

Swindon Borough Council

Scrutiny Committee

Monday, 12 August 2019

Committee Room 6, Civic Offices

At 6.00 p.m.

Conservative Councillors

Emma Faramarzi
(Vice-Chair)
Matthew Courtliff
Brian Mattock
Barbara Parry
Roger Smith
Timothy Swinyard
Vera Tomlinson

Labour Councillors

Robert Wright
(Chair)
Steve Allsopp
Jim Grant
Jane Milner-Barry
Des Moffatt
Carol Shelley

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

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

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

AGENDA

1. Apologies for Absence

2. Declarations of Interest

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

3. Minutes (Pages 5 - 12)

To receive the minutes of the meeting held on 15th July 2019

4. Public Question Time

See explanatory note below. Please contact the Committee Officer whose details appear at the top of this agenda if you need further guidance.

5. **Cabinet Member Question and Answer Session - Cabinet Member for Adults and Health** (Pages 13 - 48)
6. **Cabinet Member Question and Answer Session - Cabinet Member for Corporate Services and Operational Excellence** (Pages 49 - 66)
7. **Work Programme 2019/2020** (Pages 67 - 84)
8. **Status of Requests for Action and / or Information** (Pages 85 - 90)

Date of Despatch: 02 August 2019

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

Questions in writing should be sent to the Committee Officer whose contact details appear on the agenda above. We will publish it, along with the answer, alongside the Minutes. The process associated with asking a public question is set out in the "Public Question Time at Council Meetings Protocol and Guidance" available from the Committee Officer named above or on the Council's Website at:
<http://ww5.swindon.gov.uk/moderngov/ecCatDisplay.aspx?sch=doc&cat=13338&path=0>.

The Scrutiny Committee - Terms of Reference

- To meet at regular intervals to review the policies, process and implications of Cabinet, Cabinet Member and Officer decision making and the way in which Cabinet and Cabinet Member decisions are made;
- To consider requests for "Call-in" as defined in the Council's "Call-in" Procedure;
- To refer decisions back to Cabinet (or the decision maker) for reconsideration. It may do this once for any individual decision, after which if there is no agreement the decision will be referred to the full Council for determination;
- To refer Cabinet and Cabinet Member decisions to the relevant Overview and Scrutiny Committee for investigation without delaying the implementation of the decision concerned;
- To receive a report by the Leader of the Council at its first meeting after each Annual Council Meeting (or at such a meeting as is agreed by the Chair of the Committee and the Leader of the Council) on the service issues for the year ahead, the Leader of the Council's priorities for the coming year and on the Council's performance in the previous year;
- To oversee the arrangements for Overview and Scrutiny within the Council, including determining (i) where matters fall within the remit of more than one Overview and Scrutiny Committee which of those Committees will assume responsibility for any particular issue, (ii) a system to ensure that referrals from Committees to the Cabinet, either by way of report or for reconsideration are managed efficiently and do not exceed any limits set out in the Council's Constitution, and (ii) in the event of reports to the Cabinet exceeding any limits in

this Constitution or if the volume of such reports creates difficulty for the management of Cabinet business or jeopardises the efficient running of Council business, at the request of the Cabinet to make decisions about the priority of referrals made.

- To carry out any investigation into the business and functions of the Council and to call in any Cabinet Member or senior officer of the Council so that they can offer advice, support or answer any question that will assist the Committee in carrying out its functions.
- To carry out an external scrutiny function, particularly in relation to corporate issues and issues falling into the remit of a number of Overview and Scrutiny Committees.

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

- the review, scrutiny and development of policy recommendations;
- the management of performance,
- the monitoring of progress against corporate priorities and
- the formulation of advice for the Cabinet, Council and other partners and stakeholders.

To have specific responsibility (but not limited to)

- Good governance and the operation of Law and Democratic Services
- The Budget Scrutiny function.

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SCRUTINY COMMITTEE

MONDAY, 15 JULY 2019

PRESENT:- Councillors Robert Wright (Chair), Emma Faramarzi (Vice-Chair), Steve Allsopp, Matthew Courtliff, Jim Grant, Brian Mattock, Des Moffatt, Barbara Parry, Carol Shelley, Roger Smith, Timothy Swinyard and Vera Tomlinson

Also in attendance were: Councillor David Renard (Leader of the Council) Councillor Dale Heenan (Cabinet Member for the Town Centre), Maureen Penny (Cabinet Member for Highways and the Environment), Gary Sumner (Cabinet Member for Strategic Planning) and Councillor Keith Williams (Cabinet Member for Corporate Services and Operational Excellence).

Apologies for absence were received from Councillors Jane Milner-Barry, Oliver Donachie (Cabinet Member for Economy and Place), Russell Holland (Deputy Leader of the Council and Cabinet Member for Finance, Education and Skills) and Mary Martin (Cabinet Member for Children's Services).

7. Declarations of Interest

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

Councillor Roger Smith made a non prejudicial declaration of interest in respect of Agenda Item No. 5 (Cabinet Minute 19) as he worked as a town planner for Savills.

Councillor Barbara Parry made a non prejudicial declaration of interest in respect of Agenda Item No. 5 (Cabinet Minute 17) as she worked for the Ridgeway School.

8. Minutes

Resolved – That the minutes of the meeting held on 10th June 2019 be confirmed and signed as a correct record.

9. Public Question Time

Mr Roy Worman, a Haydon Wick resident, asked a question relating to the status of sites identified within the Swindon Local Plan Review documentation.

Councillor Gary Sumner, Cabinet Member for Strategic Planning responded at the meeting.

Mr Roy Worman, a Haydon Wick resident, asked a question regarding remedial works to the Whalebridge Car Park.

Councillor Maureen Penny, Cabinet Member for Transport and the Environment, responded at the meeting.

10.

Consideration of Cabinet Decisions

The Committee considered a report introducing decisions arising from the Cabinet meeting held on 10th July 2019.

Minute 16. Budget Management 2019/20

Councillor David Renard (Leader of the Council) and Keith Williams (Corporate Services) responded to questions put by Councillors Jim Grant, Brian Mattock, Des Moffatt and the Chair on the following matters:

- A water leak, from a damaged pipe, underneath the swimming pool at Lydiard.
- The projected variance in the Adult Social Care Budget and whether this was anticipated to be a short or long term issue.
- The reasons for the projected shortfall in revenues from the Swindon Crematorium and potential options to address this shortfall.

Resolved – That Minute 16 of the Cabinet be noted.

Minute 17. Education Transport Policy 2019

Resolved – That Minute 17 of the Cabinet be noted.

Minute 18. Considerations of Objections – Bristol Street Car Park

Councillor Maureen Penny (Cabinet Member for Transport and the Environment) responded to questions put by Councillors Jim Grant, Des Moffatt and the Chair on the following matters:

- A potential future review of the pricing of the charges for the Bristol Street Car Park should the income and usage not be broadly in line with expectations and/or other town centre car parks.
- Measures to mitigate the concerns of local councillors and residents concerning commuter vehicles parking in residential areas in Rodbourne.

Resolved – That Minute 18 of the Cabinet be noted.

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

Councillor Gary Sumner (Cabinet Member for Strategic Planning) responded to questions put by the Chair on the following matters:

- The rationale for the removal of Policy D2 from the proposed Local Plan and powers within the Plan to promote sustainable growth and prevent climate change.
- Which groups benefitted from the removal of the DS Policy, in its current form, from the consultation draft of the Local Plan.
- How the Council would prevent sub-standard applications, and in particular those adversely affecting climate change, being submitted to the Local Planning Authority.

Resolved – That Minute 19 of the Cabinet be noted.

Minute 20. Town Centre Movement Strategy – commencement of consultation

Councillor Maureen Penny (Cabinet Member for Transport and the Environment) responded to questions put by Councillor Des Moffatt and Tim Swinyard and the Chair on the following matters:

- The removal of buses from the proposed Railway Village Conservation Area through the provision of a bus lane along Faringdon Road.
- The integration of traffic across the whole Borough as well as the area to be covered by the Town Centre Movement Strategy.
- The accommodation of wider traffic flows into the town centre and from new developments into the existing road infrastructure.
- Commuter parking in older streets and some rural areas across the Borough that did not have residents parking schemes.
- The monitoring of, and enforcement against, commuter parking where traffic regulation orders permitted this.
- Individual transport assessments throughout the Borough for new developments such as North Star.

Resolved – That Minute 20 of the Cabinet be noted.

Minute 21. New Eastern Villages (NEV): Strategic Transport Scheme

Councillor Gary Sumner (Cabinet Member for Strategic Planning) responded to questions put by Councillor Emma Faramarzi, Jim Grant, Des Moffatt and Barbara Parry and the Chair on the following matters:

- The Council's role in putting in place an estimated £60 million of infrastructure, for the proposed Eastern Village Development, prior to any substantive works being completed by private builders.
- The potential risks associated with the Council undertaking such a large degree of infrastructure work prior to the commencement of works in the New Eastern Villages when it was not a major landowner and did not own strategic areas of land.
- The anticipated timescales for the return of the Council's infrastructure investment in the New Eastern Village and how this affected the risk associated with the proposed development.
- Grant funding from Central Government and borrowing arrangements for the proposed highways infrastructure in the New Eastern Villages.
- The benefits to adjoining areas of the highway infrastructure in the New Eastern Villages.
- The prioritisation of highways and affordable housing as part of the infrastructure investment in the New Eastern Villages.
- The Council's role in ensuring developers provided a quality schemes and met the expectations and obligations associated with any planning permission granted.
- The way in which risks associated with the high number of potential developers associated with the New Eastern Village development be being managed.

Resolved – That Minute 20 of the Cabinet be noted.

11. Leader of the Council: Annual Report

Councillor David Renard, the Leader of the Council, attended this first meeting of the Scrutiny Committee for the Municipal Year 2019/20, to report to the Committee on (a) the Authority's achievements in 2018/19 and (b) the Administration's challenges and priorities for the 2019/20 Municipal Year.

The Leader, in his report, highlighted achievements during 2018/19 which included:

- The creation of a cross-party Working Group to consider ways in which the Council can stimulate climate change mitigation in Swindon.
- *Pledge 2: With our wholly owned company, Public Power Solutions, enhance Swindon's reputation as a sustainable energy exemplar, by exploring technology that converts energy from waste, facilitating the move to electrified transport, and delivering opportunities to invest in renewable energy to reduce carbon footprint.* This placed waste reduction at the heart of the Council's services and encouraged the investigation of new and emerging technologies.
- *Pledge 5 – Enhance Wellington Street as a Prime Thoroughfare for the Town.* The Council had overseen the design and implementation of a publically funded public realm and highway improvement scheme at Wellington Street.
- *Pledge 15 - Work to secure a viable and sustainable future for our key heritage assets.* Work had been undertaken to secure funding projects in the Railway Heritage Area by working with Historic England, the National Trust and local groups. The Cabinet had also agreed a new pledge that our existing museums are more closely linked to our schools and utilised as an educational resource.
- *Pledge 6F - Ensure that there is a range of good quality housing options in Swindon, including affordable opportunities to buy and rent.* The Council had delivered 70 homes to the Council's housing stock and enabled a further 186 affordable homes in partnership with housing associations and housing developers during 2018/19.
- *Pledge 26 - 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.* Rough sleeping in the town had reduced from a high of 45 to 23 in a recent census.
- *Pledge 6 - Strategic Development.* Progress continued with Tadpole Garden Village and Badbury Park and the search for additional smaller scale sites for housing through the SHELAA (Strategic Housing and Employment Land Availability Assessment).
- Pledge 10: secure a range of options to access Higher Education. Work was continuing with the Royal Agricultural University Swindon and with a joint bid with Swindon College to secure funding for an Institute of Technology.

