424	(1,200)
118	Traffic Signals - NON LTP	240		88	240				240	
119	Gateway signage (incl car park directions)	400	74	1	326				400	
120	LED Street Lighting	7,600	7	22	7,593				7,600	
121	Kingsdown Crossroads Traffic Signals	81	62		20				81	
	Strand Total	9,945	143	111	8,602				8,745	(1,200)

Transport

122	Wichelstowe - J16 works	12,840	11,913	289	1,487				13,400	560
123	Hodson Road embankment stabilisation	349	28	2	321				349	
124	Wroughton Park and Ride	120	88		32				120	
125	Wichelstowe Southern Access	28,700	922	162	10,170	17,608			28,700	
126	Wellington Street Improvement Scheme	852	364	510	488				852	
127	Sheppard Street Improvements	23			23				23	
128	Mead Way Junction Improvements	4,025	587	2	2,750	688			4,025	
129	Town Centre Parking Strategy	50	4		46				50	
130	Tadpole Farm Rapid Transit Corridor	72			72				72	
	Strand Total	47,030	13,907	966	15,388	18,295			47,590	560

Highways & Transport	89,057	31,446	1,442	34,716	23,456				89,618	560
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Landscaping & Open Space

131	Play Areas	784	784		0				784	
132	Barbury Castle	250	27		223				27	(223)
133	Moredon Recreation - Multi Sports Hub	3,650	83	(7)	375	2,750	442		3,650	
134	Mouldon Hill Country Park	687			221	466			687	
135	St Marks Recreation Ground	787	760		26				787	
136	Northern Development Area - Protected species reserve	68	17		10	15	15	11	68	
137	Green Spine	10	6		4				10	
138	Tree and landscape improvements	19	1		18				19	
139	Common Farm GWCF	97		2	74	23			97	
140	East Wichel Major Open Space	391	35		170	187			391	
141	Havelock Square	908	871	(11)	37				908	
142	Great Western Community Forest	322		1	160	100	62		322	
143	County Ground Athletics Track Resurface and Clubhouse	1,323	553	296	770				1,323	
144	Angel Ridge Maintenance & Play Area	58	43		15				58	
145	Highdown Play Area	39			39				39	
146	Pentylands Country Park	35			25	10			35	
147	Landscape improvements ay Greenbridge & Blagrove	258	222		25	11			258	
148	Spring Gardens Refurbishment	106	31		75				106	
149	1 - 7 Purton Road	79			79				79	
150	MUGA @ Haydon Wick									
	Strand Total	9,871	3,434	281	2,346	3,561	518	11	9,648	(223)

Line Ref	Description	Total Budget £000's	Spent to 31/3/19 £000's	2019/20 Spend to date £000's	Forecast 2019/20 Spend £000's	Forecast 2020/21 Spend £000's	Forecast 2021/22 Spend £000's	Forecast 2022/23 Spend £000's	Total Forecast Spend All Years £000's	Variance from Budget £000's
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Heritage

148	Museum Artifacts Storage	200	65		135				200	
149	SMAG	5,000	199		400			4,401	5,000	
150	Lydiard House - Maintenance	850	39			811			850	
151	Lydiard House - Pool	100			100				100	
152	SMAG Improvements (Apsley House)	400			400				400	
153	Wroughton War Memorial	25	25						25	
154	WW1 Memorial Restoration Project	30	29		1				29	(1)
155	STEAM - Operations & Retail Management System	39	37		2				39	
156	Reception remodelling at Steam Museum	17	16		1				17	
157	STEAM Museum Frontage Improvements	104	101		3				104	
	Strand Total	6,765	510		1,043	811		4,401	6,764	(1)

Regulatory IT

158	Regulatory & Statutory Services Case Management System	75	38		37				75	
	Strand Total	75	38		37				75	

Planning, Regulatory & Heritage Services	16,710	3,982	281	3,426	4,373	518	4,412	16,486	(224)
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Communities & Housing Total	112,418	40,839	1,860	39,380	27,829	518	4,412	112,754	336
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General Fund Total	315,292	87,067	8,435	94,648	87,413	42,109	4,632	315,668	376
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Line Ref	Description	Total Budget £000's	Spent to 31/3/19 £000's	2019/20 Spend to date £000's	Forecast 2019/20 Spend £000's	Forecast 2020/21 Spend £000's	Forecast 2021/22 Spend £000's	Forecast 2022/23 Spend £000's	Total Forecast Spend All Years £000's	Variance from Budget £000's
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HRA

Planned Maintenance Programme

159	Aids & Adaptations	1,560		1	1,560				1,560	
160	Bathrooms	1,709		13	1,709				1,709	
161	Central Heating	1,014		271	1,014				1,014	
162	Contingent Major Repairs	649		80	649				649	
163	Electrics	519		95	519				519	
164	Environmental & Communal Areas	224		12	224				224	
165	Exceptional Extensive	821		(1,048)	821				821	
166	External / Entrance Doors	7			7				7	
167	External Walls									
168	Improvements	2,834		39	2,834				2,834	
169	Kitchens	1,804		233	1,804				1,804	
170	Planned Maintenance	2,127		16	2,127				2,127	
171	Related Assets									
172	Roofs	2,203		(686)	2,203				2,203	
173	Windows	1,115		13	1,115				1,115	
174	HRA - Scooter stores sheltered	359		(1)	359				359	
175	Fire Safety - Residential Flats	603		(75)	603				603	
	Strand Total	17,550		(1,039)	17,550				17,550	

Small New Build Schemes

176	Townsend House	2,000	2,000						2,000	
177	Hawthorn, Gorse Hill	4,725	4,715	(61)	10				4,845	120
178	Royal British Legion, Penhill	2,525	2,123	(31)	402				2,224	(301)
179	Cranmore Ave, Park South	1,500	1,348	(30)	152				1,400	(100)
180	Brookfield, Highworth	637	566		71				566	(71)
181	Penhill United Reform Church	2,066	1,551	(19)	515				1,866	(200)
182	Bembridge Cl / Sycamore Gr	2,030	2,004	(25)	26				2,030	
183	Ventnor Close	1,730			850	850			1,730	
184	Huntley Close	1,400			700	700			1,400	
185	Ashley Close	807			400	407			807	
	Strand Total	19,419	14,306	(166)	3,126	1,957			18,868	(551)

Queens Drive

186	Queens Drive	30,500	886	639	1,295	11,099	11,086	6,134	30,500	
	Strand Total	30,500	886	639	1,295	11,099	11,086	6,134	30,500	

Acquisitions

187	HRA Acquisitions Programme	17,000	11,745	1,572	5,255				17,000	
	Strand Total	17,000	11,745	1,572	5,255				17,000	

Sussex Place

188	Sussex Square	10,443	8,680	0	1,764				8,943	(1,500)
	Strand Total	10,443	8,680	0	1,764				8,943	(1,500)

High Rise Blocks

189	Refurbishment High-Rise Blocks	100		0	100				100	
	Strand Total	100		0	100				100	

Vehicles

190	HRA Vehicle Acquisitions	619			619				619	
	Strand Total	619			619				619	

HRA Total	95,632	35,617	1,007	29,709	13,056	11,086	6,134	93,581	(2,051)
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SBC Total	410,924	122,683	9,442	124,357	100,470	53,195	10,765	409,249	(1,675)
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Strategic Partnership – Local Industrial Strategy

Cabinet

Date: 4th September 2019

Author:	Leader of the Council/ Cabinet Member for Economy and Place Head of Strategic Growth
Wards:	All
Parishes Affected:	All

1. Purpose and Reasons

- 1.1 This report sets out key elements of Swindon Borough Council's recent engagement with key strategic partners, Swindon & Wiltshire Local Enterprise Partnership (SWLEP) and the Great Western Powerhouse. Swindon is in a location of great strategic importance, well positioned to drive economic prosperity for the region and its people by working successfully with partners both to the east and west of our borders.
- 1.2 SWLEP is currently working with the government department for Business, Energy and the Industrial Strategy (BEIS) to produce a Local Industrial Strategy (SWLIS) for Swindon and Wiltshire with the objectives of boosting productivity and earning power, as set out in the body of the report. The document is at the drafting stage but has been prioritised by government, therefore Cabinet are asked at this point to consider the main recommendations and content as relates to Swindon's priorities, economy and people.
- 1.3 Swindon Borough Council has been invited to join discussions with six other authorities in England and Wales to discuss a strategic partnership, provisionally named the Great Western Powerhouse. The report sets out the background and next steps ahead of any further agreements with the group.
- 1.4 This engagement and strategy development has potential to impact upon all of the Council's priorities but particularly Priorities One and Two: "Improve infrastructure and housing to support a growing, low carbon economy" and "Offer education opportunities that lead to the right skills and the right jobs in the right places".

2. Recommendations

Cabinet is recommended to:

- 2.1 Endorse the principles and high-level content of the Local Industrial Strategy and make any further recommendations to ensure that Swindon's priorities are reflected in the document.
- 2.2 Invite the Leader of the Council, as a Director of the Swindon and Wiltshire Local Enterprise Partnership Board, to convey Cabinet's desire that the Local Industrial Strategy be adopted in accordance with recommendation 2.1.

Further information on the subject of this report can be obtained from Philippa Venables, 07824 550469, pvenables@swindon.gov.uk.

Strategic Partnership – Local Industrial Strategy

Cabinet

Date: 4th September 2019

3. Detail

Local Industrial Strategy

Background

- 3.1 In November 2017 the government department for Business, Energy and the Industrial Strategy (BEIS) produced its White Paper entitled “Industrial Strategy: Building a Britain for the Future”, which focused on helping businesses to create “better, higher-paying jobs with investment in the skills, industries and infrastructure of the future”. The objective of the Local Industrial Strategy is to boost productivity and earning power across the in Swindon and Wiltshire by focusing on five “Foundations of Productivity”: Ideas, People, Infrastructure, Business Environment and Places – also to ensure that all communities contribute to and benefit from economic prosperity.
- 3.2 In the White Paper, Government stated the requirement that each Local Enterprise Partnership (LEP) should produce a Local Industrial Strategy (LIS) for its region. The strategies would be authored by LEPs in consultation with BEIS. Both Swindon and Wiltshire Councils would participate in the process and propose content, which would reflect local priorities and economic focus.
- 3.3 Also in November 2017 government announced eight “trailblazer” LEPs which would publish their LIS in 2019: Greater Manchester, West Midlands (Greater Birmingham and Solihull, Coventry and Warwickshire, Black Country LEPs) and Cambridge-Milton Keynes-Oxford Corridor (Oxfordshire, Cambridgeshire & Peterborough, Buckinghamshire Thames Valley and South East Midlands LEPs). These strategies are now complete and published.
- 3.4 In 2018 Swindon and Wiltshire Local Enterprise Partnership (SWLEP) convened a SWLIS Working Group and held several consultation events with business to inform the group’s early thinking. The outputs from these events, in addition to a set of LEP-wide strategies (Local Economic Assessment, Higher Education Strategy, Digital Capabilities Strategy, Energy Strategy, Rail Strategy and Cyber Strategy) which have been completed over the last 18 months, formed the evidence base for the SWLIS.
- 3.5 Publication of the SWLIS was originally planned for 2020; however, due to the impact of events in Salisbury and Amesbury and the focus on economic resilience due to the decision for Swindon’s Honda plant, BEIS has asked that the SWLIS be “fast tracked” and that publication should be brought forward to October 2019. In order to support these ambitious timelines, the SWLEP Board has delegated the authority for developing and amending the draft to the LEP Chair and Director.

Further information on the subject of this report can be obtained from Philippa Venables, 07824 550469, pvenables@swindon.gov.uk.

Strategic Partnership – Local Industrial Strategy

Cabinet

Date: 4th September 2019

Structure and Content

- 3.6 The structure of the LIS is largely prescribed by government and requires a set of Strategic Opportunities, followed by chapters on each of the Foundations of Productivity, which will contain narrative on the economic and sector strengths of the area.