The Leader, in his report, also highlighted the challenges for 2018/19 which included:

- The wider regional and national issues such as the creation of England's Economic Heartland and the country's decision to leave the European Union.
- The continued long-term financial stability of the Council and the funding vital services despite pressures on Local Government finances.

- The delivery of services through partnerships and building on relationships with the police, schools, the hospital, the Clinical Commissioning Group (CCG), and the relevant charities and third sector groups in order to ensure that all residents are protected.
- The delivery of new schools including, the William Morris Primary School and the Deanery CE Academy.
- Progress in delivering services under the Better Care Fund (BCF) through joint partnership working.
- Changes to the Multi-agency Safeguarding Arrangements for Children and Adults at Risk from end of July 2019. The new model, approved by Health and Wellbeing Board in March, focuses on continuous learning and improvement with a clear line of sight on frontline safeguarding practice. The
- Ensuring that relationships with the police, schools, the hospital, the Clinical Commissioning Group, and the relevant charities and third sector groups are enhanced in order to ensure that all residents are protected. The service re-design programme continues to support more individuals to become less dependent.
- Continued work to improve the services of children's services through the strategic improvement plan for children's services and to regularly monitor its delivery.
- Economic Prosperity and work to mitigate the closure of the Honda car manufacturing plant and support its workers and the local community.
- Maximising the benefits from Zurich who will build a new state-of-the-art office building in the heart of our town and from The Heritage Action Zone (HAZ) which is one of only 20 in the country, will boost Swindon's economic growth by using its heritage as a catalyst.
- The delivery of the New Eastern Villages Development and provision of the initial infrastructure.
- The rationalisation of the Council's estate programme to make the council more modern, efficient and effective by 2020.
- Work to identify how the Council can mitigate Climate Change in Swindon and to make Swindon Carbon Neutral by 2030.

The Leader responded to a number of questions put by Councillors Steve Allsopp, Emma Faramarzi, Jim Grant, Brian Mattock, Des Moffatt, Barbara Parry, Roger Smith, Carol Shelley, Tim Swinyard and Vera Tomlinson and the Chair on the following matters:

- The success in moving to the next stage of the Future High Street funding bid, talks with neighbouring authorities to highlight Swindon's future role in shaping the regional economy, and the submission of a bid to the Historic High Street Fund.
- Work to provide a strategic plan for Coate Water Park.
- The objective of making Swindon the best business location in the country, by emphasising "Swindon Works", Swindon's location was a cross-road between areas and Swindon as a gateway to the West of England, the electrification of the London to Bristol rail line and work to promote a Swindon to Heathrow rail line and a connectivity to Oxford and beyond by means of technology as well as transport by road or rail.

- Work to support Honda staff and their retraining and a broad overview as to the current position of negotiations between management and the unions and future production at the car plant.
- Reputed interest by Dyson in using part of the Honda facility for electric car production.
- Work by a variety of Task Groups and Steering Groups that the Council were represented on and reasons for elements of this work to be kept out of the public domain with Members signing Non-Disclosure Agreements.
- The Cabinet Member Working Group which would be scrutinising the work of the Honda Task Groups and Working Groups as well as the £200,000 approved by Council to facilitate Honda related work.
- The work of England's Economic Heartland and how (i) the benefits to Swindon of its membership would be quantified, and (ii) its work would be affected by a change of Prime Minister and the United Kingdom leaving the European Union.
- The synergy between Swindon and both Cambridge and Oxford and work to build on these ties and in promoting growth in the immediate and wider region.
- The Council's estate rationalisation and work to reduce running costs whilst providing environmental benefits.
- The Council's trial of electric vehicles within its service fleet and costs associated with the introduction of these electric vehicles which would use energy from the Council's solar panels.
- How the introduction of electric vehicles affected the Council's involvement in hydrogen powered vehicles and hydrogen hub.
- The refresh of the Swindon Programme to promote the Council's priorities and pledges and to deliver the efficiency savings required for the Council up to and including 2024.
- How the integration process of Swindon Borough Council and Clinical Commissioning Group joint commissioning of services and work would be affected by the merging of the Baines, Wiltshire, North East Somerset and Swindon Clinical Commissioning Groups.
- Problems experienced by local residents in North Swindon arising from contacting and booking appointments in local General Practitioner Surgeries and work to remedy this situation by the Care Quality Commission and the Clinical Commissioning Group.
- Raising the aspiration of Higher Education for Swindon's young people and how to people with relevant skills can be encouraged to live and work in Swindon.
- Addressing the issue of suitable housing accommodation for students coming to study in Swindon and the additional pressures this might add to the local private rented housing stock.
- Progress in meeting the three year Improvement Plan for Children's Services.
- Work to ensure that there were enough Building Control Officers employed to deal with the increased workload associated with the New Eastern Villages Development.
- The Council's current Design Guide and whether this met the needs of planting requirements when considering Highway development.
- The use of recycled materials as a fuel substitute and how this affected Swindon's climate change ambitions.
- The quality of replacement boxes and lids for recycling and how breakages by waste collectors can be minimised.

- Remedial and snagging works for the recently completed Wellington Street upgrade.
- The effect of gifted pupils in Swindon attending a limited number of schools outside their catchment area and the impact on schools across the Borough in raising educational standards.

Resolved – (1) That the Leader of the Council be thanked for attending the meeting to present his Annual Report and for his full and open responses to members' questions and observations on the issues raised.

(2) That information requested by members during the course of the Committee's consideration of this item be forwarded to them via the Committee Clerk.

(Councillor Barbara Parry made a pecuniary Declaration of Interest in respect of the discussion on Honda under this item as her husband was employed by Honda and left the room during this discussion.)

12. Work Programme 2019/2020

The Committee considered a report of the Chief Legal Officer setting out the topics for inclusion in the 2019/2020 Scrutiny Work Programme, as agreed by the Committee at its meeting on 10th June 2019.

Resolved – (1) That a progress report on the Moredon Playing Fields Sporting Hub be considered by this Committee at its November meeting.

(2) That a progress report on the North Star Development trigger points be considered by this Committee at its December meeting.

13. Status of Requests for Action and / or Information

The Committee received an updated report advising on the status of outstanding issues and member requests for information.

Resolved – That the report on the status of outstanding issues and member requests for information be noted.

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Cabinet Member Question and Answer Session Cabinet Member for Adults and Health

Scrutiny Committee

Date: 12th August 2019

Author: Cabinet Member for Adults and Health

Wards: All

Parishes Affected: All

1. Purpose and Reasons

- 1.1 The purpose of the report is to provide the Scrutiny Committee with an opportunity to question the Cabinet Member for Adults and Health on his portfolio responsibilities and performance.
- 1.2 A key purpose of the Scrutiny function is to hold the Cabinet to account and ensure that Council and Health partners' priorities and performance are being delivered. In particular, Members are invited to measure progress towards achieving the Council's Vision, Priorities, and Pledges.
- 1.3 Members of the Committee are reminded that all Members of the Cabinet are required to come before the Scrutiny Committee to take part in a Question and Answer session that will focus on the full remit of their portfolio. Scrutiny Committee is therefore encouraged to focus Question and Answer sessions with Cabinet Members on specific topics and/or services in order to avoid duplication.

2. Recommendations

The Committee is recommended to:

- 2.1 Take note and put relevant questions to the Cabinet Member for Adults and Health and decide if any further action is required.

3. Detail

Portfolio Details

- 3.1 The Leader of the Council has assigned the following portfolio responsibilities to the Cabinet Member for Adults and Health:
 - 3.1.1 Adult Services (older people, people with a learning disability, physical disabilities, and mental health);
 - 3.1.2 Adult Voluntary Sector Contracts;
 - 3.1.3 Implementation of Care Act 2014;
 - 3.1.4 Adult Local Safeguarding Board;

Further information on the subject of this report can be obtained from Phillipa Lamb, 07818 510484, plamb@swindon.gov.uk.

Cabinet Member Question and Answer Session

Cabinet Member for Adults and Health

Scrutiny Committee

Date: 12th August 2019

- 3.1.5 Public Health – including health promotion, prevention and health and wellbeing services;
- 3.1.6 Supported Housing;
- 3.1.7 Learning Disability Partnership Board;
- 3.1.8 Maintaining links between the Council and partner organisations in the Health Services;
- 3.1.9 Oversight of Better Care Fund and integration with Adult Social Care (ASC) and Clinical Commissioning Group Funding (CCG)
- 3.1.10 Mental Health Champion - The Local Authority Mental Health Challenge
- 3.1.11 Swindon Borough Council representative on the Sustainable Transformation Partnership Sponsoring Board and Integrated Care Alliance Board Swindon
- 3.2 The Cabinet Member for Adults and Health is responsible for Swindon's priority to help people to help themselves while always protecting our most vulnerable children and adults (Priority 4). The three pledges we are committed to in delivering this priority include:
 - 3.2.1 Ensuring that more people and their carers are supported to live as independently as possible and reduce the length of time people need to spend in residential care. This will be achieved through work with the Clinical Commissioning Group and GP surgeries to help people with long term health and social care needs to manage their health effectively with support from community groups and multi-disciplinary teams (Pledge 19)
 - 3.2.2 Ensuring that Swindon's vulnerable adults are safeguarded and protected (Pledge 23)
 - 3.2.3 Increasing the number of organisations in Swindon working to achieve 'Dementia Friendly' Town Status for Swindon and ensure annual accreditation (Pledge 24)
- 3.3 This report provides an overview of performance using latest available data. We have highlighted those performance areas which we jointly deliver with the Clinical Commissioning Group as part of the Better Care Fund (BCF). Background detail on activity and performance for 2018/19 are provided in the Appendices.
- 3.4 If Members require further information on specific portfolio areas not covered in this report, please see contact below.

Further information on the subject of this report can be obtained from Phillipa Lamb, 07818 510484, plamb@swindon.gov.uk.

Cabinet Member Question and Answer Session

Cabinet Member for Adults and Health

Scrutiny Committee

Date: 12th August 2019

What have you done well?

Top achievements	Progress to date & Next Steps	Impact/outcomes
Integration of health and social care	Refresh BCF Plan and plan for the delivery of the NHS Long Term Plan priorities (see paragraphs 3.5 to 3.7)	Improved outcomes for Swindon the Swindon residents with health and care needs
Managing demand and financial pressures	In 2018/19 the budget was underspent and the savings plan was delivered in full Budget has been set for 19/20 and delivery of savings plans are being progressed. Initiatives to manage demand successfully being implemented (see paragraphs 3.8 to 3.11)	Demand and future cost pressures are effectively managed.
Prevention and Wellbeing	Continuing to develop and promote opportunities to improve resilience and prevent long term conditions (see paragraphs 3.12 to 3.38))	People living in Swindon experience better health and wellbeing and health inequalities are reduced
Supported Housing	Continuing to support people who cannot yet sustain independent living but who, with support, could live independently in the future (see paragraphs 3.39 to 3.42)	People live independently
Supported Living	To continue to develop a range of accommodation to meet the needs of vulnerable adults and young people (see paragraphs 3.43 to 3.46)	Vulnerable adults and young people are supported to live in community settings
Delayed transfers of care - DTOC	Delayed Transfers of Care has significantly reduced and continues to be effectively managed following the successful delivery of the Adult Social Care re-design Transformation Programme (see paragraphs 3.47 to 3.49)	Fewer patients are having their discharge from hospital delayed when they are medically fit to leave hospital.
Reablement	Ongoing improvements in the Reablement Service (see paragraph 3.50)	More people are supported to live independently at home following an episode of care.
Permanent admissions to Residential & Nursing Care	Admissions to residential and nursing care continues to be effectively managed (see paragraphs 3.51 and 3.52)	More people are supported to live independently at home following an episode of care.
Voluntary Sector Commissioning	Voluntary sector contracts continue to be effectively managed to deliver the desired outcomes (see paragraphs 3.53 to 3.58)	More people who struggle to engage with mainstream services are supported to reduce health inequalities, increase choice and

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Cabinet Member Question and Answer Session

Cabinet Member for Adults and Health

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		remain independent.
Complaints	Continue to use complaints for learning and improving services. (see paragraphs 3.59 to 3.62)	Better outcomes for Swindon residents

Integration of health and social care

- 3.5 Good progress has been made in implementing Swindon's BCF Plan 2018/19 to integrate community and acute pathways to improve outcomes for service users and carers. During 2018/19, people received more appropriate and timely information/advice at initial contact stage, assessments were more timely, the reablement service supported more people to return home to live independently so fewer people have been admitted to permanent care. SBC and CCG are working together to refresh the BCF plan for the year ahead.
- 3.6 In line with national and local priorities, integration of the Clinical Commissioning Group (CCG) and Swindon Borough Council (SBC) commissioning health and social care teams is underway. This will improve commissioning and contractual management oversight, support a whole system placed based approach to commissioning, reduce silo working and embed a standardised approach to contract management. Further detail of the new arrangements and the financial management of services is provided in the CCG Governing Body Papers for 28th March 2019.
- 3.7 Health and care leaders are working together to develop a plan to deliver the national priorities of the NHS Long Term Plan. The focus of the plan is on ensuring everyone gets the best start in life, the delivery of world-class care for major health problems (e.g. heart attacks, strokes, dementia and mental health), and primary and community care services being better funded and co-ordinated to support people to age well.

Managing Demand and financial pressures

- 3.8 The implementation of the Adult Social Care Strategy has been key for managing our challenges in rising demand and ongoing budget pressures. The focus of the strategy is to promote, maintain and enhance people's independence in their communities, so that they are healthier, stronger, more resilient and less reliant on formal social care services. This is supported by our prevention and wellbeing work (see paragraphs 3.12 to 3.38) and the three way conversation model which is an asset and strength based approach to assessment and care management. This model involves entering into conversations with people who seek support building on strengths e.g. what they can do themselves and how communities, families and

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Cabinet Member Question and Answer Session

Cabinet Member for Adults and Health

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friends can help. Where people need ongoing support to live fulfilling lives, we share this responsibility with the individual, their families and their communities.

- 3.9 The Adult Social Care 2018/19 outturn position was an under-spend of £2.802m and this is due to early delivery of 2019/20 savings plans. The ASC savings plans for 2018-19 of £3.726m were delivered in full. Overall the savings delivered in 2018/19 were £6.528m and good progress has been made towards the 2019-20 savings target of £8.622m.
- 3.10 Public Health general fund budgets outturn position was an under-spend of £0.413m through a combination of efficiency savings and staff vacancies. Public Health grant funded activities are ring fenced and any underspend at year end must be transferred into a ring fenced Public Health reserve. The Public Health grant for 2018-19 equalled £10.106m and spend against this totalled £9.678m leaving an underspend of £0.428m which has been transferred into Public Health reserve. The Public Health ring fenced reserve stood at £0.930m on 1st April 2018. During 2018/19, £0.243m was drawn down to support specific public health activities. The Public Health ring fenced reserve totalled £1.115m as at 31st March 2019 following the transfer of the underspend of £0.428m. A plan is in place to commit the reserves to improve health & wellbeing and reduce health inequalities in Swindon
- 3.11 We continue to focus on helping people to maintain and prolong their independence through improving our first point of contact /front door. Our aim is to divert people into community based solutions where that is the right thing to do, and for those who do need help, we need to make sure they get it quickly. During 2018/19 we have received 12,441 contacts, and a higher proportion of these are now being dealt with more effectively at the front door compared to the same period last year. 45.9% of these contacts (5,719) progressed to an assessment of need (compared to 46.2% last year), and 39.87% of people progressed to having a service following an assessment (compared to 51.1% last year). With the front door becoming more effective in dealing with people with lower level needs through the provision of better information, advice and signposting, the right people (i.e. those with higher levels of need) are now progressing to assessment and service

Prevention and wellbeing

- 3.12 The number of people who might need social care services in the future is expected to rise significantly at a time when funding is decreasing. Working with external partners and services across the council, we continue to identify opportunities to improve resilience and prevent long term conditions by promoting health and wellbeing amongst Swindon residents.

Live Well Swindon Hub

Further information on the subject of this report can be obtained from Phillipa Lamb, 07818 510484, plamb@swindon.gov.uk.

Cabinet Member Question and Answer Session

Cabinet Member for Adults and Health

Scrutiny Committee

Date: 12th August 2019

- 3.13 Live Well Swindon have seen over 450 people referred for information, advice, signposting or support in the last quarter of 18/19. We are currently working with the CCG to extend the Live Well offer.

Community Navigators and Community Researchers (BCF Scheme)

- 3.14 The Community Navigators offer coaching and support to people who have one or more long term health condition(s). In quarter 4 18/19, 101 new clients signed up to take part in the service. Recently Swindon NHS CCG has increased its funding of the project and expand the offer to align with national initiative of social prescribing. The navigators are working closely with the CCG and local surgeries to ensure synergy and partnership as the role of social prescribing becomes embedded.
- 3.15 The Community Researchers offer support by linking people to social activity to provide stepping stones to participation. Coffee and Connections is a 6 week course offering people who have low confidence a chance to sample activities delivered by local groups and to develop healthy habits based on the 5 ways to wellbeing. This work compliments the work of the Community Navigator service and is open to all SBC professionals to refer a person who would benefit from increased social networks. The course currently runs 3 times a year but with an increase in funding and popularity, it is likely to increase.

Swindon Circles (BCF Scheme)

- 3.16 There are significant and lasting impacts associated with loneliness and isolation. Swindon Circles constantly looks for new ways to mitigate the impact of isolation and feelings of loneliness. The aim is to create a "Circle" of contact and support around a person that will enrich their life and promote the highest level of self-efficacy and independence for as long as possible. The service continues to match volunteers to people who are unable to leave the home and who experience loneliness. 224 volunteers have been recruited. From January to March 2019, 17 new friendships have been created with volunteers visiting people at home offering companionship. Swindon Circles also provides outreach support connecting people to local activities enabling them to participate in and contribute to community life. Swindon Circles also co-hosted the first "Connecting People Network" with Wiltshire Community Foundation in March. The event marks the start of a collaborative approach with providers joining together to tackle loneliness

Health Improvement through physical activity

- 3.17 The Community Health & Well Being Team provide an inclusive and accessible programme of activities to attract individuals who are inactive, and/or have a disability or health condition. Steps to health is the umbrella name for all of the

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programmes aimed at supporting individuals to start and maintain a level of physical activity regardless of their age and ability. The team has received 802 referrals with a 58% completion rate which is a good achievement as many of these individuals face significant barriers. The team continues to deliver Long Term Health Conditions classes for clients with Fibromyalgia, Polymyalgia, MS, Chronic Fatigue, Parkinson's and low level Stroke impairment. The plan is to extend the offer to cancer survivors.

- 3.18 This year the Community Health & Well Being Team have worked with Wilts and Swindon Sports Partnership on Beat the Street sustainability objectives. The team has delivered 3 'Couch to 5k' courses for those families that played the game and want to continue to be more active. They also coordinate a number of fun, free, cycling opportunities for those new to cycling or returning to cycling. In partnership with British Cycling this year. 15 new volunteer ride leaders have been trained to deliver a local family friendly 'Guided Ride' programme. This summer 40 Swindon residents will be taught to ride a bike and a further 40 trained in road confidence. The volunteer workforce will deliver over 60 guided rides.
- 3.19 A new programme has been developed in partnership with Swindon Town Football Club in the Community, Swindon 10 to 18 project and Swindon Young Carers called the 'Onside Project'. The aim is to engage isolated vulnerable young people 11-15 with low self-esteem through football and work with them to build self-confidence through an education and physical activity programme. The pilot started in May 19 with the first session seeing 12 young people attend, all of whom returned for week 2.
- 3.20 The Swindon GoodGym Project launched in August 2018 is an opportunity for Swindon residents to get fit by doing good deeds. They are a group of runners that combine regular exercise with helping our communities through Group Runs, Mission Runs and Coach Runs. In the past year the project completed 660 good deeds in the community and helped over 80 people get into physical activity.
- 3.21 In March this year the Digital Behaviour Change Programme (DBCP) was launched which provides the opportunity to support people beyond the initial intervention. To date 104 clients have signed up to the year-long DBCP and one client has lost 1.5 stone in weight and self-reports this is due to the DBCP.
- 3.22 The Otago Strength and Balance programme is an evidence-based 16 week falls prevention programme for adults aged 65 and over. Courses are available in Highworth, West Swindon, Wroughton, Stratton and Haydon Wick.
- 3.23 Healthy Lives (Pulmonary Rehab) is a CCG commissioned service for the community designed for those diagnosed with COPD/Respiratory disease. The

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course objective is to give clients the knowledge and ensure they are active so they can better manage their condition. Pulmonary Rehabilitation reduces COPD exacerbations by 36.4% and reduces reliance on surgeries and hospital admissions.

- 3.24 ESCAPE Pain is a programme developed and delivered in partnership with the physiotherapy department at Great Western Hospital (GWH). To date, two courses have been completed and a third is in progress. It is a 6 week (twice weekly) evidence-based programme combining group education with exercises for chronic hip/knee pain. Twenty-seven clients have been referred to the programme, 23 people started the programme, twelve completed, and eight people remain on the programme. The completion rate are 83% and 77% for the two completed cohort and outcomes are good with results for pain, stiffness, active daily living, quality of life and wellbeing collected pre and post course showing overall positive results. The majority of clients report they are 'likely' or 'extreme likely' to recommend the programme to friends and family.
- 3.25 The Ability Sports, Special Olympics and Swindon Champions programmes offer fun inclusive physical activity sessions targeting for those with learning disabilities, physical disabilities and poor mental health. Currently over 500 participants engage with the programme which delivers 40hrs of inclusive physical activity per week (e.g. cycling, swimming, trampolining, athletics, gym, tennis). Since July 2018, there have been 2784 session visits. The programme involves working with partners and mainstream providers to be more inclusive. This has led to success partnership working with the GLL BETTER Leisure Centres to create sustainable inclusive opportunities. The programme also work with the Swindon Sports Forum to build capacity and skills in the mainstream clubs so they are more confident in providing inclusive sessions.

Making Every Contact Count (MECC)

- 3.26 Swindon is still delivering regular MECC sessions for both individuals and for people to become a trainer. The next one planned for July 2019 is fully booked. Recruitment for a MECC and Connect 5 co-ordinator to work across Swindon, BANES and Wiltshire is underway. Joint MECC and Connect 5 sessions were run for the Wyvern Theatre and Greenwich Leisure Limited (GLL - the leisure provider in Swindon) with 15 people attending.