Strategic Opportunities

- 3.7 Business-led Cyber Capital, with the following objectives:
- 3.7.1 Centre of excellence to incorporate innovative ideas and technologies such as artificial intelligence, machine learning and data science in order to allow greater, more effective cyber defence;
 - 3.7.2 Benefiting from a series of natural strengths and opportunities including talent, resilience and connectivity and providing exciting employment opportunities ;
 - 3.7.3 Supporting the government in delivering the UK's Cyber Strategy by meeting the needs of business, currently perceived by the National Audit Office to be a weakness of the implementation of the strategy;
 - 3.7.4 Providing a focal point for academic institutions in the wider area to design, develop and deliver the complete spectrum of cyber courses that meet the needs of industry and society;
 - 3.7.5 Helping to boost productivity across the Swindon and Wiltshire area by growing this higher-output sector as well as supporting the local and national business community to develop cyber resilience; and
 - 3.7.6 Building cyber resilience amongst Small and Medium-sized Enterprises (SMEs) across the UK.
- 3.8 Business-led, multi campus federation of higher education provision:
- 3.8.1 To develop a wide-reaching, targeted provision that broadens access to Higher Education with clear pathways to employment in order to reduce skill shortages, particularly at higher levels.
 - 3.8.2 To establish a business-led, multi-campus federation of higher education provision operating under an umbrella brand with the new Institute of Technology (IoT) in Swindon embedded at the heart of provision as an easily recognisable Swindon and Wiltshire higher education offer. The IoT model of businesses at the heart of leadership and governance fits the SWLEP's demand-led approach to skills provision.
- 3.9 Economic Resilience
-

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Strategic Partnership – Local Industrial Strategy

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Date: 4th September 2019

- 3.9.1 The focus is on diversifying the economy to increase resilience by leveraging sectoral and local strengths, including: Life sciences around Porton, advanced manufacturing around Swindon and reducing dependence on single large employers. The diversification will embrace new technologies merging manufacturing and digital expertise (commonly called Industry 4.0) and emphasise the growth of medium size enterprises.
- 3.9.2 The specific Swindon focus includes the development of Swindon as an advanced engineering, digi-tech and R&D centre of excellence and attract new high value activities into the area building on the reputation, skills, expertise and the legacy which Honda leaves behind. We will work with public sector partners, government and the private sector to:
- 3.9.3 Explore transformational programmes in infrastructure and place making to improve movement and the visitor experience through the whole town making Swindon a more accessible and enjoyable place to be, attracting visitors, new residents and new levels of investment and promote Kimmerfields as the flagship site for development.
- 3.9.4 Develop a Cultural Quarter which will comprise a significant area of the town and house Swindon's world class art collection. It will provide a diverse and vibrant cultural offer, creating spaces which showcase the existing offer and provide an environment in which new cultural attractions can be developed.
- 3.9.5 Explore the creation of the Railway Corridor which will provide a landmark gateway to Swindon by developing the Rail Station and its environs, opening up the route to the North Star Site, bringing new leisure and retail opportunities and easing movement between the north and south of the railway.
- 3.9.6 Support the delivery of urban extensions and Swindon's Growth at the New Eastern Villages; Wichelstowe and Tadpole Garden Village to deliver good growth for Swindon, creating attractive places where people want to settle and continuing the growth for Swindon and looking to build excellent, sustainable communities.

Foundations of Productivity

- 3.10 The narrative in the Productivity chapters sets out the Five Foundations of Productivity with the aspiring characteristics of the region and the UK, namely:
 - 3.10.1 Ideas – the world's most innovative economy
 - 3.10.2 People – good jobs and greater earning power for all
 - 3.10.3 Infrastructure – a major upgrade to the UK's infrastructure

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Strategic Partnership – Local Industrial Strategy

Cabinet

Date: 4th September 2019

- 3.10.4 Business environment – the best places to start and grow a business
 - 3.10.5 Places – prosperous communities across the UK
 - 3.11 The narrative picks up on Swindon’s priorities for economic growth and resilience, including:
 - 3.11.1 Industry 4.0 technologies and digital applications – using data and connective processes to create “smart industry” which are increasingly significant to improving productivity through the adoption of automation and other efficiencies. These are key components to improving local manufacturing productivity and growth.
 - 3.11.2 Increasing the number of people taking up apprenticeships; businesses employing an apprentice and increase the number of higher and degree level apprenticeships.
 - 3.11.3 Raising the aspirations of young people and local workers who have not engaged in higher education and address the status of Swindon as a particular higher education cold spot working alongside our Further Education Colleges and private sector training providers and the new Institute of Technology in Swindon.
 - 3.11.4 Working to address our skills gaps working alongside our business community resulting in resilient and inclusive growth, innovation and productivity improvements as well as to mitigate the impact of EU exit on skills and labour availability.
 - 3.11.5 Recognising the A420 as a key route connecting Swindon with Oxfordshire in terms of supporting business and commuter flows and linking the area with the Cambridge-Milton Keynes-Oxford arc.
 - 3.11.6 Increasing employment in R&D and higher value activities through securing foreign direct investment in high value manufacturing and advanced engineering, life sciences, cyber and digital technologies.
 - 3.11.7 Increasing business start-up and scale up support resulting in employment and productivity growth across a wider range of sectors and communities through the delivery of scale-up support services for SMEs.
 - 3.11.8 Regenerating city and town centres, improving the visitor, high street and cultural offer and strengthen resilience to economic fluctuations. Realising the transformational plans for the development of Swindon town centre as an integrated settlement including its Smart City capabilities, cultural offer and developing its R&D and advanced manufacturing capabilities.
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Further information on the subject of this report can be obtained from Philippa Venables, 07824 550469, pvenables@swindon.gov.uk.

Strategic Partnership – Local Industrial Strategy

Cabinet

Date: 4th September 2019

Next Steps

- 3.12 The current draft is with government departments and a final draft will be created from departmental feedback and further comments from each local authority.
- 3.13 SWLEP Board will agree the draft on 26th September 2019 aligning with government sign-off; publication will be early October 2019.

Great Western Powerhouse

Background

- 3.14 The Leader of the Council and Cabinet Members are following a pragmatic approach to investigate all possible regional, sub-regional and cross-regional alliances that might assist the Council in delivering its Vision, Priorities and Pledges. In May 2019, Swindon Borough Council accepted an invitation to join the discussion regarding the creation of a group of councils in western England and Wales, provisionally titled the Great Western Powerhouse (GWP). The core group consists of the local authorities of Swindon, Gloucester, Bath and North East Somerset, Bristol, Newport, Cardiff and Swansea.
- 3.15 The purpose of the group is to create a single voice to government focused on the M4/M5 axis. It has developed a high-level plan to build on the existing devolution deals agreed by the West of England, Cardiff Capital Region and Swansea Bay Region and to become the next large strategic grouping after the Northern Powerhouse and Midlands Engine. Members of the group all continue to have their own Local Plan, Local Transport Plan, LEP and LIS – the purpose is to realise the benefits of scale when making the case to government in support of growth. Other local authorities and LEPs in the region will be invited to join in addition to the core group of seven cities.

Positioning and other alliances

- 3.16 Swindon is already a member of England's Economic Heartland, (Cabinet Minute 91, 2017/18 refers) a grouping to the east which is centred on the Oxford-Milton Keynes-Cambridge arc. This group contains a Strategic Transport Forum which, like Transport for the North, Midlands Connect and Transport South East, will form a statutory Subnational Transport Body (STB). The Forum, being statutory and centred on a Transport Strategy endorsed by the Department for Transport, will be a different entity to the Great Western Powerhouse (a non-statutory strategic grouping with other economic growth objectives) and it has been made clear to each group that Swindon has interests in both areas.

Objectives and priorities for GWP

- 3.17 In July 2019 the GWP released "A Powerhouse for the West" which sets out the key areas of collaboration, requests to government and the actions required to further develop the brand and implementation.

Further information on the subject of this report can be obtained from Philippa Venables, 07824 550469, pvenables@swindon.gov.uk.

Strategic Partnership – Local Industrial Strategy

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3.18 Great Western Powerhouse Industrial Strategy:

3.18.1 Linking together the sector strengths identified in local industrial strategies in England, and those identified in the Welsh Government's strategy 'Prosperity for All', with funding to develop this announced in the Spending Review. This would build better linkages across its areas of sectoral strength in order to deepen specialisms, strengthen supply chains and further accelerate innovation.

3.19 Integrated plan for road and rail improvements:

3.19.1 To be delivered by National Infrastructure Commission– for faster, more frequent connectivity, both east-west and north-south. Further proposal for Spending Review. This would Improve transport connectivity, unblocking bottlenecks across the M4 and M5, spreading the benefits of the removal of tolls from the Severn Bridge, and increase the speed and frequency of trains between the major hubs.

3.20 Internationalisation Strategy:

3.20.1 Develop a coordinated approach to promote trade and investment for key industrial and economic strengths, with GWP leading its own trade missions to global markets;

3.20.2 Work with the Department of International Trade (DIT) to develop a joint plan for promoting the region at MIPIM;

3.20.3 Gain agreement for dedicated DIT resources to develop the internationalisation plan.

3.21 Productivity and Innovation Observatory:

3.21.1 linking the seven Research Councils in Swindon with the Office of National Statistics (ONS) in Newport. The region is home to strong concentrations of data expertise and capacity. Best use of data is key to both understanding productivity at a more granular level and spreading innovation.

3.22 Tailored approaches to connecting communities

3.22.1 Building on GWP Industrial Strategy, to agree to pilot and measure tailored approaches to connecting communities in deprived neighbourhoods with skills and employment opportunities in the region's high growth sectors.

3.23 Branding:

Further information on the subject of this report can be obtained from Philippa Venables, 07824 550469, pvenables@swindon.gov.uk.

Strategic Partnership – Local Industrial Strategy

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- 3.23.1 The Powerhouse will need a brand that is acceptable to its key stakeholders and is recognisable across the region and beyond. Stakeholders in the region need to come to a rapid decision about the brand for the cross-border Great Western area.
- 3.24 Joint plan and timescale - Core funding from Government is critical to enable the new Great Western Powerhouse to develop the plans on infrastructure, investment, internationalisation and inclusive growth; however this requires agreement on the establishment of a collaborative vehicle.
 - 3.24.1 Plan and timescale to be agreed by Government, city regions, unitary authorities, LEPs, business organisations and universities, with a formal announcement made in the autumn Spending Review.
 - 3.24.2 First proposed step is to commission an Independent Economic Review, similar to that of the Northern Powerhouse, Midlands Engine and Greater Cambridge Greater Peterborough Combined Authority

Next Steps

- 3.25 Further discussion with other partners is required in order to engage the wider group of authorities, organisations and businesses who will be affected by this work.
- 3.26 Time is constrained if there is to be a proposal submitted ahead of the Spending Review; the group will meet on September 2nd 2019 to develop the proposition.
- 3.27 Swindon Borough Council will continue to engage with this process and further identify the benefits for Swindon and the wider region in terms of economic growth and positive impacts for residents and the business community.

4. Alternative Options

- 4.1 Cabinet could choose not to endorse the Local Industrial Strategy. However, this could have adverse consequences for the local economy and mean that investment opportunities are directed elsewhere.
- 4.2 Cabinet could choose not to pursue membership of the Great Western Powerhouse. However, this would prevent building upon Swindon's existing economic and cultural ties along the M4/Great Western railway corridor.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 There are no immediate financial implications.

Further information on the subject of this report can be obtained from Philippa Venables, 07824 550469, pvenables@swindon.gov.uk.

Strategic Partnership – Local Industrial Strategy

Cabinet

Date: 4th September 2019

Legal and Human Rights Implications

- 5.2 Legal and Human rights considerations have been taken fully into account in compiling this report. It is considered that the proposals within this report are compatible with Convention Rights.

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

- 5.3 This report has no specific implications other than those referred to in the report.