Dementia

- 3.27 The estimates, based on the Dementia UK update 2014 Report, suggest there are about 2,400 people aged 65+ years living with dementia in Swindon, with nearly half of these over 85 years. This equates to about 7% of the total population aged

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65 years and over. Swindon has over 7,500 Dementia Friends in Swindon. Dementia Friends have attended a free 45 minute information session to learn more about dementia and how to support people living with dementia. Over 65 people attended the Faith & Dementia Workshop in February at Immanuel United Reformed Church with attendees from the Methodist Church, Baptist, Strict Baptist Church, Muslim, Quaker, Latter Day Saints and Afro-Caribbean community Christian Church. A further event is planned for the autumn. In March, over 50 railway enthusiasts attended a morning at the Steam Museum which included a trip down memory lane, old photographs, memorabilia and a quiz. For Dementia Awareness Week there was a strong social media presence and a joint event for Dementia carers held at the Wyvern Theatre. This included talks from the Carers Centre, people who had cared for loved ones, a solicitor, optician, musician and psychiatrist from the Victoria Centre. Work is underway to refresh the dementia strategy and will be overseen by the multi-agency dementia steering group.

Mental Health and Wellbeing

- 3.28 The Men's mental health campaign was launched during mental health awareness week in May 2019. The campaign was co-designed by the public and supported by a number of third sector/ private businesses and public sector organisations. The campaign was supported well by local press, who published two articles a day on men's mental health during the week. Social media was very successful as the men's mental health page reached 24.5k Swindon-based people. Alongside the campaign a number of organisations also undertook training to upskill their staff in managing conversations around mental health.
- 3.29 The Swindon Time to Change Partnership Group has now been established to raise awareness of mental health and tackle the stigma and discrimination associated with mental illness. The Partnership Group is working closely with the national Time to Change team to promote 5 campaigns a year and recruit 500 local champions to support this work. Training is being rolled out for local champions and the first campaign is Suicide Prevention Day in September.
- 3.30 The Adult Mental Health JSNA has been completed and awaiting sign off from the Health and Wellbeing Board. This has been used to inform work on the re-commissioning of the Community Mental Health and Wellbeing Service. The Gateway Documents are now complete awaiting sign off. The tender will be out in June and bids evaluated by the end of the summer. This new service will be in place from 1st January 2020.
- 3.31 Work is underway to implement the Mental Health Trailblazer Project in schools with mental health support workers recruited and commencing placements in various educational settings in Swindon. Implementation of the Innovation fund is

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progressing to tackle the harm caused by alcohol dependent parents. A TaMHS worker is being recruited to the Early Help Hub to support the project.

- 3.32 The Suicide and Self-Harm Prevention Strategy is now in final draft. A sub-group of the Children and Young People Emotional Health and Wellbeing Board has been established to focus on reducing admissions for self-harm. The Harmless Tool developed by Oxford Health NHS Trust designed to support professionals working with young people hold conversations about their self-harming behaviour, assess risk and develop support plans. Training in the use of this tool will be rolled out in June 19.
- 3.33 Connect 5 training has now successfully upskilled over 265 people since June last year, from third sector, private businesses and public sector, Swindon are now working with Health Education England (HEE) to sustain this through a super trainer model to continue this high success rate.

NHS Health Checks

- 3.34 The final two quarters of 2018/19 showed a good uptake of NHS Health Checks. Quarter 3 showed an uptake of 70.4% and quarter 4 an uptake of 50.8%. At year end the unverified figures show an improved annual uptake of health checks at 54.1% this year compared to 44.1% in 2017/18.

Flu Vaccination

- 3.35 Flu is an unpredictable virus that can cause mild or unpleasant illness in most people. It can cause severe illness and even death among vulnerable groups including older people, pregnant women and people with a long term health condition. People who are more likely to develop potentially serious complications of flu such as bronchitis and pneumonia are advised to have a flu jab each year. The injected flu vaccine is offered free of charge on the NHS to people who are at risk. Front-line health and social care workers are also eligible to receive the flu vaccine which is funded by occupational schemes or under the national programme for Social Care Workers.
- 3.36 The employee vaccination programme for 2018/19 saw a 10% increase from 2017/18 with 918 (35.2%) of Council employees vaccinated. 202 (49.5%) of Children's, Adults and Public Health Services staff took up the free vaccination which is an increase of 19% on the end of 2017/18 season figure of 39.1% (119 staff). Final data for the 2018/19 national programme shows that 71.9% of over 65s were vaccinated against a national target of 75% (72.2% at end of 2017/18 season). 48.0% of people at risk due to Long Term Conditions were vaccinated against a national target of 55% (51.1 at end of 2017/18 season).

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Diabetics

- 3.37 The National Diabetics Prevention Programme continues to be rolled out in Swindon. In 2017/18 there were 14,143 people (aged 17+ years) with diabetes registered with Swindon CCG practices. This gives a prevalence rate of 7.59% (based on 17+ population). By the end of March 2019, 2250 people had been referred to the programme in Swindon. Across Bath, Swindon and Wiltshire 69% of people referred, attend an initial assessment of which 46% are male and about half are under 70.

Health Impact Assessments

- 3.38 Public Health continue to support Planning policy to promote healthy lifestyles and the built environment. This includes work on two topic guides and also commenting on planning applications such as those submitted for the New Eastern Village development.

Supported Housing

- 3.39 Supported Housing is a form of temporary accommodation for people who cannot yet sustain independent living but who, with support, could live independently in the future. Floating Support is a service that provides support to people in their own homes to either sustain independent living or move to more appropriate housing in a sustained way. These services help prevent people approaching statutory services in a crisis
- 3.40 In 2018/19, we provided accommodation and support to 611 single people and families through our Supported Housing services. During the year, 190 people and/or families were supported into more appropriate housing, which was 73% of those leaving the service. Of those leaving the service, 94% were supported to register with a GP and 45% were supported into either employment, education or training. We also supported 200 single people and families through our Floating Support service. During the year, 55 people and/or families were supported to remain in their accommodation or move to more appropriate housing, which was 76% of those ending their support. Of those leaving the service, 97% were supported to register with a GP and 54% were supported into either employment, education or training. The services supporting people into employment, education and training through the implementation of the GOALS training and working collaboratively with the Skills and Employment Team and Building Bridges.
- 3.41 In 2018/19, SBC recommissioned Supported Housing and Floating Support for Homeless Adults as well as Supported Housing for Offenders with Mental Health. This delivered an annual saving of £75k and has secured these services for the next four and half years.

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- 3.42 The focus in 2019/20 is to sustain improvements in supporting individuals to experience positive outcomes, reduce the number of evictions from Supported Housing (15% in 2018/19) and embed quality contract monitoring. Work is also underway to remodel Culvery Court, a Supported Housing scheme for Homeless Adults, located in the centre of Swindon, which has received capital investment from Sanctuary, the long-term leaseholder of the building to raise the standard of the accommodation. A joint project is progressing with Children's Services to develop Swindon Foyer for Care Leavers.

Supported Living

- 3.43 Swindon Adult Social Care continue to support over 130 adults with needs in various Supported Living services in Swindon. The council issued a new framework contract in February 2019 for community based supported living for adults with needs in Swindon. This new framework also requires providers to work with young adults aged from 16 in order to support a more robust transition from Childrens services into adult services.
- 3.44 The framework is separated into two sections, one for general needs and one for complex needs. The Council has set the fees for providers for both categories which has generated a saving of £99,000. The overall spend for supported living in Swindon is just over £7m per annum.
- 3.45 Contracts were awarded to 14 providers for general needs and 13 providers for complex needs. The majority of our demand will be general needs with less than 20% falling under complex needs as defined by Transforming Care. Within the contract we also awarded the highest scoring providers Tier One status, which means they have the first opportunity for work. This is restricted to six tier one providers for general needs and four tier one providers for complex needs. There is a clear expectation by the Council that providers will work in an outcome focused approach which will promote greater independence for individuals. All framework providers will be monitored on their performance.
- 3.46 SBC Housing continue to support ASC with a range of accommodation following the design and deliver of the Hawthorns assisted living bungalows. Where possible, ASC work with Housing to utilise existing housing stock to support vulnerable adults in Swindon, however there will be occasions where a more bespoke option is required. There is further work to develop an ASC and Housing strategy for vulnerable adults in Swindon that would allow the purchase of more bespoke accommodation for individual's with more complex needs.

Delayed Transfers of Care (DToC) – (BCF Scheme and Indicator)

- 3.47 A delayed transfer of care is where a patient is ready and safe to leave hospital care, but unable to do so, and remains occupying a hospital bed. Swindon Borough

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Council, Swindon CCG, Great Western Hospital, and Wiltshire Council continue to work together to tackle the blockages leading to patients having their discharge from hospital delayed.

- 3.48 Delayed Transfers of Care attributable to social care has significantly reduced following the successful delivery of the Adult Social Care re-design Transformation Programme launched in April 2017. The BCF DToC data for March 2019 indicates further improvement with 1.15 bed days lost due to delayed transfers of care attributable to social care compared to a target of 2.64.
- 3.49 As at the end of March 2019, there were 0.12 bed days lost due to joint attributable delays (e.g. NHS and social care ASCOF 2C part 3). The main areas of reduction in delays attributable to social care have been due to more timely completion of social work assessment, speedier transfers to residential and nursing care, and less delays in waiting for a care package at home.

Reablement (BCF Scheme and Indicator)

- 3.50 There continues to be significant improvements in the Reablement Service. From 1st April to 31st March 2019, 709 episodes of homecare reablement have been completed. The average number of days to re-able an individual is 14.27 days, with 67% (475) gaining independence following the service and not requiring ongoing support. 156 people have benefited from an episode of residential reablement compared with 116 people in the same period last year.

Permanent admissions to Residential Care and Nursing Homes (BCF scheme and Indicator)

- 3.51 Admissions to residential and nursing care continue to be effectively managed and remain below target for older adults (aged 65 and over). From April 2018 to March 2019, 145 older people have been admitted to permanent care: 59 to a nursing home placement and 86 to residential care. Amongst these first time permanent admission to care, 24 people were admitted with mental health needs and 121 people were admitted with personal care/physical support needs (older people). Permanent Residential and Nursing Admissions for 65+ years per 100,000 of the population is 422.4 as at March 2019. This is below the target of 649.65 (lower is better).

Case Example Sarah

Sarah is a very independent lady with a diagnosis of dementia. She was living

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at Whitbourne House with 1:1 support but unfortunately her health and wellbeing was deteriorating rapidly and she wasn't engaging with staff or professionals. A multi-agency meeting agreed that Sarah would benefit from a unit like Fessey. The transition was a difficult time but all professionals worked extremely hard to support Sarah. Today Sarah is engaging, dancing, eating and laughing. She no longer needs 1:1 support and is accepting personal care and building relationships with the staff. Her family are able to visit knowing that their mum or wife is happy in her new home and surroundings enjoying her retirement

- 3.52 For younger adults from April 2018 March 2019, 11 people have been admitted to permanent residential or nursing care. 3 individuals were admitted to nursing placements and 8 to residential placements. Of these, 2 were for physical disabilities, 7 related to mental health issues and 2 with learning disability. Permanent Residential and Nursing Admissions for 18-64 year olds per 100,000 of the Population is 8.08 as at March 2019. This is below the target of 10.27 (lower is better). Where possible, we place people in Care Homes and Extra Care Housing that are owned by Swindon Borough Council to reduce budget pressures.

Voluntary Sector Commissioning (BCF scheme)

- 3.53 Swindon Borough Council (SBC) and the Clinical Commissioning Group (CCG) have a joint commissioning budget of £2.5 million that is used to support the Voluntary Sector Commissioning team in commissioning services. Through commissioning the Voluntary Sector we can support the demand management programme and help support individuals to maintain their independence. The Voluntary sector works with some of the most marginalised and disadvantaged people, providing effective early intervention and prevention services, engaging with people that mainstream services struggle to reach, reducing health inequalities and increasing choice for patients and helping to support people to remain independent.
- 3.54 Although some of our commissioned contracts are associated to national bodies they do not necessarily receive funding from them to deliver services and have to raise funds independently. The benefit of SBC/CCG funding these groups is that we can shape the market and ensure the offer in Swindon is what evidence, such as JSNAs, tells us we need, and that outcomes and delivery of the service meet these needs. Without SBC/CCG funding many of the organisations would not be in Swindon delivering services as they rely heavily on this to obtain match funding from other sources.

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- 3.55 SBC voluntary sector providers continue to perform well and there are no significant concerns regarding performance. From 1 April to 31 March 2019, 60% (12 out of 20) of Voluntary Sector contracts have met or exceeded their Key Performance Indicators. Four contracts continue to meet or exceed 100% of their KPIs and a further seven have met over 75% of their KPIs. No contracts are considered to be underperforming.
- 3.56 Over the past year, across the adult's voluntary sector commissioned providers, volunteers have provided 68,929 hours of volunteer time. This equates to a value of £565,775 based on minimum wage (£7.50 for 18/19). Extra added value brought in by the sector in the form of additional grants and external fundraising is £702,617. This brings the total added value for Voluntary Sector contracts to £1.268m.
- 3.57 The following voluntary sector contracts have been re-tendered: Voluntary and Community Infrastructure Support Service, this contract was awarded to Voluntary Action Swindon; Opportunities for Adults with a Learning Disability, this contract was awarded to Swindon Advocacy Movement; SEND Participation, Young Inspectors and Young Commissioners, this contract was awarded to Swindon STEP; Therapeutic Group Work for Children and Young People, this was awarded to Swindon STEP.
- 3.58 The Following voluntary sector contracts have been extended: Healthwatch Swindon (2 year extension); Alzheimer's Society (1 year extension); Citizen's Advice Swindon (2 year extension); Cruse Bereavement Care (1 year extension); Phoenix Enterprise (2 year extension).

Complaints

- 3.59 Although overall satisfaction with services is reasonable high, we recognise we are always going to receive complaints. We endeavour to resolve complaints at an early stage and use them positively to change processes or practice where appropriate. Our complaints policy is Care Act compliant and timelessness in responding to complaints is good with 80% being responded to within the statutory requirement.
- 3.60 During 2018/2019, the majority of complaints were resolved locally with 45 complaints being escalated for more formal investigation (Stage 1) compared to 52 in 2017/18 and 61 in 2016/17. 13 of the 45 formal complaints registered, were upheld by Adult Social Care upheld which is a slight reduction compared to last year (15). Eight complaints were partially upheld compared to 13 last year. 15 cases were not upheld and 2 were dealt with locally by the service area with 1 complaint being withdrawn. 6 complaint cases remained open at the end of March 2019.

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- 3.61 Three complaints were received from the Local Government Ombudsman for an independent investigation, of which one was upheld due to the investigation finding Swindon Borough Council and other agencies at fault. The other two LGO complaint investigations are still ongoing and relate to services provided by third party care providers.
- 3.62 The complaint themes remain similar to 2017/2018 with the highest proportion relating to finance issues and complaints registered about a third party care provider. We routinely review all complaints and use the learning to improve services.

What would you do differently?

- 3.63 The safeguarding partners in Swindon changed the Multi-agency Safeguarding Arrangements for Children and Adults at Risk at the end of July 2019. The new model, approved by Health and Wellbeing Board in March 2019, focuses on continuous learning and improvement with a clear line of sight on frontline safeguarding practice. The partners will promote a shared commitment to work together to improve outcomes for children and adults at risk. The Swindon Safeguarding Partnership will support, enable and challenge local organisations and agencies to work together in a system where:
- 3.63.1 The views, needs and experiences of children and adults at risk and those that care for them are central to safeguarding arrangements and processes.
- 3.63.2 Children and adults at risk are safeguarded and their welfare promoted
- 3.63.3 Partners collaborate and own the shared responsibility for achieving improved outcomes for children and adults at risk
- 3.63.4 Organisations and agencies challenge appropriately and hold one another to account effectively
- 3.63.5 There is early identification and analysis of new safeguarding issues and emerging threats
- 3.63.6 Learning is promoted and embedded in a way that local services for children and adults can become more reflective and implement changes to practice
- 3.63.7 Information is shared effectively to facilitate more accurate and timely decision making for children and adults

What are the challenges facing the portfolio?

Top Priorities	Progress & Next Steps	Impact/outcomes
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Learning disability Services	Ongoing focus to align spend on learning disability services with spend in similar authorities through service re-design (see paragraphs 3.64 to 3.68)	To deliver a service that appropriately supports service users to enable them to actively contribute to society
Adult Safeguarding	Embed the new adult safeguarding model across the service (see paragraphs 3.69 to 3.74)	Adults are appropriately safeguarded through timely identification of adults at risk and robust compliance with adult safeguarding processes.
Mental Health Capacity Deprivation of Liberty (MCA DoLS)	Ongoing focus to reduce delay in assessments and preparation for implementing the new Liberty Protection Safeguards (see paragraphs 3.75 to 3.78)	Adults in care homes or hospitals who lack mental capacity have their rights and liberty protected
Approved Mental Health Professionals (AMHPs) Service	Ongoing recruitment and training to manage demand (see paragraphs 3.79 to 3.81)	Adults who are experiencing serious mental health difficulties are appropriately supported
Appointeeships & Deputyships	Review criteria to manage demand and capacity pressures (see paragraphs 3.82 to 3.84)	Vulnerable adults and 16-17 year olds have their benefits, property and affairs effectively managed
Quality of Care Homes	Ongoing focus to support providers to drive quality improvements across the care homes in Swindon (see paragraphs 3.85 to 3.86)	A higher proportion of Swindon Care Homes judged as good or outstanding by CQC
Timely assessments and reviews for carers	Management focus on timely reviews and assessments over the coming months (see paragraph 3.87)	Carers are able to provide regular and substantial support
Achieving a Healthy Weight and an Active Lifestyle	Promote and embed initiatives to increase physical activity and healthy eating (see paragraphs 3.88 to 3.90)	Excess weight prevalence in Swindon is reduced
Smoking	Continue to embed a system wide approach to encourage people in Swindon to quit smoking (see paragraphs 3.91 and 3.92)	Smoking prevalence in Swindon is reduced
Sexual and Reproductive Health	To manage demand and improve access and efficiency of sexual health services (see paragraphs 3.93 and 3.95)	Improved health outcomes and reduced inequalities for Swindon's population
Health Inequalities	To continue the focus on encouraging Swindon Residents to live healthier lifestyles (see paragraph 3.96)	The inequality health gap narrows

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Learning Disability Services

- 3.64 The 17/18 unit cost for LD services in Swindon for people aged 18-64 years is £1,587.57 which is similar to the South West average of £1,577.89 but above and England average overall at £1,465.68. The unit costs for LD services for people aged 65+ years in Swindon is £1,148.89 which is above the South West average of £1,001.99 and England average overall at £947.60. The 2018/19 budget for Learning Disability was £28.769m. The final outturn position was £27,608m an under-spend of £1.160m. There were savings targets of £650k for the Long Term Disability Team and £580k for the Transitions Team which were achieved in full. The continued review of care packages also contributed to the under-spend in preparation for the 19/20 savings targets. The demand into Adult Transitions from Children's is at unprecedented levels but robust plans are in place to manage this and we have confidence in this area as we have historically been strong performers in managing this demand. Additionally, we are working closely with colleagues in Childrens Services to support finding placements for 16 plus cohort.
- 3.65 The service re-design programme is providing a more focused and structured approach around reviews for people in residential care homes to ensure that people are receiving the appropriate level of support to meet their needs. Planning Live is a person-centred approach to ensure that we capture the young person's voice. It focused on strengths and aspiration, enabling young people with disabilities to think about what their adult life might look like, better preparing them for key transition points, for instance college to employment. The Transitions Team is working closely with colleagues in Children's Services to offer Planning Live to disabled young people in care and care leavers. Planning Live is quite resource intensive, and a Planning Live Coordinator has been appointed, funded jointly by Children's and Adult Services, to support the increase in Planning Live events, and we will evaluate this role after 12 months. Historically for LD service users there have been ongoing challenges to find appropriate accommodation for those individuals that may lead more chaotic lives and therefore harder to reach in terms of securing a stable life with good outcomes. Adult Social Care and Housing have successfully implemented fortnightly meetings to pro-actively resolve the issues/challenges individuals are facing which supports people to "settle". The introduction of a new Supported Living Framework gives us a strong platform for developing appropriate services with a wider range of providers, some of whom are new to Swindon. As at March 2019, 77.17% (490/640) of adults with a learning disability are living in settled accommodation either in their own home or with their family compared to 76.7% at end of December 2018.

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- 3.66 The Fifth Preparing for Adulthood Transition Roadshow Information Event was planned and delivered across the partnership and took place in June 2019. There were over 40 stallholders from a range of organisations that support young people with disabilities. Over 140 people attended, including 68 parents and 64 professionals. The evaluation was very positive and a young person's Roadshow is now being planned and will be piloted in October 2019, in partnership with Commonweal School and Crowdys Hill School. Supporting people with a disability into paid employment is a priority and this is supported by the Transition Roadshows. At the end of March 2019, there are 40 adults in receipt of support who are in employment equating to 6.25% against a target of 6%. This is an improvement on last year's performance of 5.8%. There are an additional 4 adults with learning disabilities who are no longer receiving long term support services who are in meaningful employment for 16 hours or more per week.

Case Example - John

"Volunteering at Prospect Hospice was a really important step in my career – and helped me towards finding full-time employment. "I was diagnosed with Asperger's Syndrome when I was in my teens and, while this didn't stop me from doing well in my academic studies, when it came to finding work, it held me back. I lacked confidence and good communication skills. I'm helped by my support worker Julia, and she suggested that volunteering could be a good way into full-time work. We visited Prospect Hospice together, and they offered me an opportunity to volunteer by helping to organise the medical supplies on their In-Patient Unit. I really took to it, and the team there were pleased with how I was able to support them in this way. "Everyone at the hospice was very supportive of me, helping me to cope and adapt to a real working environment. The work I was given was very ordered, which suited me well – I always looked forward to my two half days at the hospice. "While I was volunteering, the aim was always to get full-time employment. Volunteering at Prospect Hospice played a huge part in giving me the confidence to look for – and find – a full-time job."

- 3.67 We continue to strive to undertake timely reviews within learning disability services but performance continues to be impacted by capacity, the drive to deliver savings, and under reporting due to data processing issues. At the end of March 2019, 342 LD clients had received a review out of a total of 768. This equates to 44.53%. The LD service continues to adopt a strength based approach to assessment and reviews similar to those undertaken with older people and service users with a physical disability. This supports the person-centred approach and is helping practitioners deliver efficient, effective and proportionate assessments and reviews. A priority for the LD Service in 2019/20 is to significantly improve our performance in this area.

Further information on the subject of this report can be obtained from Phillipa Lamb, 07818 510484, plamb@swindon.gov.uk.

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- 3.68 The Learning Disability Partnership Board continues to ensure that the voice of adults with a learning disability (LD) is heard, promoting choice and control within their daily lives. It has been a successful year for the Board supporting adults with LD and their carers to influence developments in Swindon in health, social care and the wider community. There were 135 attendances across the 3 forums, 60 adults with LD, 73 professionals who support adults with LD and 2 carers. The forums run by the Board focussed on: Your Annual Health Check; Thinking About Money; and Feeling Confident. The outcomes of these forums are influencing related strategies and service development including the design of the GP pre-health check questionnaire and training for GPs as well as contributing to the Supported Living framework outlining what good support looks like for service users.