Diversity Impact Assessment

- 5.4 No Diversity Impact Assessment is required in relation to this report as the recommendations would not affect any particular service users. Any strategies referred to in the report would carry out individual impact assessments where appropriate.

Risk Management

- 5.5 Risk is assessed as an ongoing activity as part of the Corporate Scorecard and Risk Register process.

6. Consultees

- 6.1 The Director of Finance (Section 151 Officer) and Chief Legal Officer (Monitoring Officer) are consulted in respect of all Cabinet reports.

7. Background Papers

- 7.1 None.

8. Appendices

- 8.1 None

9. Key Decision/Decision in Cabinet Work Programme

- 9.1 This is a Key Decision and is included in the Cabinet Work Programme for September 2019.

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Local Government and Social Care Ombudsman

Annual Review 2018/19

Cabinet

Date: 4th September 2019

Author:	Leader of the Council Chief Legal Officer
Wards:	All
Parishes Affected:	All

1. Purpose and Reasons

- 1.1 To report the receipt of the Local Government and Social Care Ombudsman's (LGO) Annual Review for 2018/19, which gives the total number of complaints and enquiries received by the LGO with regard to Swindon Borough Council.
- 1.2 To highlight the annual summary of statistics on the complaints made to the LGO regarding the Authority for the year ended 31st March 2019.
- 1.3 Securing good decisions and the effective delivery of services without generating complaints ensures the Council's compliance with the requirements of its decision making principles, set out in Article 13 of the Constitution. High quality corporate functions, including how complaints are handled, are an essential component of successful delivery of the Council's Vision, Priorities, and Pledges.

2. Recommendations

Cabinet is recommended to:

- 2.1 Note the LGO's Annual Review 2018/19, including the summary of National Statistics, and the trends across service areas in Swindon 2010-2019, attached at Appendix 1.
- 2.2 Record its thanks to all officers for their efforts in dealing with complaints effectively.
- 2.3 Authorise the Chief Executive, Corporate Directors, Directors and Heads of Service to take appropriate actions to continue to ensure that, where possible, complaints are resolved internally before such matters are referred to the LGO and that requests for information from the LGO are dealt with promptly.

3. Detail

- 3.1 The LGO issues an Annual Review Letter and Report in June/July each year regarding authorities' performance in responding to complaints. These are sent to Council Leaders and Chief Executives to support greater democratic scrutiny of local complaint handling and to ensure effective local accountability of public

Further information on the subject of this report can be obtained from Amalia Morris, 01793 466269, amorris@swindon.gov.uk.

Local Government and Social Care Ombudsman

Annual Review 2018/19

Cabinet

Date: 4th September 2019

services. The Annual Review Report 2018/19 for Swindon is attached at Appendix 1.

- 3.2 In total, 62 complaints were received and investigated by the Ombudsman for Swindon Borough Council during 2018/19. This was a slight increase on the 58 complaints submitted in 2017/18.

Summary of LGO decisions in relation to upheld complaints

- 3.3 A summary of the LGO's decisions in respect of each of the upheld complaints is attached at Appendix 2.
- 3.4 The LGO has also produced a summary of complaint statistics for every local authority in England, included in the yearly report and published alongside the annual review letters. The summary of national statistics is attached at Appendix 3 while Appendix 4 contains charts reporting the breakdown of complaints by service area by year since 2010.

Comparison with other authorities

- 3.5 For Members' information, the following data has been obtained in relation to comparator authorities' handling of complaints:

Authority	Total number of complaints upheld by the LGO after detailed investigation	Mid-year Population 2018	Complaints per 100,000 population
Plymouth City Council	18	263,100	6.84
Southampton City Council	17	252,796	6.72
Reading Borough Council	9	163,203	5.51
Swindon Borough Council	7	221,996	3.15

* Source:

<https://www.ons.gov.uk/file?uri=/peoplepopulationandcommunity/populationanddm>

Further information on the subject of this report can be obtained from Amalia Morris, 01793 466269, amorris@swindon.gov.uk.

Local Government and Social Care Ombudsman

Annual Review 2018/19

Cabinet

Date: 4th September 2019

igration/populationestimates/datasets/populationestimatesforukenglandandwales
scotlandandnorthernireland/mid20182019laboundaries/ukmidyearestimates2018
2019ladcodes.xls

- 3.6 The above data shows that Swindon is still maintaining reasonable processes for resolving complaints without the Local Government and Social Care Ombudsman having to impose a remedy. Nevertheless, the Council continues to focus on complaint handling and good administrative practice.

4. Alternative Options

- 4.1 There are no alternative options. The Council could decide to develop a different approach to the way it responds to Ombudsman's complaints. However, there is no evidence that this is required given the outcome of the Annual Review.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 There are financial implications. Where the LGO recommends a local settlement then this is met or will come from the appropriate service budget

Legal and Human Rights Implications

- 5.2 Legal and Human Rights implications have been taken fully into account in the preparation of this report and it is considered that the recommendations are compatible with Convention rights.

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

- 5.3 No other specific implications were identified in the preparation of this report.

Diversity Impact Assessment

- 5.4 No other specific implications were identified in the preparation of this report.

Risk Management

- 5.5 Poor performance and findings of maladministration pose a reputational risk to the Council. This is mitigated by the overall performance of the Council and the systems it operates for responding to complaints and ombudsman investigations

6. Consultees

- 6.1 The Council's Report Writing standard requires authors to consult appropriate Corporate Directors, Directors or Heads of Service, other officers and relevant

Further information on the subject of this report can be obtained from Amalia Morris, 01793 466269, amorris@swindon.gov.uk.

Local Government and Social Care Ombudsman

Annual Review 2018/19

Cabinet

Date: 4th September 2019

partners on the purpose, content, and recommendations of the report before it is presented for decision. In respect of reports to Cabinet, authors are also required to consult the relevant Cabinet Member.

7. Background Papers

7.1 None

8. Appendices

8.1 Appendix 1 – Annual Review Report for 2018-2019

8.2 Appendix 2 – Summary of LGO decisions

8.3 Appendix 3 – Summary of National Statistics

8.4 Appendix 4 – Local Government Ombudsman Complaints –Trends in Swindon 2010-2019

9. Key Decision/Decision in Cabinet Work Programme

9.1 This is not a Key Decision and is included in the Cabinet Work Programme for September 2019.

Local Authority Report: Swindon Borough Council
For the Period Ending: 31/03/2019

For further information on how to interpret our statistics, please visit our [website](#)

Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
7	9	2	20	8	5	7	4	0	62

Decisions made

				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate (%)	Total
2	2	30	14	4	7	64	59

Note: The uphold rate shows how often we found evidence of fault. It is expressed as a percentage of the total number of detailed investigations we completed.

Satisfactory remedy provided by authority

Upheld cases where the authority had provided a satisfactory remedy before the complaint reached the Ombudsman	% of upheld cases
3	43

Note: These are the cases in which we decided that, while the authority did get things wrong, it offered a satisfactory way to resolve it before the complaint came to us.

Compliance with Ombudsman recommendations

Complaints where compliance with the recommended remedy was recorded during the year*	Complaints where the authority complied with our recommendations on-time	Complaints where the authority complied with our recommendations late	Complaints where the authority has not complied with our recommendations	
1	1	0	0	Number
	100%		-	Compliance rate**
Notes: * This is the number of complaints where we have recorded a response (or failure to respond) to our recommendation for a remedy during the reporting year. This includes complaints that may have been decided in the preceding year but where the data for compliance falls within the current reporting year. ** The compliance rate is based on the number of complaints where the authority has provided evidence of their compliance with our recommendations to remedy a fault. This includes instances where an authority has accepted and implemented our recommendation but provided late evidence of that.				

Summary of LGO decisions in relation to upheld complaints 2018-2019

Education and Children's Services

The first complaint alleged that the Council failed to provide a copy of a support plan to the care provider concerning a child who was transitioning from children to adult services at the time. There was also fault in that the support worker failed to advise about an appointment in respect of a claim for personal independent payment (PIP). This caused distress and inconvenience as the young adult did not receive payment for several weeks.

In recognition of the failure to provide the young adult's support plan, the Ombudsman confirmed that this had not caused any significant injustice. While the Council acknowledged failings, the support worker who failed to notify the young adult of his assessment appointment with DWP worked for a Swindon based homeless charity and therefore, was not employed by Swindon Borough Council. However, when a Council commissions another organisation to provide services on its behalf, it remains responsible for those services and the actions of the organisation providing them. To remedy this complaint, the Council paid the recommended sum of £500 in recognition of the distress and inconvenience caused to the young adult.

The second complaint determined that the Council had failed in the way in which it had dealt with a complaint. The LGO concluded that the Council was at fault for the delay in responding to the complaint and the lack of information provided about the complaints process. Based on the information the LGO had seen, including the Council's website, the LGO felt it was unclear how a complainant may access the statutory complaints process to complain about the adoption services. The LGO's view was that the Council was at fault for the lack of clarity about the process and was unable to confirm if the delays were the result of any flaws in the procedure itself. The LGO confirmed that the complainant had suffered an injustice and frustration due to the delay in the Council dealing with their complaint and that they had to put time and effort into pursuing their complaint, including escalating this to the Ombudsman.

The Council agreed to remedy the injustice caused including an apology, payment and a review of its complaint handling. An apology was provided to the complainant in writing and a recommended payment of £250 was provided to the complainant within one month of the LGO's final decision. The Council has carried out a review of its complaint handling in regards to this case and the LGO was sent an update regarding the outcome of its complaint handling review and the complaints process regarding adoption services. Since then, the LGO has written to the Council and confirmed that they are satisfied that we have carried out the agreed actions and have ended their involvement. However, at present, the Council is still currently reviewing the information provided to users about the complaints about adoption services and will provide the proposed amendments accordingly.

[UPDATE FOR CABINET: As of the 15th August 2019, a temporary process was developed to ensure that any complaints relating to this service are passed to the

correct responding authority on the customer's behalf. The updated corporate policy, which includes this information will be brought to Cabinet in November 2019 for agreement as part of the overall Customer Feedback Policy review.]

The third complaint received via the Ombudsman alleged that the Council failed in the way it managed the complaints process and failed to respond. The LGO advised that the Council was at fault for the delay in dealing with the complainant's concerns within her stage 1 complaint.

The Council agreed to complete the LGO's recommended action and dealt with the complaint at Stage 2 of the *Children Act 1989* complaints procedure including the complainant's concerns that were more recent. An independent investigation is still on-going, although the LGO has confirmed that they are satisfied and that they will close their investigation.

Adult Care Services

The Council was alleged to have failed in addressing the complainant's concerns about how it supported her. The Council was also alleged to have failed in responding to the complainant's request for a review of the Council's response. The Council had already completed a single stage investigation into the complaint, which by law is all the Council is required to do. The Council signposted the complainant to the Ombudsman following their response, if the complainant was unhappy. The Council took eighteen weeks to respond to the stage 1 complaint, which was thirteen weeks longer than it should. Although, the Council confirmed that this was a complex investigation but did not keep the complainant informed of the timescales and was therefore at fault.

Furthermore, the Council acknowledged the complainant's request for a stage 2 investigation but did not take any further action. Therefore, the Council is at fault for not keeping to its own policy of speaking to the complaints team if a complainant was unhappy with the response to the stage 1 complaint.

The Council agreed to complete a further review of the complaint to address the complainant's outstanding concerns. As part of this review, the Council met with the complainant's advocate where the outstanding concerns were resolved and an apology was given to the complainant, who unfortunately had chosen not to be present at the meeting. The Council has since provided the Ombudsman with the outcome of their review and the LGO confirmed that they were satisfied with the agreed actions.

Environmental Services & Public Protection & Regulation

The first complaint alleged that the Council had missed several recycling collections from the complainant's property. Following this, the complainant did not receive a response to their complaint and was unhappy that the Council had sent emails on three occasions stating his recycling had been collected when it had not. The LGO advised that the complainant had escalated their complaint to stage 2 but did not receive a response, which resulted in the complainant referring their complaint to the Ombudsman.