Adult Safeguarding

- 3.69 We continue to maintain and develop the profile of safeguarding adults. There were 1585 safeguarding referrals received by the adult safeguarding team in 2018/19, which is a 38% increase from the previous year. In the main, the number of concerns coming into teams in the South West region are similar in the relation to their populations as Swindon. 59% of the safeguarding concerns were female (39% under 65 and 61% over 65) and 41% were regarding men (45% under 65 and 55% over 65). For 2018/19 the number of referrals concerning non-white British people appears to be low. There were 217 cases where domestic abuse was indicated on the referral form with types of abuse including physical (92); psychological (68); financial (25); sexual (19); and neglect (4). Most referrals come from care providers (455) with the next largest referrals being the hospital, ambulance service, adult services followed by mental health professionals. This year there has been a significant increase in the number of concerns being raised by GP surgeries (63) with 35% of these cases progressing to enquiries, with most of the others being referred to care management services. This increase could be due to the work of the named GP for Safeguarding who came into post during the year and has arranged a series of awareness sessions for GPs.
- 3.70 Seventy three concerns were about a domiciliary care agency and 76 were regarding care homes. Where appropriate, large scale enquiries were held and providers were required to supply action plans that could be reviewed to check on improvement. 31 cases were regarding the hospital and for those that progressed to a section 42 enquiry, good quality clinical investigations were carried out and where necessary appropriate action taken. The majority of alleged abuse took place in the person's own home by a partner, spouse or other family member, with a substantial number having carer responsibilities which could signify some level of carer stress. The next highest number of referrals were raised from care homes (with or without nursing care).

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- 3.71 Of the 1585 cases referred, 822 cases were assessed and did not progress through to a full safeguarding process due to: little evidence of abuse or neglect; the alleged victim did not wish to proceed; or the alert involved a person who was not in need for care and support. These referrals were supported through care management input (302), complaints process or signposted to other services. The service has identified that a substantial number of referrals from partners are of poor quality and this is being addressed through the safeguarding Adult Board. 763 cases progressed to an enquiry, representing a “conversion” rate of 48% (latest national average data available for case converted to an enquiry is 38% in 2017/18). A risk was identified for 533 cases and appropriate action was taken to reduce or remove the risk cases. Such actions included changing the person’s care plan, counselling, help with management of finances, training and support, accommodation move or action by the provider. Action taken with the person alleged to have caused harm included Disciplinary action, restricting access to the adult, changes to their care plan and action by police which in some cases led to criminal prosecution.
- 3.72 The multi-agency Risk Enablement Panel (REP) continues to actively support adults who are considered high risk but are believed to have Mental Capacity. To date, 56 cases have been managed by the REP process which is only enacted when all other interventions have not produced an improvement in outcomes for the individual(s) of concern. REP facilitates, develops risk management plans and monitors their effectiveness. Outcomes from the REP include accessing additional services; legal action to secure injunctions and providing alternative accommodation.
- 3.73 This year the Local Safeguarding Adult Board (LSAB) has implemented a quality assurance framework and undertaken three safeguarding audits (Domestic Abuse, Financial Abuse and Self neglect). Reports have been delivered to the Board and individual agencies have developed action plans arising from the findings. The Council has continued to provide safeguarding awareness sessions to anyone who is in contact with adults in need of care and support. Over 300 staff have received basic awareness training, including Care staff, GPs, Housing Services staff, volunteers connected to the Community Navigation Team and staff and volunteers from the carer’s centre. The governance and infrastructure of Swindon’s Adult Safeguarding Board has been reviewed and new arrangements are in place to develop a safeguarding partnership which links the Adults and Children’s boards (see paragraph 3.63).
- 3.74 The multi-agency Risk Enablement Panel (REP) has been active for approximately four years to support adults who are considered high risk but are believed to have Mental Capacity. During this time the Risk Enablement Manager (now Risk Management Lead) has been involved in 56 cases. The REP process will only be

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enacted when all other interventions have not produced an improvement in outcomes for the individual(s) of concern. REP facilitates, develops risk management plans and monitors their effectiveness. Outcomes from the Risk Enablement Panel during the year have resulted in accessing additional services; legal action to secure injunctions and providing alternative accommodation.

Case Example - Marie

This was a safeguarding concern in relation to self-neglect. Marie was reluctant to engage with adult social care but we established she had a good relationship with a community nurse, who visited to dress her feet. I met with the community nurse first and I utilised this as an introductory visit. I purposely did not discuss any controversial topics in relation to possible care. After several visits and having established trust, Marie agreed to meet with a possible carer to help her. I completed a joint visit with the carer and Marie agreed for this worker to visit her to support her with personal care once a week.

Mental Capacity Deprivation of Liberty (MCA DoLS)

- 3.75 MCA DoLS relates to people who are placed in care homes or hospitals for their care or treatment and who lack mental capacity to consent. The Safeguards protect their rights and make sure that any care that deprives a person of their liberty is both appropriate and in their best interests.
- 3.76 Currently MCA DoLS remain a key issue for local authorities both in relation to the current level of unassessed cases and the anticipated introduction of Liberty Protection Safeguards (LPS): the date for this introduction is currently not before 1st October 2020 although due to the substantial amount of implementation work needed across the health and social care sectors, there is a possibility of some further delay. Local authorities will remain responsible for the authorisation of deprivation of liberty where people live in care homes and their duties will expand to include referrals for significant numbers of people living in the community but NHS Trusts and CCG will take on the management of all health funded referrals
- 3.77 Compared with the previous year's referrals of 906, there has been an increase in MCA DoLS referrals in 2018/19 to 1049, 516 from hospitals and 533 from care homes. With the increase and cases from previous years, we now have approximately 441 unassessed cases (414 in care homes and 27 hospitals). The team triages all referrals in keeping with Association of Directors of Adult Social Services (ADASS) recommendations and prioritises those where the person (and sometimes their family) is objecting to where they live or the care they receive. This last year saw a marked increase in Court of Protection cases where service users and their representatives challenge the circumstances of SBC DoLS Authorisations

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and we are required to present detailed evidence to aid the Court in making their decision; this is a pattern seen nationally as well. It is positive that we are finally seeing an upswing in Community Deprivation of Liberty applications to the Court of Protection for approval and this will also contribute to preparation for the new Liberty Protection Safeguards (LPS).

- 3.78 Service pressures often restrict availability of in-house Best Interests Assessors to undertake assessments. We trained an additional 4 Best Interests Assessors (BIAs) last year and 4 are training this coming year: this supports both current need and impact of the reform where many assessments will be undertaken by the wider Adult Social Care Teams. The role of the BIA will be expanded and will be known as Approved Mental Capacity Professional (AMCP); they will have a particular role in relation to service users who object to their residence for care and treatment. The local authority will be responsible for approval of AMCPs in Swindon across all services as they are for Approved Mental Health Practitioners (AMHPs).

Approved Mental Health Professionals (AMHPs) Service

- 3.79 The AMHPs co-ordinate assessments under the Mental Health Act 1983/2007 (MHA). They provide an independent judgement for people who are experiencing serious mental health difficulties, people who may need admission to hospital for assessment and treatment or may benefit instead from support in their own homes. A key AMHP duty is to look at alternatives to the use of compulsion wherever possible by working in partnership with other professionals. During 2018/19, Swindon 24 hour AMHP cover carried out a total of 452 assessments with Emergency Duty Service undertaking 12, and the daytime AMHPs assessing 440 referrals. AMHPs have also participated in 68 Community Treatment Order (CTO) assessments: this is when people have been in hospital under a treatment order and are discharged into the community with an order to keep taking treatment or they may be recalled to hospital.
- 3.80 Though there remains a shortfall of qualified AMHPs in Swindon to meet demand which mirrors the national picture and we still continue to rely on agency staff to ensure we meet our legal duties and powers, we have made significant progress in implementing our recruitment & training strategy. We have now appointed a new AMHP in the mental health Access services and an experienced social worker who we have prepared for AMHP training in September 2019: we have also started to develop a “bank” of Casual AMHPs with sound local knowledge to increase effective rota cover. This means we will be gradually reducing our reliance on locum AMHPs.
- 3.81 Swindon’s ‘Place of Safety’ where police bring a potentially vulnerable adult under S136 MHA for assessment under MHA by an AMHP and two doctors, has and relocated to a purpose built unit in Devizes. Current Swindon referral rates remain

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low due to use of specialist mental health triage. Of the average 1-2 referrals each week, most are assessed by our daytime duty AMHP who will travel to Devizes in order to ensure people from Swindon have the benefits of a local practitioner: in 2018/19 they assessed 60 out of 67 referrals with Wiltshire EDS carrying out the remainder.

Appointeeships & Deputyships

- 3.82 Swindon Borough Council Adult Social Care Money Management Team performs an essential role for vulnerable adults and 16-17 year olds who lack capacity to manage either their Department of Work and Pensions (DWP) benefits (Appointeeship) or their property and affairs (Deputyship from Court of Protection under the Mental Capacity Act) where there is no one else willing and suitable to do this on their behalf. With the aging population, increased safeguarding concerns and more complex cases, the demand for this service has continued to increase and we have had to look closely at the criteria for accepting referrals as demand is outstripping service capacity.
- 3.83 In this period we initiated a service user and provider consultation with regard to introducing a charge for the appointee service we provide together with a charge for the work we do when one of our service users has died. The majority of the responses accepted the charging proposal which was introduced 1/4/2019.
- 3.84 On 31st March 2019 we were supporting 314 individuals with 17 awaiting a service. Whilst we had challenges through workers leaving and needing to rely on locum staff, we have now successfully recruited two permanent Finance Officers. We identified the need for a social worker in our team and have now recruited a job share of two very experienced social workers who are further developing our “money management” care plans and offering specialist support and advice to the wider ASC service. We are now producing drafts of accessible information for service users and their families not just about our service offer in relation to Appointeeships & Deputyships but also to assist them to take on these roles themselves.

Quality of Care Homes

- 3.85 There are 38 residential care homes in Swindon supporting older people, people with physical disabilities and people with a learning disability. 4 residential care homes are owned by Swindon Borough Council (two directly managed and two leased to a private organisation) with the remaining owned by private organisations. Swindon has a higher than average number of residential homes

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rated by the Care Quality Commission (CQC) as Good or Outstanding at 82% (rising from 81% last quarter) against a national percentage of 78%. There are two homes rated as Inadequate (Learning Disability Care Home Bobbins and Older People Care Home Edgehill). There is work underway with the provider and other stakeholders to address the issues.

Residential

	% Nationally	% Swindon at Q4	No. Swindon (Q3 18/19)	No. Swindon (Q4 18/19)
Outstanding	2	16	6	6
Good	76	66	24	25
Requires Improvement	21	13	7	5
Inadequate	2	5	0	2

3.86 There are 13 nursing homes in Swindon supporting older people, people with physical disabilities and people with a learning disability. Swindon has a higher than average number of nursing homes rated by the CQC as Good or Outstanding at 69% (down from 71% last quarter) against a national percentage of 68%. The one Inadequate nursing home in Swindon from last quarter has transferred to a new provider and so their rating has been removed and awaiting their first inspection.