The LGO did not investigate this complaint as the Council had recently responded to the Complainant's concerns and had taken action to address the issue. The Council agreed to monitor the complainant's waste collections and apologised for the delay in responding to his complaint. The complainant confirmed that the Council's actions and response had addressed the issue. The Council also highlighted that issues with its IT systems resulted in the emails referred to in the complaint above, which it intends to deal with accordingly. The LGO confirmed that the Council's actions provided a suitable remedy for the complaint and that the complainant was satisfied with the outcome.

The second complaint determined that there were repeated failures by the Council in responding to a complaint. In addition, the Council had not allocated a complaint to the correct officer, failed to respond on more than one occasion and failed to escalate the complaint to the next stage, correctly. The LGO advised that they found a Council officer had responded at one point but did not deal with the actual complaint.

A senior officer within the Council provided the complainant with an apology and explained what went wrong. The Council also agreed to use this complaint as an example of problems with the system. In addition, the Council gave the complainant discount on their next garden waste subscription.

The LGO concluded that this complaint was not handled well by the Council as it should not have taken 10 months to deal with a relatively straightforward issue. However, The LGO did not investigate this complaint because the Council had provided a fair remedy and it was unlikely that an investigation would lead to a different outcome. Furthermore, the complainant confirmed that they were happy with the outcome.

Benefits & Tax

The complaint alleged that the Council failed to ensure a Direct Earnings Attachment (DEA) was cancelled after it found the complainant was already repaying the overpayment through their Universal Credit (UC). The LGO advised that whilst the Council had refunded the complainant the full sum of money deducted from her wages, it was at fault for failing to send any further DEA cancellation notices when the employer said they had not received the first. As a result, this may have prevented further inconvenience and financial distress suffered by the complainant. The Council apologised to the complainant and paid the recommended sum of £200 as compensation for the fault and inconvenience caused by failing to ensure her employer cancelled the DEA. The Council also agreed to reconsider the financial aspect of the complaint if the complainant provided evidence to support the financial loss they had described in their complaints.

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Housing Revenue Account Medium Term Financial Plan

Cabinet

Date: 4th September 2019

Author: Cabinet Member for Housing and Public Safety
Corporate Director for Communities and Housing

Wards: All

Parishes Affected: All

1. Purpose and Reasons

- 1.1 This report sets out the Housing Revenue Account Medium Term Financial Plan “MTFP” over the next 30 years.
- 1.2 The effective management of financial resources through robust financial processes, underpins the Council’s ability to achieve its plans and priorities.

2. Recommendations

Cabinet is recommended to:

- 2.1 Endorse the Medium Term Financial Plan set out at Appendix 1.
- 2.2 Note that the plan will be updated annually to take into account Central Government policies that have an impact of the Housing Revenue Account as well as the Council’s annual budget setting process.

3. Detail

Medium Term Financial Plan

- 3.1 This business plan is produced in order to set out the Council’s overall aims and objectives for the Housing Service, as a landlord for over 10,300 homes. Following the introduction of “self-financing” in 2012, the Council’s HRA (Housing Revenue Account) took on a significant amount of debt. Managing and repaying this debt from the rent income generated in the HRA is one of the key objectives of the business plan which needs to be financed from within the rent income it generates.
- 3.2 The detailed Plan included in the Appendices enables the Council to review the investment requirements for the Housing Revenue Account council housing stock over the next 5 years. Government policy changes previously enforced an annual reduction in rents of 1% per annum through to 2019/20 and this reduction directly affected the amount of funding available for capital investment. However, for 5 years from 2020/21, the Government have confirmed a policy to revert back to a rent cap of the Consumer Price Index (CPI) + 1% each year which may redress some of the funding issues of the last 4 years.
- 3.3 The Council’s projections show a balanced revenue budget over 5 years, with total funding to support the capital programme of £112.8m compared with an

Further information on the subject of this report can be obtained from Karl Read on 07824 081182, or Email ksread@swindon.gov.uk.

Housing Revenue Account Medium Term Financial Plan

Cabinet

Date: 4th September 2019

investment requirement of £194.2m inflated over the same period. This is based on assumptions around rent increases being implemented in year 2 (2020/21) onwards, as well as around inflation costs, all of which are detailed in the MTFP itself.

- 3.4 The investment requirements used to formulate the plan are based primarily on output from the Stock Condition Survey (SCS). This report was conducted by Pennington Choices in 2016 and the data provided at that time has been rolled forward in the subsequent years, but does not include the fire safety improvement work already carried out following the Grenfell Tower fire in June 2017 and further fire safety works planned to be undertaken to deal with inner rooms etc. Therefore, it is proposed to update the investment need when a new Decent Homes Standard has been publicised, which will also gather costs for future fire safety improvement works. The latest approved capital programme includes the Queens Drive redevelopment and three smaller bungalow developments already approved by Cabinet.
- 3.5 The key message from the current Medium Term Financial Plan is that there continues to be a shortfall in funding available to undertake the investment required over the next 5 years of around £81.4m. As a result of this shortfall, resources will continue to be prioritised and will be directed largely towards the following investment areas:
- 3.5.1 ensuring that homes are safe to live in and essential fire safety improvement work is carried out
 - 3.5.2 undertaking structural repairs to the non-traditionally built stock including the multi-storey blocks where viable to do so, and
 - 3.5.3 re-categorisation of the sheltered housing stock where finances allow
- 3.6 Although the Government has confirmed that rents can increase by up to CPI +1% for 5 years from 2020/21, beyond 2024/25, there is no clarity on future rent levels. The MTFP has been prepared on the basis of a 3% annual increase from 2020, but this assumption materially affects the outcome of the plan in trying to estimate future resources.

4. Alternative Options

- 4.1 No alternative is proposed, although an extensive appraisal of alternative options to running the Housing Revenue Account were considered and documented in 2012 when HRA Self Financing commenced. The Medium Term Financial Plan reflects the future financial position of the HRA based on current policies. It is therefore good business practice that an MTFP is produced to aid future decision making through identifying the financial impact of those decisions.

Further information on the subject of this report can be obtained from Karl Read on 07824 081182, or Email ksread@swindon.gov.uk.

Housing Revenue Account Medium Term Financial Plan

Cabinet

Date: 4th September 2019

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 The underlying message from the current business plan is that there are insufficient revenue resources to meet the capital investment needs of the HRA.
- 5.2 The current plan identifies a need for an additional £81.4m of capital over the next 5 years to meet the planned maintenance requirement, which is consistent with previous business plans, but does not include provision for fire safety improvement work identified since the initial options appraisal in 2012.
- 5.3 With the removal of the HRA debt cap in October 2018, the HRA has capacity to increase borrowing, but future increases in borrowing will be assessed on a scheme by scheme basis and will be dependent on each schemes ability to cover its debt in the timescales of the business plan. At least £3.9m of additional borrowing will be required to support the Queens Drive development and the three bungalow schemes (already approved by Cabinet). In addition, any works required on new housing projects and the possible replacement of the high-rise blocks (pending the outcomes of the Grenfell Inquiry) could result in further significant borrowing which at this stage has not been factored into the MTFP.
- 5.4 All additional borrowing requirements will need to be considered against the desire to build new property whilst maintaining the existing stock. The current cost of new borrowing over 50 years from the Public Works Loan board is 3.32%. Therefore for each £1m borrowed, the HRA debt cost would increase by £43.2k per annum (interest £23.2k plus capital repayment of £20k). However, any additional borrowing required to meet future capital commitments is likely to be at a higher rate and could potentially be as high as 3.5%, with a cost of £55.0k per annum.
- 5.5 This plan supports the current approach of prioritising investment in new build properties in order to meet growing housing needs. This approach will also enable some of the more expensive-to-maintain stock such as that on Queens Drive to be demolished and replaced with new homes, similar to the Sussex Place regeneration already completed off Queens Drive.
- 5.6 Currently the HRA capital repairs team are entering in to contracts to ensure effective use of the £15.4m of funding available in 2019/20 and capital works continue to be delivered through long term contracts awarded for a number of years with spend aligned to the available budget.

Legal and Human Rights Implications

- 5.7 All legal and human rights considerations have been taken fully into account in compiling this report. It is considered that the recommendations of this report are compatible with Convention rights.

Further information on the subject of this report can be obtained from Karl Read on 07824 081182, or Email ksread@swindon.gov.uk.

Housing Revenue Account Medium Term Financial Plan

Cabinet

Date: 4th September 2019

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

- 5.8 The quality and comfort levels within the Council's housing stock can directly impact the health of all those that the Council houses in its own accommodation. With approximately 4,000 non-traditionally built dwellings (in general these are a variety of steel frame/concrete panel systems) thermal comfort will continue to be a concern. This is being mitigated to a small degree by the demolition of some of the poorest performing homes such as those on Queens Drive and the delivery of the External Wall Insulation programme (two projects recently completed in Pinehurst and Stratton).
- 5.9 Diversity Impact Assessment (DIA)
- 5.10 As the MTFP is based on previous decisions, no Diversity Impact Assessment was required at this time. Any specific budgetary proposals generated as a result of the financial plan will be subject to individual DIAs.
- 6. Consultees**
- 6.1 The Director of Finance (Section 151 Officer) and the Chief Legal Officer (Monitoring Officer) are consulted in respect of all reports.
- 7. Background Papers**
- 7.1 None.
- 8. Appendices**
- 8.1 Appendix 1 - HRA Medium Term Financial Plan
- 8.2 Addendum 1 - 30 Year financial operating account
- 8.3 Addendum 2 – Capital Investment Requirement
- 9. Key Decision/Decision in Cabinet Work Programme and Forward Plan**
- 9.1 This is not a Key Decision.

Housing Revenue Account

Medium Term Financial Plan - Appendix 1

Introduction

- 1.1 This business plan is produced in order to set out the Council's overall aims and objectives for the housing service, as a landlord for over 10,300 homes.
- 1.2 The Council faces substantial challenges as a result of changes in national housing policy, as well as financial issues in response to the wider national budget deficit which resulted in 1% reductions in rent levels each year over the last four years. It is important therefore, that the Council has an up to date business plan setting out its plans over the short, medium and longer term.
- 1.3 This plan reflects the approved 2019/20 budget and future years from 2020/21 where rents may rise by up to the Consumer Price Index (CPI) + 1%. It also reflects stock condition survey information which informs future investment requirements, as well as the planned capital programme to build new houses over the next 4 years.

Background

- 1.4 Under "self financing" the Council is required to plan over the longer term and develop and maintain a 30 year HRA Business Plan to manage its housing assets. The 30 year HRA Business Plan and five-year Medium Term Financial Plan (MTFP) are considered in this report.
- 1.5 The HRA is a 'ring fenced' landlord account. Its main features are:
 - 1.5.1 It is primarily a landlord account, recording expenditure and income arising from the provision of housing accommodation by local housing authorities;
 - 1.5.2 Income comes mainly from rents and service charges to tenants
 - 1.5.3 Expenditure is comprised of mainly capital financing costs, loan charges and management and maintenance costs.
- 1.6 The following paragraphs provide details of the latest projections of the HRA and include:
 - A 30 Year HRA Business Plan
 - A 5 Year MTFP; (essentially a "snapshot" of the 30 year plan)
 - Capital Investment requirements
 - the HRA position on loans and investments;
 - HRA levels of reserves.
 - Links to the Housing Strategy

Further information on the subject of this report can be obtained from Karl Read on 07824 081182, or Email ksread@swindon.gov.uk.