Nursing

	% Nationally	% Swindon at Q4	No. Swindon (Q3 18/19)	No. Swindon (Q4 18/19)
Outstanding	2	0	1	0
Good	66	69	9	9
Requires Improvement	28	23	3	3
Inadequate	3	0	1	0

Carers (BCF Scheme Indicator)

3.87 Carers provide regular and substantial support for service users so it is important they receive timely assessment and reviews of their needs. Between 1 April 2018, and 31 March 2019, 53.7% (863) of carers have received an assessment or review, which is below the expected target of 70% (1124) for the reporting year. 184 carers have received a direct payment to give them a break from their caring responsibilities between 1 April 2018 and 31 March 2019. Support to carers continues to be an area for focussed improvement over the coming months. A Lead for Carers has been identified in Adult Care who meets with colleagues at the Carers Centre on a monthly basis. Work is underway to develop a better process for ensuring carers are offered Personal Budgets and maximise the uptake of Direct Payments.

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Case Example – Brian

Brian (68) was diagnosed with Lewy Body Dementia in early 2018. His wife Mable who works a few hours a week, is his main carer. Brian enjoys walking but was getting lost and Mable was getting anxious and stressed and did not feel she had sufficient knowledge. The Alzheimer Society Dementia adviser discussed the use of a tracker, with Brian's consent, and completing the Herbert Protocol in case he became lost and disorientated. Both Brian and Mable made the changes to the way they approached managing his symptoms, to allow Brian the freedom to walk as he wanted, whilst maintaining his safety and giving Mable peace of mind.

Achieving a Healthy Weight and an Active Lifestyle to Prevent Ill Health

- 3.88 The most recent statistics for adult excess weight show that in 2017/18 Swindon's prevalence (63.7%) was statistically similar to that for England (62.0%). Trends for the last 3 years show a reduction of 5.5% in adult obesity with Swindon going from having a statistically significant greater prevalence of adult obesity to now being similar to England. In Swindon, in 2017/18 academic year, prevalence of excess weight in Reception Year (23.1%) is similar to 2016/17 (23.0%). In Year 6 (age 10/11 years), the data are slightly down, but not significantly so, from 34.7% in 2016/17 to 34.3% in 2017/18. Whilst in Reception (age 4/5 years) the long term trends are essentially flat, in Year 6, there is a small but discernible long term upward trend in those with obesity or any excess weight. Swindon is nearer the poor performing end when compared to authorities in its benchmarking 'cluster' on all weight measures. Additionally, large inequalities are seen between affluent and deprived areas in Swindon.
- 3.89 Physical activity: Sport England's Active Lives survey now includes activity levels for children and young people, from age 5 up to age 16 years; the first set of data were published in December 2018. Swindon were similar to England and comparator towns for, 'active across week' (average 60 minutes/day- Swindon was 25.2%), and less active (average under 30 minutes/day- Swindon was 35.1%). The survey also shows that 18.9% of Swindon adults are inactive, similar to England average of 22.2%. 71.7% of adults are physically active, which is statistically better than England (66.3%).
- 3.90 Obesity is a complex problem with multiple causes and significant implications for health and beyond. Therefore there are a range of initiatives and approaches underway in Swindon to tackle obesity and promote physical activity (see health improvement through physical activity section starting on point 3.17 for information on physical activity). Healthy weight initiatives include work by Swindon Borough

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Council Planning and Transport departments to support a more active environment with healthier food choices, Swindon Healthy Early Years Programme, Swindon Healthy Schools Programme, weight management programmes for adults and children and their families and the Baby Friendly Initiative to support excellent infant feeding practices. A new child and family weight management programme will be delivered by the Community Health and Wellbeing Team from September 2019. This is a healthy lifestyle programme for children aged 5-16 years old and their parents, which will be flexible according to people's need. Our previous programme engaged over 200 young people and their parents. The Activator Programme, a form of Nordic Walking, is a new programme which helps Swindon residents engage in physical activity in the outdoors and links to the six outdoor gym sites across Swindon. Beat the Street, a free population level game, will return to Swindon in September 2019 for 6 weeks. Swindon Public Health Department are organising an obesity conference in October 2019 to review current work and consider the development of new work and approaches.

Smoking

- 3.91 2018 estimates of adult smoking prevalence were released in July 2019. They show Swindon has gone up to 17.7% from 17.3% in 2017 and is now statistically significantly higher than England. Figure for routine and manual workers have also been published. These show Swindon has gone down to 23.9% from 26.2% in 2017. Swindon is similar (a little lower) than England. Smoking cessation support in Swindon is delivered mainly through GPs and Pharmacies with free support and advice offered at over 50 locations across Swindon. 1,004 people across Swindon set a quit date with Swindon smoking cessation support between April 2018 and March 2019. The quality of interventions remains consistent, with 30% of all service users quitting at the 4-week stage, 75% of these quitters were confirmed by means of carbon monoxide verification. Stop smoking support continues to be effective in reaching disadvantaged smokers. 598 people setting a quit date were eligible for free prescriptions, which accounts for 61% of all clients.
- 3.92 The statistics for women's smoking status at time of delivery were published in March 2019 for quarter 3 2018/19 is 10.5% which is the same as England. Reducing smoking in pregnancy is a key priority and have commissioned a Specialist Midwife Stop Smoking Service with the Great Western Hospital. 100% of pregnant women in Swindon have their carbon monoxide level recorded by Great Western Hospital Maternity Services. A research project with Bath University took place in June 2018 and used health psychology students to further understand the barriers for young pregnant women stopping smoking. This is being further researched in 2019/20. We are working towards achieving the national ambition of 6% of women smoking at the time of delivery by 2022.

Sexual and Reproductive Health

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- 3.93 Reducing late diagnosis of HIV remains a key priority for Swindon. People with HIV are living longer and this has led to an increase in the number of people in Swindon living with HIV, however, the number of new diagnoses remains stable. Swindon's HIV testing covering rate is stable at 65.7% in 2018 compared to 69.5% in 2017, and is in line with the regional South West rate of 65.2% and the England rate of 64.5%. In 2017 (latest data from Public Health England) there were 13 new diagnosis of HIV at a rate of 7.3 per 100,000 people aged 15 and over, this is similar to both regional rate of 5.2 and England rate of 8.7
- 3.94 Managing the growing demand for sexual health services is an ongoing challenge. The Council, in partnership with the Great Western Hospital NHS Foundation Trust launched a new digital sexual health service in September 2018 for asymptomatic patients to improve access and efficiency. This service for asymptomatic over 18s offers testing for standard STIs (chlamydia, gonorrhoea, syphilis & HIV) and has improved access for Swindon residents. A full evaluation of the service will be undertaken in September 2019. This work is part of our whole system transformation work for Sexual and Reproductive Health which aims to improve health outcomes and reduce inequalities for Swindon's population through innovative commissioning with our partners
- 3.95 Improving access to Long Acting Reversible Contraception (LARC) in Primary Care is a key ambition. We are working with our partners in Swindon Clinical Commissioning Group (SCCG) and the Great Western Hospital NHS Foundation Trust to develop inter-practice referrals to increase community capacity for timely contraceptive services for women

Health Inequalities

- 3.96 Although Swindon has low rates of poverty and deprivation and generally our Swindon residents enjoy good health, there is a real gap between the affluent and less affluent areas, which are we working to address. Health Inequalities across Swindon continue to be a concern with higher rates of smoking, physical inactivity and obesity amongst our more vulnerable and deprived communities. Lifestyle and unhealthy behaviours can increase the risk of dementia, cancer, cardiovascular disease, diabetes and it is estimated that around 40% of cancers can be prevented by making changes to habits around smoking, alcohol, diet and obesity. The gap in male life expectancy between the most and least deprived areas of Swindon remained stable in the years 2010-12 to 2014-16 at around 7.5 years but has reduced slightly in 2015-17 to 5.9 years. For women, the gap has also remained broadly stable between 2010-12 and 2014-16 at around 4.7 years but has increased slightly in 2015-17 to 5.3 years. In the most deprived areas of Swindon, men live on average 14 years less in good health and women 12 years less than those in the least deprived areas.

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Priorities for 2019/20

3.97 We are committed to ensuring that everyone lives a healthy, safe, fulfilling, and independent life and is supported by thriving communities. Increasingly, our role is to support communities and volunteers so that local problems can be solved by local people to meet local needs. We continue to build on the existing strong tradition of voluntary work in Swindon to ensure that Council volunteering continues to make an impact. From the busy work programme for 2019/20, the Cabinet Member, in consultation with officers, has identified the following key areas to highlight to Scrutiny how people are being supported to help themselves while also protecting the most vulnerable adults in the year ahead:

3.97.1 Ongoing delivery of the Adult Change Transformation programme to improve independence and quality of life for the people we support through prevention, three conversation model and strength based work

3.97.2 Continue to improve the quality of life for people with a learning disability by providing seamless transition for young people moving to adulthood, local housing with the right support, and access to paid employment.

3.97.3 To embed the new Swindon Safeguarding Partnership Arrangements

3.97.4 Continue to work with partners to reduce delayed discharges from hospital

3.97.5 Reduce levels of obesity and diabetes as part of the sustainable Transformation Partnership (STP) and Accountable Care

3.97.6 Joint Strategic Needs Assessments (JSNA) – continue to provide timely information and intelligence on the health and social care needs of Swindon residents to inform commissioning intentions.

4. Alternative Options

4.1 The Committee can choose not to operate a Cabinet Portfolio Question and Answer session system.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

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

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Legal and Human Rights Implications

- 5.2 Section 21 of the Local Government Act 2000 (as amended) requires every Local Authority to establish an overview and scrutiny function to hold the Executive to account, undertake policy development and review, monitor and improve performance.

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

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

Diversity Impact Assessment

- 5.4 No Diversity Impact Assessment (DIA) is required at this stage as this report proposes no changes to services. Any DIA that is required during review of topics included within the work programme will be identified at the appropriate stage.

Risk Management

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

6. Consultees

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

7. Background Papers

- 7.1 None.

8. Appendices

- 8.1 Appendix 1: Adult Social Care Performance Data
- 8.2 Appendix 2: Background Activity Data 2018/19
- 8.3 Appendix 3: Glossary

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Adult Social Care Performance Dashboard

Summary of Provisional Results 31st March 2019

Indicator	NA 2017/18	PYA 17/18	Annual Target	Mar 19 Actual	Good is..
Enhancing Quality of Life					
Proportion of people who use services who report they have control over their daily life (Survey Outcome) (A)	77.7	78	NA	80.3	high
% of services users who reported they have as much social contact as they would like (Survey Outcome) (A)	46	41	NA	47.4	high
% of Service Users who receive self directed support (M)	89.7	84.4	100	88.44	high
% of Services Users who receive a direct payment (M)	28.5	22.9	30	23.32	high
% of Carers who receive self directed support (M)	83.4	29.3	36	28.8	high
% of Carers who receive a direct payment (M)	74.1	28.7	34	27.6	high
% of Mental Health adults in paid employment (M)	7	14.2	11	12.4	high
% of Mental Health adults living independantly with or without support (M)	57	72.9	84	66.8	high
% of learning Disability adults living independantly in their own home or with their family (Q)	77.2	73.9	72	76.6	high
Delaying and Reducing the Need for Care					
Permanent admissions to residential & nursing care for Younger Adults aged 18-64 per 100K population (M)	13.5	13.2	10.27	8.08	low
ASCOF 2C Part 1 - Delayed bed days attributable to NHS Social Care or Both per 100k population -All days (M) New Measure March 18	NA	13.1	NA	7.17	low
Outcomes of short term services not leading to further services	77.8	94	NA	98.96	high
Ensuring People have a Positive Experience of Care and Support					
Overall satisfaction of people who use services with their care and support	65	65	NA	66	high
Safeguarding adults whose Circumstances make them Vulnerable					
% of people who use services who feel safe (Survey Outcome) (A)	69.9	76	NA	73	high
% of people who use services who say that those services have made them feel safe (Survey Outcome) (A)	86.3	90	NA	91.1	high