Housing Revenue Account

Medium Term Financial Plan - Appendix 1

Detail

30 Year HRA Business Plan

- 1.7 “Self-financing” introduced in 2012 replaced the previous subsidy system giving local authorities some degree of freedom in determining how HRA surpluses were used when and if they were generated. This freedom came at a cost in that the HRA had to repay the government for the lost subsidy and as a result, the HRA debt increased from £12m to £150m.
- 1.8 The self-financing payment figure was calculated by the Government based on a financial business plan over 30 years using a number of important assumptions, most notably around the level of future rent increases, the rate of Right to Buy sales and the level of “Right to Buy” receipts.
- 1.9 When “self-financing” was introduced in 2012, rents were assumed to increase by the Retail Price Index (RPI) from the previous September plus 0.5%, and a convergence factor of up to £2 per week. Two changes since then have resulted in the current approach where the Council is now in the fourth and last year of applying a 1% rent reduction. This has significantly reduced the level of resources available for capital investment. The Government has now confirmed that rents can increase by up to CPI + 1% for 5 years from 2020/21. However, beyond 2024/25, there is still no visibility around rent levels.
- 1.10 Officers produce and regularly update a 30 year HRA business plan which is used to identify the impact of income and expenditure decisions, as well as to ensure that the capital programme is affordable, not just in the short term, but over the medium and long term. This business plan has been used to inform the 5 year HRA MTFP.
- 1.11 The following paragraphs detail the key assumptions that have been used in the HRA 30 year business plan calculations. These are:
 - 1.11.1 Rent changes to follow the latest government guidance increasing by CPI + 1% per annum during 2020/21 through to 2024/25. The rent assumption used for the business plan beyond 2024/25 is a 3% increase per annum which would be equivalent to the current CPI level + 1%.
 - 1.11.2 Debt of c£109m as at 31/3/2019 continues to be repaid at a rate of £5m per annum.
 - 1.11.3 Inflation increases for Housing Management and Repairs and policy. Historically, we have budgeted for voids at 1%, and whilst the Maintenance expenditure based on RPI of 3.0% for years 1 to 30.
 - 1.11.4 Void property at 1.21% pa (£500,000) throughout the business plan period, with all voids moving directly to target rent levels as is the current

Further information on the subject of this report can be obtained from Karl Read on 07824 081182, or Email ksread@swindon.gov.uk.

Housing Revenue Account

Medium Term Financial Plan - Appendix 1

proposed rate is an improvement on the 1.43% used in 2018/19, work is still ongoing to streamline the void process, reducing the duration and number of voids which should bring the void rate closer to the lower historic level.

- 1.11.5 Bad debt provision at 1.5% of rent income in line with existing 2019/20 budget forecasts, reflecting the ongoing impact of Universal Credit.
 - 1.11.6 Annual Right-to-Buy sales assumed at 60 for year 1 to 30. This is a small drop on the 72 previously used for year 1 and affects the overall level of rent income as property numbers reduce.
 - 1.11.7 A minimum working level of HRA revenue reserves of £4m
 - 1.11.8 Capital Investment requirements based on the work carried out by Pennington Choices in 2016/17, with construction inflation at 3.0% per annum in year 1 to 30. Their report does not include additional fire safety works coming out of the Grenfell Enquiry.
 - 1.11.9 It has been assumed that the Acquisitions Programme agreed in April 2017 will continue during 2019/20 resulting in the purchase of over 100 two and three bed properties over the 3 years it has operated. During 2018/19 we purchased a further 46 properties under this scheme and progress continues to be made in 2019/20 to make further purchases. These will be let at an affordable rent.
 - 1.11.10 The Plan does include the balance of a £1m budget identified from within the existing Capital Maintenance programme to support Fire Safety Works within the high-rise blocks. It does not however reflect any further costs that may arise from any new Building and Fire Regulations emanating from the Grenfell Inquiry.
 - 1.11.11 The business plan includes the impact of delivering the Queens Drive Regeneration project as agreed by Cabinet in March 2018 at a cost of £30.5m. In addition, it includes 3 bungalow schemes also approved by Cabinet. Crucially, these approved schemes will fully utilise existing reserves, meaning that any new developments will require further borrowing.
- 1.12 The outputs of the modelling process over the full 30 year period are shown in Addendum 1 which shows the revenue account projected over the next 30 years. In summary, the results show:
- a) A revenue budget generating a surplus annually over the full 30 year period;

Further information on the subject of this report can be obtained from Karl Read on 07824 081182, or Email ksread@swindon.gov.uk.

Housing Revenue Account

Medium Term Financial Plan - Appendix 1

- b) Housing debt will be paid off in full by the end of 2041/42 taking into account the completion of the Queens Drive project and other capital projects already approved by Cabinet.
- c) HRA reserves being maintained to at least £4m to cover contingencies and coming close to this figure in 2021/22 through to 2023/24.
- d) Capital programme shortfalls against investment requirements in the first 5 years of the Plan is circa £81.4m. This includes capital investment for both planned maintenance and new build projects such as Queens Drive. Whilst the Operating Account shows a significant revenue surplus of £386m over the 30 year period of the Business Plan, this is insufficient to meet the capital investment requirements of £697m identified by the Stock Condition Survey over the same period.

1.13 The business plan model **does not include** at this stage:

1.13.1 Investment requirements over and above that identified by the stock condition survey such as:

- a) A whole house retrofit approach when carrying out the exceptional extensive repairs to the non-traditional housing stock
- b) Remodelling of sheltered schemes to bring them up to modern day standards (other than £750k allowance for any works to re-categorise stock)
- c) Installation of new technology to make use of renewable energy such as solar Photo Voltaic (PV) or thermal energy and heat pumps etc.
- d) Regeneration of areas where it is not the most suitable option to repair non-traditional housing stock or improve the high-rise blocks of flats.

1.13.2 A planned programme to develop a number of sites delivering potentially 155 new homes for which consultation, Cabinet approval and Planning permission has yet to be conducted. Depending on grant and other funding to be secured for these schemes, borrowing could be up to as much as £20m leading to debt repayments of around £1m per annum.

1.13.3 The borrowing requirements of potentially refurbishing / redeveloping the high rise blocks. This may require borrowing in the region of £7m - £9m depending on other sources of funding that could also be used.

Housing Revenue Account

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5 Year Medium Term Financial Plan (“MTFP”)

Capital Investment Need

- 1.14 The HRA Capital Programme contributes significantly to the Housing Strategy Priorities in two ways:
- 1.14.1 First, by improving the condition of the housing stock and providing better homes with modern facilities which are both warmer and more energy efficient,
 - 1.14.2 Secondly, by funding the Development Programme for new housing.
- 1.15 Funding for capital investment can be provided by the following sources:
- a) Contributions from revenue budget surpluses (The “surplus for investment” in the table at Paragraph 1.23)
 - b) New Borrowing (Borrowing is now only restricted by the HRA’s ability to make the repayments on the loan, with the previous cap on borrowing being abolished)
 - c) Capital Receipts (mainly from Right to Buy sales)
 - d) Capital Grants (primarily from Homes England)
 - e) Drawing on existing reserves including the Major Repairs Reserve (MRR)
- 1.16 The Council’s housing stock is maintained through its annual repairs and maintenance budget and improved and refurbished through its capital programme. The size of the capital programme depends on the balance between the need of the Council to improve its stock and the availability of funds to finance the improvements, mostly generated from tenant’s rents.
- 1.17 Stock investment requirements form a central part of the HRA Business Plan and these have been derived from the last Stock Condition Survey (SCS) that was conducted in 2016/17.
- 1.18 The Stock Condition Survey identified the investment requirements for the following 5, 10 and 30 year periods and indicated a potential shortfall of £76m within the first 10 years, which was consistent with previous findings.
- 1.19 However, investment programmes have been developed to ensure that homes continue to meet the Decent Homes Standard and resources are aligned with the SCS results from the finalised report produced in 2016. The investment programme shows a budget allocation of £15.5m per year (un-inflated) which equates to £77.5m over the next 5 years.

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- 1.20 The SCS survey results identified an extensive investment requirement of £73.9m for structural repairs and thermal improvement works to our non-traditional housing stock. A rolling programme of extensive repairs started in 2016/17 with over 200 properties refurbished to date at a cost of around £35k to £40k per property.
- 1.21 An assessment of the investment requirement to bring two of the high-rise blocks of flats up to a modern standard is also being conducted. Early indications are that they require an investment requirement of between approx. £4m and £6m per block. An options appraisal is being undertaken to assess alternative investment approaches or the possible decommission of them as appropriate.

Next 5 Years

- 1.22 The key focus for the Council is the short to medium term horizon and the next five years in particular. The next five years have reflected the 1% rent reduction in 2019/20 and thereafter the rent will revert to a cap of CPI +1% (currently estimated at 3%). During this period, an estimated income stream of some £254.1m will be available to the Council to meet its management, repairs, investment and debt costs.
- 1.23 The headline figures from the Operating Account are shown in the table below:

5 Year Summary - Revenue						
	19/20	20/21	21/22	22/23	23/24	Total
Total Income	48,620	49,237	50,465	52,060	53,736	254,118
Total Expenditure	-34,965	-35,857	-36,745	-37,637	-38,720	-183,924
Sub-total	13,655	13,380	13,720	14,423	15,016	70,194
Debt Repayment	-5,000	-5,000	-5,000	-5,000	-8,864	-28,864
Loan Interest	-3,679	-3,555	-3,416	-3,131	-2,871	-16,651
Surplus for Investment	4,976	4,825	5,304	6,292	3,281	24,679
5 Year Summary - Capital Funding						
Borrowing	-	-	1,379	2,484	-	3,863
Other RTB Receipts	1,259	1,157	1,223	1,535	1,581	6,755
Grant Funding	5,746	-	1,018	-	919	7,683
Revenue Contributions	5,227	422	17,002	6,129	2,670	31,450
Capital Reserves & Depreciati	9,947	20,097	10,693	10,947	11,378	63,062
Total Funding	22,179	21,676	31,315	21,095	16,548	112,813
Investment Required	39,019	38,235	47,587	37,079	32,239	194,158
Funding Shortfall	(16,840)	(16,559)	(16,272)	(15,984)	(15,691)	(81,345)

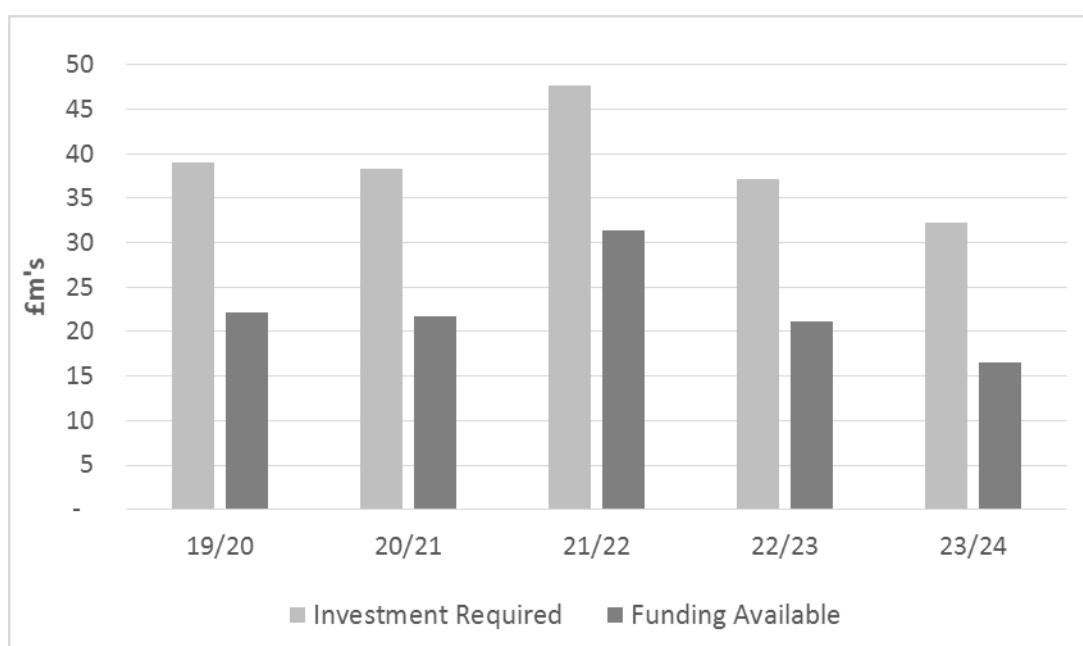
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- 1.24 The Council's projections show a balanced revenue budget with funding to support the capital programme of £112.8m. This compares with an investment requirement of £194.2m for planned maintenance and Development over the same period, a total shortfall of £81.4m.
- 1.25 The Stock Condition Survey breaks down all investment requirements into 5 year bands. The investment requirements are therefore assumed to be equally spread over each year in the five year band for modelling requirements in the absence of a detailed annual profile at this moment in time. Investment for new build developments are spread over the 5 years based on their delivery plans.
- 1.26 The headline outputs over the business plan period can be represented graphically and show the investment required compared with the resources available (after running costs and repayment of debt & interest), based on the assumptions previously outlined.
- 1.27 The following graphic shows a clear shortfall in required resources over the next 5 years.

Graph 1: 5 year annual investment requirement



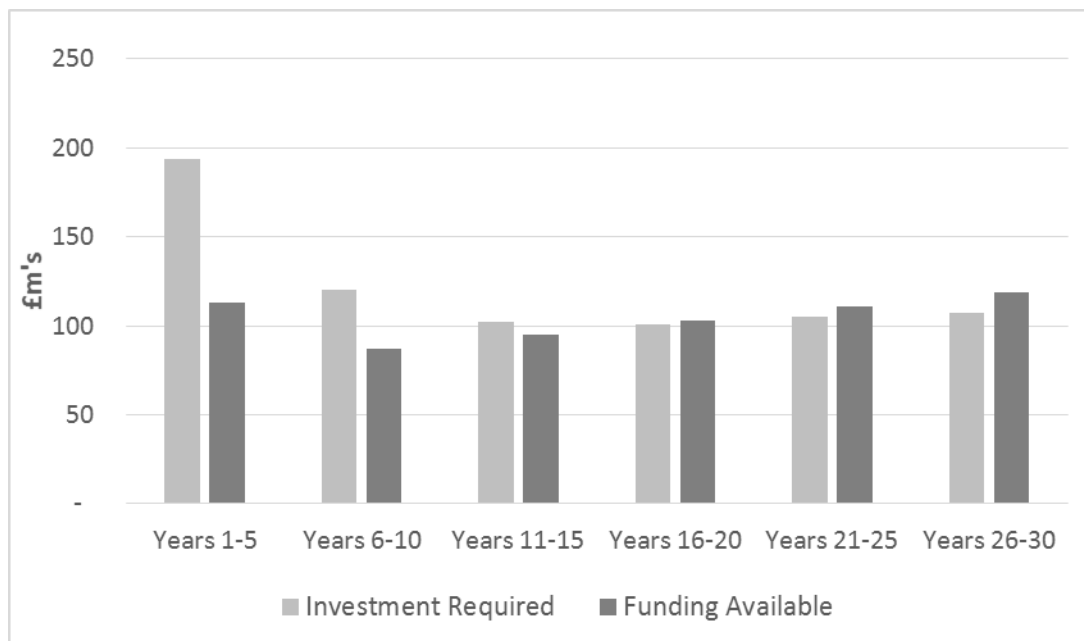
- 1.28 Over the longer term, the following graph shows similar information but for the full 30 years of the business plan. It demonstrates that given the current approved capital programme and the required maintenance identified in the stock condition survey, only from year 16 does the funding start to exceed the investment requirement each year, although this would not be sufficient to cover the backlog of maintenance from years 1 to 10.

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Graph 2: 30 year investment requirement



- 1.29 Should rents not increase at 3% per annum from 2020 as assumed in the this business plan, then deficits will increase. The DCLG announced in October 2018 that for 5 years from 2020/21, social housing rents increases will be limited to the Consumer Price Index (CPI) + 1% which is the assumption used for the Business Plan.

Social Housing Rents

- 1.30 The main source of income for the HRA is rental income from dwellings which forms circa 87% of the total HRA income. This is based on a formula determined by Government aimed to “balance the need to ensure rents remain affordable with the need that landlords have the income they need to remain in good financial health and to invest, particularly in new affordable homes”.
- 1.31 Periodically, the Government amends this approach and has in the past used the Retail Price Index (RPI) + 0.5% + £2, the Consumer Price Index (CPI) + 1% and more recently a reduction of 1% per annum for the last 4 years. The last change significantly reduced the overall resources available to invest in housing stock in contrast to the previous approaches. However, going forward for the next 5 years, from 2020/21, the Government have confirmed that rent increases will be capped at CPI + 1%.

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Affordable Rents

- 1.32 Affordable rent allows local authorities to set rents at levels that are typically higher than social rents, generating additional capacity for investment in new affordable housing. Homes let on affordable rent should be available at a rent level of up to 80% of gross market rents, inclusive of any service charges. Future rent increases / decreases on affordable rents are calculated on the same basis as social rents i.e. all rents will rise up to a cap based on CPI + 1% for 2020/21 including affordable rents. Swindon affordable rents have in the main been set at 80% of the applicable Local Housing Allowance with any service charges then added on top. However, Homes England have suggested that future new build properties should be based on a valuation of Market Rent as and when they are let / re-let.
- 1.33 The rents on affordable rented properties are therefore reset to a figure based on either 80% of the latest Local Housing Allowance rents or 80% of the latest Market Rent when they are allocated to a new tenant, ensuring they keep track with local market rent levels.
- 1.34 The Council also apply affordable rents to all new build properties part funded by Homes England grant as part of the grant conditions, and also those acquired under its acquisitions programme. At the end of 2019, 404 of the council properties had affordable rents.

Other Rental Income

- 1.35 The HRA includes responsibility for managing some parking spaces as well as some commercial properties such as shops with a budget of £291k in 2019/20. These are subject to periodic rent reviews each year.

Service Charges

- 1.36 In addition to their rent, tenants may also be required to pay service charges relating to additional services provided to specific tenants. Local authorities have discretion to decide what services to charge for separately, and what services should be included within the rent. These charges are reviewed annually with the intention of recovering costs and are subject to consultation and Council approval.

HRA Expenditure

- 1.37 Housing Management costs can broadly be broken down into 3 distinct areas:

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- Repairs and Maintenance: this relates to the day to day repairs and maintenance of the housing stock including responsive and void repairs;
- Supervision and Management (General): these are the costs of policy and management of the housing stock, tenancy administration, rent collection and financing charges;
- Supervision and Management (Special): these are the running costs of services that benefit specific groups of tenants including communal heating, lighting, lifts, caretaking, cleaning and ground maintenance

Treasury Management and HRA Debt Position

- 1.38 Since the introduction of self-financing in 2012, the HRA has been managing down its debt from an initial balance of £150.5m. This comprises a number of loans of varying maturities and interest rates that are managed as part of the Councils wider debt portfolio through the Councils Treasury Management Team.
- 1.39 As at 31st March 2019, HRA debt stood at £109.5m. Since the abolition of the previous debt cap, the HRA has the ability to borrow further providing it can afford to repay the debt in a suitable timeframe. The HRA Business Plan continues to prioritise the use of existing reserves to fund already approved new build projects such as the Queens Drive Development. Once these reserves reduce to the minimum working balance level of £4m, future new build schemes will require further borrowing resulting in increased debt levels and debt repayment costs.
- 1.40 The current policy is to repay debt at £5m per annum which would have originally repaid all HRA debt over the next 22 years. At an average interest rate of 3.32%, this repayment saves £160,000 in interest each year. This repayment has resulted in a significant reduction in annual interest payments from a figure of £5.0m in 2012/13 to £3.8m in 2019/20.
- 1.41 The Government abolished the previous borrowing cap in October 2018, allowing local authorities to determine their own levels of debt based on affordability. However, at the present time, the Council has not increased any of its debt, choosing instead to use existing reserves, right-to-buy receipts and grant income to fund its new build programme. Any increase in debt would require the HRA to finance the additional debt payments from existing resources.

HRA Reserves

- 1.42 The overall level of HRA balances at the 31st March 2019 has dropped again in line with previous business plan assumptions from £21.5m to a balance of £21.1m. The makeup of this balance is provided in the following table and shows

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that of this total, £6.3m of revenue balances are unallocated, (excluding the minimum working level of HRA revenue reserves of £4m). The Business Plan assumes that these reserves are the first form of funding drawn down to support future capital spend. Therefore, the plan indicates that these reserves will be near the minimum working balance by 2021/22.

- 1.43 The “Right to Buy” receipts can only be used to fund capital expenditure and must be in line with Government rules around match funding. If these receipts are not used within 3 years of their receipt, they must be repaid to the Government with interest.

Balances 31/3/19	Allocated
	£m
Capital	9.5
Revenue	11.6
Total	21.1
Allocated to:	£m
Prior year Capital Programme approvals	4.6
Retained Right to Buy Receipts	4.9
Capital Reserves sub-total	9.5
Earmarked to sheltered schemes	1.3
Minimum Reserve Balance	4.0
Un-allocated	6.3
Revenue Reserves sub-total	11.6

Links to the Housing Strategy

- 1.44 The housing strategy details a number of Action Points and sets out the role that the strategy can play in helping the Council meet its strategic objectives. Specifically the Strategy covers 4 key themes:
- Affordability – improving the offer,
 - Private rented housing – regulation and support,
 - Promoting and maintaining independence, and
 - Housing Growth – increasing the quality and diversity of housing.
- 1.45 The annual budget will therefore be developed with these themes and objectives in mind, alongside the investment needs of existing and future tenants. In practice, these objectives mean that over the next 5 years the HRA will:

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- Deliver a Development Programme for new housing
- Invest in existing property
- Review sheltered housing with an emphasis on condition and suitability

1.46 These are covered in more detail below in the following paragraphs:

Deliver a Development Programme for new housing

- 1.47 Based on its successful bid to the Affordable Housing Programme 2015-18 Swindon Borough Council has a Council housing development programme and the Council has pledged to deliver 266 new homes by March 2020. The Council has delivered on a contract to develop 104 properties by 2018 in exchange for a contribution of grant from the Homes England (formerly the Homes & Communities Agency). The largest single development in this programme was at Sussex Place, which was a £10 million regeneration scheme that is now completed. The programme also included a development at the Hawthorns to increase independent living options for people with care needs which again is completed.
- 1.48 To deliver the remaining 162 homes alternative sources of funding are being assessed. A new grant funding scheme, the Shared Ownership and Affordable Homes Programme 2016 to 2021 was published on 13th April 2016, and this will be reviewed for further development opportunities.
- 1.49 In addition, the Queens Drive project that was approved by Cabinet on the 14th March 2018 will potentially deliver as many as 149 new units (subject to the final tenure mix) and contribute further to the new homes target. The table below shows the impact of various stock changes over the last 4 years.

Year	Right-to-buy Sales	Additions (inc New Build and Buy-backs)	Demolitions / Other Changes	TOTAL stock
2015/16	-55	19	-11	10,298
2016/17	-74	53		10,277
2017/18	-59	81		10,299
2018/19	-66	119	-52	10,300
	-254	272	-63	

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Investment in existing property

- 1.50 We are realigning our investment programme in line with the recommendations of the Stock Condition Survey, within the constraints of existing budgets.
- 1.51 We are required to ensure our housing stock meets The Regulatory Framework for Social Housing in England from April 2012, which includes a consumer standard known as the Decent Homes Standard.
- 1.52 Over 98.88% of our housing stock met the Decent Homes Standard at 1st April 2019. The stock condition survey identified that approximately 5% of homes are potentially non-decent during the next 5 years. Surveys and programmes of work are planned to be carried out with the aim to ensure that all homes are compliant and maintained to the Decent Homes standard by 31st March 2018.
- 1.53 The first phase of comprehensive refurbishment, structural repairs, and insulation of our non-traditional stock has been completed with over 200 properties refurbished at the end of 2018. We continue to make provision for these extensive works and plan to let contracts for further phases of these works later in the year.
- 1.54 We have received the recommended 5-year investment profile which was commissioned as part of the Stock Condition Survey, and this has formed the basis for developing programmes of work to address the areas identified in the Survey report
- 1.55 Given the substantial shortfall between the available funding and the investment requirement, it is essential that the Council continue to review the investment plan and set out the priorities and activities within the proposed Asset Management Strategy within the financial constraints.

Review sheltered housing with an emphasis on suitability and sustainability

- 1.56 Swindon Borough Council will work to ensure that the housing stock in the Borough supports individuals to live independently for as long as possible.
- 1.57 The Housing Strategy identifies the need to provide a diverse range of options for people with specific housing needs due to medical circumstances. This will assist the Council in the delivery of its Health and Wellbeing Strategy. To assist with this Swindon Borough Council will look to use the Council Housing development and acquisition programme and existing stock to offer improved housing solutions to those with specialist needs as well as reducing costs. These options will be considered in the assessment of those individuals with learning disabilities currently placed out of Borough. This includes the planned development of larger

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bungalows, which we do not currently have in our housing stock, and the purchase of existing larger properties suitable for people with care needs.

Addendum 1: HRA MTFP 30 Year Operating Plan

Addendum 2: HRA 30 year Capital investment requirements

Addendum 1 - MTFP 30 Year Operating Account (Page 1)

Year		Income			Expenditure					Capital Financing						Surplus (Deficit) b/fwd	Surplus (Deficit) c/fwd
		Net rent Income	Other income	Total Income	Managt.	Depreciation	Respon- sive & Cyclical	Other expenses	Total expenses	Net Operating (Expenditure)	Repayment of loans (Principal & Interest)	Surplus to fund Capital	RCCO	Surplus (Deficit) for the Year			
															£,000		
1	2019.20	42,353	6,267	48,620	(12,904)	(10,145)	(11,647)	(269)	(34,965)	13,655	(8,679)	4,976	(5,227)	(251)	11,582	11,331	
2	2020.21	42,811	6,426	49,237	(13,291)	(10,428)	(11,861)	(277)	(35,857)	13,380	(8,555)	4,825	(422)	4,403	11,331	15,734	
3	2021.22	43,912	6,553	50,465	(13,690)	(10,693)	(12,077)	(285)	(36,745)	13,720	(8,416)	5,304	(17,002)	(11,697)	15,735	4,038	
4	2022.23	45,352	6,708	52,060	(14,101)	(10,947)	(12,295)	(294)	(37,637)	14,423	(8,333)	6,090	(6,129)	(40)	4,039	4,000	
5	2023.24	46,828	6,908	53,736	(14,524)	(11,378)	(12,516)	(302)	(38,720)	15,016	(11,994)	3,022	(2,670)	352	4,000	4,352	
6	2024.25	48,841	7,129	55,970	(14,960)	(11,648)	(12,739)	(311)	(39,658)	16,312	(7,871)	8,441	(3,566)	4,875	4,352	9,227	
7	2025.26	49,128	7,368	56,496	(15,408)	(11,924)	(12,964)	(321)	(40,617)	15,879	(7,700)	8,179	(3,538)	4,641	9,229	13,869	
8	2026.27	50,314	7,616	57,930	(15,871)	(12,206)	(13,191)	(330)	(41,598)	16,332	(7,529)	8,803	(3,506)	5,297	13,871	19,168	
9	2027.28	51,525	7,874	59,399	(16,347)	(12,494)	(13,420)	(340)	(42,601)	16,798	(7,358)	9,440	(3,469)	5,971	19,169	25,140	
10	2028.29	52,759	8,143	60,902	(16,837)	(12,789)	(13,651)	(350)	(43,627)	17,275	(7,187)	10,088	(3,426)	6,662	25,140	31,802	
11	2029.30	54,019	8,423	62,442	(17,342)	(13,090)	(13,883)	(361)	(44,676)	17,766	(7,016)	10,750	(3,378)	7,372	31,803	39,175	
12	2030.31	56,312	8,718	65,030	(17,862)	(13,397)	(14,118)	(372)	(45,749)	19,281	(6,845)	12,436	(3,324)	9,113	39,175	48,288	
13	2031.32	56,617	9,023	65,640	(18,398)	(13,712)	(14,354)	(383)	(46,847)	18,793	(6,674)	12,119	(3,263)	8,856	48,288	57,144	
14	2032.33	57,955	9,339	67,294	(18,950)	(14,033)	(14,591)	(395)	(47,969)	19,325	(6,503)	12,822	(3,196)	9,627	57,146	66,772	
15	2033.34	59,321	9,667	68,988	(19,519)	(14,361)	(14,829)	(407)	(49,116)	19,872	(6,332)	13,540	(3,121)	10,419	66,774	77,193	
16	2034.35	60,715	10,008	70,723	(20,104)	(14,696)	(15,069)	(419)	(50,288)	20,435	(6,161)	14,274	(3,040)	11,234	77,195	88,429	
17	2035.36	63,267	10,364	73,631	(20,707)	(15,038)	(15,310)	(431)	(51,486)	22,145	(5,990)	16,155	(2,950)	13,205	88,429	101,634	
18	2036.37	63,588	10,735	74,323	(21,329)	(15,387)	(15,552)	(444)	(52,712)	21,611	(5,819)	15,792	(2,853)	12,939	101,634	114,573	
19	2037.38	65,067	11,116	76,183	(21,969)	(15,744)	(15,794)	(457)	(53,964)	22,219	(5,648)	16,571	(2,747)	13,824	114,574	128,398	
20	2038.39	66,577	11,513	78,090	(22,628)	(16,109)	(16,037)	(471)	(55,245)	22,845	(5,477)	17,368	(2,632)	14,736	128,399	143,135	
21	2039.40	68,117	11,924	80,041	(23,306)	(16,481)	(16,281)	(485)	(56,553)	23,488	(5,306)	18,182	(2,508)	15,674	143,135	158,809	
22	2040.41	69,687	12,352	82,039	(24,006)	(16,861)	(16,524)	(499)	(57,890)	24,149	(4,150)	19,999	(2,374)	17,625	158,808	176,433	
23	2041.42	72,582	12,815	85,397	(24,726)	(17,249)	(16,768)	(514)	(59,257)	26,140	0	26,140	(2,230)	23,910	176,432	200,343	
24	2042.43	72,923	13,306	86,229	(25,468)	(17,645)	(17,011)	(530)	(60,654)	25,575	0	25,575	(2,075)	23,500	200,343	223,843	
25	2043.44	74,589	13,809	88,398	(26,232)	(18,049)	(17,254)	(546)	(62,081)	26,317	0	26,317	(1,908)	24,409	223,844	248,252	
26	2044.45	76,287	14,328	90,615	(27,019)	(18,462)	(17,496)	(562)	(63,539)	27,076	0	27,076	(1,730)	25,346	248,252	273,599	
27	2045.46	78,020	14,864	92,884	(27,829)	(18,883)	(17,737)	(579)	(65,028)	27,856	0	27,856	(1,539)	26,317	273,600	299,916	
28	2046.47	79,786	15,417	95,203	(28,664)	(19,313)	(17,977)	(596)	(66,550)	28,653	0	28,653	(1,335)	27,318	299,916	327,234	
29	2047.48	83,062	15,993	99,055	(29,524)	(19,752)	(18,215)	(615)	(68,106)	30,949	0	30,949	(1,118)	29,831	327,233	357,064	
30	2048.49	83,421	16,588	100,009	(30,410)	(20,199)	(18,451)	(632)	(69,692)	30,317	0	30,317	(887)	29,430	357,066	386,496	
Totals		1,835,735	311,294	2,147,029	(613,925)	(443,113)	(449,612)	(12,777)	(1,519,427)	627,602	(155,541)	472,061	(97,162)	374,899			

Addendum 1 - MTFP 30 Year Operating Account (Page 2)

		Approved Capital Programme			Funded by					
Year		Major Works & Imps	New Build & Acquisitions	Total Capital Programme	Borrowing	Other RTB Receipts	Other inc Grant Funding	RCCO	Major Repairs Reserve (MRR)	Total Capital Funding
		£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
1	2019.20	15,398	6,780	22,178	0	1,259	5,746	5,227	9,947	22,179
2	2020.21	15,681	5,996	21,676	0	1,157	0	422	20,097	21,676
3	2021.22	15,966	15,348	31,315	1,379	1,223	1,018	17,002	10,693	31,315
4	2022.23	16,255	4,840	21,095	2,484	1,535	0	6,129	10,947	21,095
5	2023.24	16,547	0	16,547	0	1,581	919	2,670	11,378	16,548
6	2024.25	16,842	0	16,842	0	1,628	0	3,566	11,648	16,842
7	2025.26	17,139	0	17,139	0	1,677	0	3,538	11,924	17,139
8	2026.27	17,439	0	17,439	0	1,727	0	3,506	12,206	17,439
9	2027.28	17,742	0	17,742	0	1,779	0	3,469	12,494	17,742
10	2028.29	18,047	0	18,047	0	1,832	0	3,426	12,789	18,047
11	2029.30	18,355	0	18,355	0	1,887	0	3,378	13,090	18,355
12	2030.31	18,665	0	18,665	0	1,944	0	3,324	13,397	18,665
13	2031.32	18,977	0	18,977	0	2,002	0	3,263	13,712	18,977
14	2032.33	19,290	0	19,290	0	2,062	0	3,196	14,033	19,291
15	2033.34	19,606	0	19,606	0	2,124	0	3,121	14,361	19,606
16	2034.35	19,923	0	19,923	0	2,188	0	3,040	14,696	19,924
17	2035.36	20,241	0	20,241	0	2,253	0	2,950	15,038	20,241
18	2036.37	20,561	0	20,561	0	2,321	0	2,853	15,387	20,561
19	2037.38	20,881	0	20,881	0	2,390	0	2,747	15,744	20,881
20	2038.39	21,203	0	21,203	0	2,462	0	2,632	16,109	21,203
21	2039.40	21,524	0	21,524	0	2,536	0	2,508	16,481	21,525
22	2040.41	21,846	0	21,846	0	2,612	0	2,374	16,861	21,847
23	2041.42	22,168	0	22,168	0	2,690	0	2,230	17,249	22,169
24	2042.43	22,490	0	22,490	0	2,771	0	2,075	17,645	22,491
25	2043.44	22,811	0	22,811	0	2,854	0	1,908	18,049	22,811
26	2044.45	23,131	0	23,131	0	2,939	0	1,730	18,462	23,131
27	2045.46	23,450	0	23,450	0	3,027	0	1,539	18,883	23,449
28	2046.47	23,767	0	23,767	0	3,118	0	1,335	19,313	23,766
29	2047.48	24,081	0	24,081	0	3,211	0	1,118	19,752	24,081
30	2048.49	24,394	0	24,394	0	3,308	0	887	20,199	24,394
Totals		594,421	32,963	627,384	3,863	66,097	7,683	97,163	452,584	627,390

Addendum 2 - Capital Investment Requirement

2019/20 Plan

Maintenance Factor	Years 1-5	Years 6-10	Years 11-15
Catch up Repairs	£14,826,006	N/A	N/A
Future Major Works	£46,288,240	£45,284,063	£43,065,866
Related Assets	£1,875,000	£1,875,000	£1,875,000
Contingent Major Repairs	£2,130,000	£2,130,000	£2,130,000
Exceptional Extensive Repairs	£36,949,740	£14,775,000	£0
Improvements	£5,967,000	£2,877,000	£2,128,800
Responsive & Cyclical Repairs (Capital)	£16,400,000	£16,400,000	£16,400,000
Responsive & Cyclical Repairs (Revenue)	£36,758,500	£36,758,500	£36,758,500
TOTAL MAINTENANCE	£161,194,486	£120,099,563	£102,358,166

NEW BUILD PROGRAMME	£32,963,358
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TOTAL CAPITAL INVESTMENT REQUIREMENT	£194,157,844
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Years 16-20	Years 21-25	Years 26-30	Total 30 Year Cost
N/A	N/A	N/A	£14,826,006
£42,515,802	£46,172,845	£48,044,998	£271,371,813
£1,875,000	£1,875,000	£1,875,000	£11,250,000
£2,130,000	£2,130,000	£2,130,000	£12,780,000
£0	£0	£0	£51,724,740
£1,750,000	£1,750,000	£1,750,000	£16,222,800
£16,400,000	£16,400,000	£16,400,000	£98,400,000
£36,758,500	£36,758,500	£36,758,500	£220,551,000
£101,429,302	£105,086,345	£106,958,498	£697,126,359

References from Other Council Bodies

Health and Wellbeing Board - Swindon Borough Council's Reducing Rough Sleepers Strategy

Cabinet

Date: 4th September 2019

Author:	Cabinet Member for Housing and Public Safety, and Chief Legal Officer
Wards:	All
Parishes Affected:	All

1. Purpose and Reasons

- 1.1 To consider a matter referred to Cabinet from the meeting of the Health and Wellbeing Board held on 10th July 2019.
- 1.2 As set out in the Board's Terms of Reference, "The Board will operate in accordance with the Council's existing decision-making framework and normal council budget setting processes. A decision to exercise any further local authority functions by the Health and Wellbeing Board would therefore need to be taken by the appropriate decision-making body (e.g. Cabinet or Council), and a further report would be required for this."
- 1.3 The strategy would help to address Pledge 26 of the Council's Vision: "To prevent homelessness wherever possible, including using additional measures such as the temporary winter housing provision and offering a day centre to prevent rough sleepers from returning to the streets."

2. Recommendations

- 2.1 To agree the recommendation of the Health and Wellbeing Board at its meeting on 10th July 2019: "That Swindon Borough Council's Cabinet be recommended to adopt the Council's Reducing Rough Sleepers Strategy 2019-2022".

3. Detail

Swindon Borough Council's Reducing Rough Sleepers Strategy

- 3.1 At its meeting on 10th July 2019 the Health and Wellbeing Board considered a report from the Council's Head of Housing on the adoption of the draft Swindon Borough Council Reducing Rough Sleeper's Strategy.
- 3.2 The Board resolved:

Further information on the subject of this report can be obtained from Douglas Campbell, Direct Dial Telephone Number – 07779 413886 email – CommitteeServices@swindon.gov.uk.

References from Other Council Bodies

Health and Wellbeing Board - Swindon Borough Council's Reducing Rough Sleepers Strategy

Cabinet

Date: 4th September 2019

(1) The Swindon Borough Council's Reducing Rough Sleepers Strategy 2019-2022, as attached as appendix 1 to the report be approved.

(2) That Swindon Borough Council's Cabinet be recommended to adopt the Council's Reducing Rough Sleepers Strategy 2019-2022.

- 3.3 A copy of the report is attached at Appendix 1 along with a copy of the draft Strategy document at Appendix 2. The draft Minute is attached at Appendix 3.

4. Alternative Options

- 4.1 It is a matter for Cabinet as to whether the recommendation of the Health and Wellbeing Board is supported.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 This report has no financial or procurement implications. The financial and/or procurement implications of the report to the Health and Wellbeing Board are addressed in that report (attached at Appendix 1).

Legal and Human Rights Implications

- 5.2 Legal and Human Rights considerations have been taken fully into account in compiling this report. It is considered that the recommendations of this report are compatible with convention rights. The legal and human rights considerations of the report to the Health and Wellbeing Board are addressed in that report (attached at Appendix 1).

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

- 5.3 This report has no additional implications to be addressed. Any additional implications the report to the Health and Wellbeing Board are addressed in that report (attached at Appendix 1).

Diversity Impact Assessment

- 5.4 A Diversity Impact Assessment (DIA) has been undertaken for this strategy.

Risk Management

- 5.5 There are no identified unmitigated risks.

Further information on the subject of this report can be obtained from Douglas Campbell, Direct Dial Telephone Number – 07779 413886 email – CommitteeServices@swindon.gov.uk.

References from Other Council Bodies

Health and Wellbeing Board - Swindon Borough Council's Reducing Rough Sleepers Strategy

Cabinet

Date: 4th September 2019

6. Consultees

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

7. Background Papers

- 7.1 None.

8. Appendices

- 8.1 Appendix 1 – Report to the meeting of the Health and Wellbeing Board held on 10th July 2019.
- 8.2 Appendix 2 – Swindon Borough Council's Reducing Rough Sleepers Strategy 2019-2022. *(The appendix is available online at the Council's website or on request from Committee Services.)*
- 8.3 Appendix 3 – Draft Minute of the 10th July 2019 Health and Wellbeing Board meeting.

9. Key Decision/Decision in Cabinet Work Programme

- 9.1 This is not a Key Decision and is in the Cabinet Work Programme for September 2019.

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Swindon Borough Council's

Reducing Rough Sleepers Strategy

Health and Wellbeing Board

Date: 10th July 2019

Author: Head of Housing

Wards: All

Parishes Affected: All

1. Purpose and Reasons

- 1.1 To seek the Health and Wellbeing Board's approval of Swindon Borough Council's Reducing Rough Sleepers Strategy 2019-2022 and to recommend that Swindon Borough Council's Cabinet adopt and implement it.
- 1.2 Our Health and Wellbeing Strategy demonstrates a commitment across the partnership to ensure that everyone in Swindon lives a healthy, safe, fulfilling and independent life and is supported by thriving and connected communities.
- 1.3 There is a statutory requirement and therefore approval must be sought prior to circulation.
- 1.4 This strategy links to:
 - 1.3.1 Priority outcome 2 (adults and older people in Swindon are living healthier and more independent lives); Priority 3 (to improve health outcomes for disadvantaged and vulnerable communities, including adults with long terms conditions, learning disabilities, physical disabilities or mental health problems); and Priority 4 (to improve mental health, wellbeing and resilience for all) as set out in the Health and Wellbeing Strategy

2. Recommendations

The Board is recommended to:

- 2.1 Approve Swindon Borough Council's Reducing Rough Sleepers Reduction Strategy 2019-2022 (attached at Appendix 1 to the report).
- 2.2 Recommend to Cabinet that it adopts Swindon Borough Council's Reducing Rough Sleeper Strategy 2019-2022

3. Detail

- 3.1 This is Swindon Borough Council's First Reducing Rough Sleeping Strategy in response to an increasing number of people rough sleeping in Swindon.
- 3.2 The strategy has been informed by national and local policy, views of stakeholders and professionals, and evidence of good practice from across the sector. It outlines and provides a clear strategic steer in reducing Rough

Further information on the subject of this report can be obtained from Nick Kemmett, 01793 464402, nkemmett@swindon.gov.uk.

Swindon Borough Council's

Reducing Rough Sleepers Strategy

Health and Wellbeing Board

Date: 10th July 2019

Sleeping in Swindon. There are five key objectives that received overwhelming support when we consulted and will form the basis of our action plan that will be completed within 3 months from the implementation of this strategy.

- 3.2.1 No One Arrives on the Street - Work in partnership to prevent people sleeping rough in the first place.
- 3.2.2 Rapid joined up response when people do end up on the streets.
- 3.2.3 No One Should Return to the Streets.
- 3.2.4 Provide an outreach service for those with complex or multiple needs.
- 3.2.5 Develop a range of accommodation and support solutions tailored to individual needs
- 3.3 This strategy cannot be delivered solely by the Council and therefore we are committed to working in partnership with a range of voluntary and statutory sector partners. We need to work in modern efficient, effective ways that deliver the best outcomes for those at risk of rough sleeping and those rough sleeping.
- 3.4 An 8 week consultation was completed prior to the final drafting of this strategy with the overwhelming majority of responses being positive about its content and actions.

4. Alternative Options

- 4.1 No alternative options are proposed.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 There are no financial or procurement implications arising from this report. However, a successful strategy for reducing and preventing homelessness will help to ensure that the Council can spend within budget.

Legal and Human Rights Implications

- 5.2 Legal and Human rights have been taken fully into account in compiling this report. It is considered that the recommendations within this report are compatible with Convention Rights.

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

- 5.3 There are no other implications arising from this report.

Further information on the subject of this report can be obtained from Nick Kemmett, 01793 464402, nkemmett@swindon.gov.uk.

Swindon Borough Council's

Reducing Rough Sleepers Strategy

Health and Wellbeing Board

Date: 10th July 2019

Diversity Impact Assessment

- 5.4 The Reducing Rough Sleepers Strategy will positively impact on vulnerable adults living in Swindon's community.

Risk Management

- 5.5 Without adopting a Reducing Rough Sleeping Strategy we would not be compliant with the statutory obligations contained within the Homeless Reduction Act 2017.

6. Consultees

- 6.1 The strategy has been consulted on widely with stakeholders from across the partnership (see consultation report in Appendix 2 for complete list). Key stakeholders including CCG have provided input to the document
- 6.2 The Director of Finance (Section 151 Officer) and the Chief Legal Officer (Monitoring Officer) have been consulted in relation to this report.

7. Background Papers

- 7.1 None

8. Appendices

- 8.1 Appendix 1 – Swindon Borough Council Reducing Rough Sleepers Strategy 2019-2022
- 8.2 Appendix 2 – Reducing Rough Sleepers Strategy Consultation Report.

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Health and Well Being Board

Wednesday 10th July 2019

68. Swindon Borough Council's Reducing Rough Sleepers Strategy

The Committee received a report of the Head of Housing submitted a report on the Council's "Reducing Rough Sleepers Strategy".

Michael Ash, Head of Housing and Nick Kemmett, Housing Strategy and Development Manager, introduced the report drawing Members' attention to the following key issues:

- The local and national policies and practice underpinning the strategy.
- The Strategy's five key objectives as set out within paragraph 3.2 of the report.
- The role of key partners in supporting and delivering the strategy including the health and probation services.
- The outcome of the consultation undertaken prior to the drafting of the strategy set out within the report.
- The employment of a dedicate Rough Sleeper Cop-coordinator and three out-reach workers by the Council following the securing of grant funding from the Government to ensure delivery of the programme.
- Success in relation to support given to rough sleepers to secure and retain housing.
- The provision of Mental Health and First Aid training across the Housing Department and Voluntary and other agencies.
- The creation of a Strategic Board with Swindon Borough Council as the lead and the creation of an action plan to progress key priorities and objectives.
- The work and provision of Services at the Haven Day Centre including the Night Shelter.

Following their presentation Michael Ash and Nick Kemmett responded to Members questions and comments in respect of the following points.

- The delayed discharge of rough sleepers form hospital to ensure support services were in place.
- The preference of most rough sleepers in accessing medical services via the Emergency Department at the hospital rather than their GPs and the discharge process involved.
- The likely recommendations forthcoming from the JNSA within the next six months for the commissioning of general and mental health services which

should reduce the need to access medical services through the Emergency Department.

- The general trend for local homeless people to have a Swindon connection.
- The co-ordination of work by voluntary groups involved with the homeless in Swindon.
- The potential future funding of homeless related work through Government grants.
- How the Council identified and helped the invisible or hidden homeless, such as sofa surfers, including work under the Council's Homelessness Strategy.
- The securing of 12 housing units to support the work to reduce rough sleeping which had been recognised as good practice across the housing sector.
- The need to draw the public's attention to the wide ranging work by the Council and its partners to reduce rough sleeping.
- Access to mental health and substance misuse services to support the reduction in rough sleeping.

Resolved – (1) The Swindon Borough Council's Reducing Rough Sleepers Strategy 2019-2022, as attached as appendix 1 to the report be approved.

(2) That Swindon Borough Council's Cabinet be recommended to adopt the Council's Reducing Rough Sleepers Strategy 2019-2022.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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