KEY

NA: National Average

Reporting Frequency (M) Monthly

Reporting Frequency (Q) Quarterly

PYA: Previous Year Actual

Reporting Frequency (A) Annually



Adult Social Care Performance Dashboard

Summary of Provisional Results 31st March 2019

Indicator	NA 2017/18	PYA 17/18	Annual Target	Mar 19 Actual	Good is..
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Better Care Fund

BCF DToC Delayed bed days attributable to Social Care- All days (M). Snap shot end of month figure	NA	0.51	2.64	1.15	low
Permanent admissions to residential & nursing care for Older Adults per 100K population (M)	568.5	492.3	649.65	422.4	low
Service User Quality of Life (A)	19.1	19.2	NA	19.5	high
Learning Disability Service Users who have received a review (M) Local Measure	NA	44.4	75	44.5	high

Corporate Pledges

Increase % of clients receiving a service, who have receive an annual review (M) Local Measure	NA	56.3	75	46.6	high
Increase % of Carers Assessed or Reviewed (M)	NA	72	70	53.7	high
ASCOF 2C Part 2 - Delayed bed days attributable to social care- All days (M) changed measure. Year to date figure	NA	4.37	6	0.91	low
% of adults with Learning Disabilities in paid employment	6	5.76	5	6.25	high
Increase % of older adults who are still at home 91 days after discharge from hospital into reablement services (A)	82.9	83	87	71.75	high
% of Older people who were still at home 91 days after discharge from hospital with reablement services (A)	2.9	5.2	3	(Not Yet available)	high

KEY

NA: National Average

Reporting Frequency (M) Monthly

Reporting Frequency (Q) Quarterly

PYA: Previous Year Actual

Reporting Frequency (A) Annually

socserv/wginfo/PI2017/18/Scrutiny Reports

Appendix Two: Background activity and performance Data**Number of service users receiving Permanent Nursing & Residential care in Swindon between April 18 to March 2019**

Primary Support Reason	18-64 Year Olds				65+ Year Olds			
	Nursing Care		Residential Care		Nursing Care		Residential Care	
	April-March 18	April-March 19	April-March 18	April-March 19	April-March 18	April-March 19	April-March 18	April-March 19
Physical Support: Access and Mobility Only	0	0	0	0	0	0	2	1
Physical Support: Personal Care Support	10	5	9	9	236	200	269	268
Sensory Support: Support for Visual Impairment	0	0	0	0	1	2	3	4
Sensory Support: Support for Hearing Impairment	0	0	0	0	2	3	0	0
Sensory Support: Support for Dual Impairment	0	0	0	0	1	0	0	1
Support with Memory and Cognition	1	1	2	1	55	58	84	75
Learning Disability Support	3	3	160	149	3	2	41	41
Mental Health Support	3	4	33	33	11	12	31	37
Totals	17	13	204	192	309	277	430	427

Number of service users receiving Community Services in Swindon between April 18 to March 19

Primary Support Reason	Services to help users maintain mobility & independence; Adaptations, 88Equipment, & Telecare (e.g. home alarms & sensors)		Preventative services to support users during crisis & help remain independent; Crisis support, hospital discharge services & reablement		Community Services to help users remain independent & living in the community; Homecare services, day care support, direct payments, short term breaks	
	April-March 18	April-March 19	April-March 18	April-March 19	April-March 18	April-March 19
Learning Disability Support	76	89	9	8	531	570
Mental Health Support	4	7	4	3	175	115
Physical Support - Access & Mobility only	506	410	4	6	8	14
Physical Support - Personal Care Support	190	175	127	135	313	295
Sensory Support - Support for Dual Impairment	3	3	0	0	3	3
Sensory Support - Support for Hearing Impairment	6	2	0	0	1	0
Sensory Support - Support for Visual Impairment	10	5	1	0	10	6
Support with Memory & Cognition	1	2	1	1	9	14
Long Term Asylum Seeker support	0	0	0	1	0	0
Substance Misuse	0	0	0	1	0	0
Social Isolation	0	0	0	0	0	1
18 -64 Year Old Total	796	693	146	155	1050	1018
	April-March 18	April-March 19	April-March 18	April-March 19	April-March 18	April-March 19
	April-March 18	April-March 19	April-March 18	April-March 19	April-March 18	April-March 19
Learning Disability Support	20	16	2	3	50	46
Mental Health Support	24	20	17	18	71	61
Physical Support - Access & Mobilty only	969	785	31	36	20	14
Physical Support - Personal Care Support	779	658	1052	1221	988	888
Sensory Support - Support for Dual Impairment	8	31	1	10	12	18
Sensory Support - Support for Hearing Impairment	21	17	16	15	8	8
Sensory Support - Support for Visual Impairment	31	14	18	17	20	15
Support with Memory and Cognition	29	36	9	20	70	69
Social Isolation	0	0	0	1	0	0
Substance Misuse	0	0	0	1	0	0
65+ Year Old Total	1881	1577	1146	1342	1239	1119

Glossary

AMHP	Approved Mental Health Professionals
ASC	Adult Social Care
ASCOF	Adult Social Care Outcomes Framework
AWP	Avon and Wiltshire Mental Health Partnership NHS Trust
BANES	Bath and North East Somerset
BCF	Better Care Fund
BIA	Best Interest Assessors
BSW	BANES, Swindon and Wiltshire
CAS	Citizen's Advice Swindon
CoP	Court of Protection
CCG	Clinical Commissioning Group
CQC	Care Quality Commission
DART	Discharge, Assessment and Referral Team
DoLS	Deprivation of Liberty Service
DTOC	Delayed Transfers of Care
DWP	Department, Work & Pensions
GDPR	New data protection regulations
GOALS	Gaining Opportunities and Living Skills
GWH	Great Western Hospital
JSNA	Joint Strategic Needs Analysis
LD	Learning Disability
LPS	Liberty Protection Safeguards
LSAB	Local Safeguarding Adults Board
MECC	Making Every Contact Count
MHA	Mental Health Assessment
MIND	Mental Health Charity
MCA	Mental Capacity Act
NHS	National Health Service
RVS	Royal Voluntary Service
SAM	Swindon Advocacy Movement
SATOD	Smoking in Pregnancy at time of Delivery
STIs	Sexually Transmitted Infections
STP	Sustainability Transformation Partnership (previously Plan)
TWIGS	Therapeutic Work in Gardening in Swindon
VAS	Voluntary Action Swindon

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Cabinet Member Question and Answer Session Cabinet Member for Corporate Services and Operational Excellence

Scrutiny Committee

Date: 12th August 2019

Author:	Cabinet Member for Corporate Services and Operational Excellence
Wards:	All
Parishes Affected:	All

1. Purpose and Reasons

- 1.1 This report updates the Scrutiny Committee on pertinent information occurring over the past year within the Corporate Services and Operational Excellence portfolio.
- 1.2 The report is requested by the Committee on an annual basis and provides the basis for the question and answer session to be held on 12th August 2019.

2. Recommendations

The Committee is recommended to:

- 2.1 Note the report and ask any questions on its content at the meeting planned for 12th August 2019.

3. Detail

The Composition of the Corporate Services and Operational Excellence Portfolio

- 3.1 The Leader of the Council has allocated the following responsibilities to Councillor Keith Williams, the Cabinet Member for Corporate Services and Operational Excellence: performance and risk, human resources and organisational development, customer services, health and safety, information technology and digitalisation, estate management, property, legal services, election and committee services, communications, libraries, leisure and Lydiard Park.
- 3.2 Each of these services will be addressed in turn with achievements, challenges and future plans for each service addressed in brief throughout the report.

Performance and Risk

- 3.3 Performance scorecards are now embedded within the organisation and reviewed on a monthly basis by the Corporate Management Team (CMT) so that performance information, people and finance data, and risk are presented together. They allow CMT members to identify areas of concern where they can commission further in depth analysis. The Policy, Performance and Research team has introduced a full framework for performance and risk which was

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presented at the Resources and Corporate Overview and Scrutiny Committee in June. This framework sets out how performance, risk and business planning form part of a continuum of work to ensure that the Council is focussed on delivery and improvement.

- 3.4 The team actioned data requests and analysis to support the Ofsted inspection in July 2019 and supply a range of performance outputs and manage statutory data returns across Children's Services, Education and Adults. Our public facing interactive map platform (iShare) is live and providing key geographic information to the public. We have also utilised underlying web services in iShare to provide integration with other digital services, for example, address lookups for clinical/bulky waste, school transport catchment areas and the food waste trial. In addition, integration with digital processes for reporting faults has begun and successfully implemented for reporting potholes through using a map. The ability for the public to report other faults digitally, via their location, will be continually rolled out throughout the rest of the year
- 3.5 Particular challenges for the service have been the introduction of the new adult's social care case management system which has impacted on reporting during the implementation period and has resulted in some additional manual processes for data capture. Actions and resolutions are underway with the software provider to progress and implement the remaining actions needed to reinstate full performance reporting.
- 3.6 Priorities for Performance and Risk in 2019 are to fully embed the new Performance Framework which will include the implementation of a new performance report to cabinet on a quarterly basis. This report will outline the Council's progress towards achieving its priorities and pledges. The team is also planning to improve its report writing capacity to better support requests for information from across the Council. The service will also continue to support decision making in the Council through the provision of analysis, research, evaluation and consultation support, including around the forthcoming public consultation at whether to change the Council's election cycle.

Human Resources and Organisational Development (HR&OD)

- 3.7 The HR/OD service is broadly split into three functions: Resourcing, Organisational Development and Human Relations.
- 3.8 In terms of Resourcing, our Employee Value Proposition (*the way we package our offer to current and prospective members of staff*) has been established, based on 3 key themes "make a difference, make it better, make it right". The main component of the EVP was the launch of the new careers website in January, which has been well received both internally & externally. The

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resourcing team has just been re-structured, with the aim of moving to an added value resourcing service (focusing on talent pools and maximising internal capability and “grow your own talent”) rather than reactive recruitment. Matrix (neutral framework provider) were awarded the contract for temporary staffing requirements in July 2018, this has achieved a saving to date of over £400,000 compared to pre-contract spend. We are working on reducing the temporary workforce by 5% this financial year.

- 3.8 Particular achievements within the Organisational Development team over the last twelve months have been the centralisation of Learning and Development including resource and budget to achieve savings as part of the Swindon Programme. PDP completion rates increased from 64% to 80% during the last PDP window from April to June. The PDPs are currently being reviewed and analysed to inform current performance and staff development requirements.
- 3.9 Since its launch 80 people have successfully completed the Aspiring and Future leader programmes. The focus for the coming months is to evaluate the success of all the Council’s Management & Leadership programmes with the results informing the next phase. The mentoring and coaching offer provided by the OD team has supported 44 staff across the council and this will continue reinforcing the focus on improved development and performance. Another particular success for the Council is that apprenticeships in the council increased by 50% on last year and supporting apprentices and managers hosting apprentices was a key focus of the team last year. This area will continue to grow especially with the increase of schemes available, particularly in health and social work.
- 3.10 46% of staff responded to the recent Employee Satisfaction Survey which is held every 18 months. The results are currently being analysed and these will feed into the both HROD and directorate plans over the next 12 months. The results of the survey will be scrutinised by the Resources Overview and Scrutiny Committee in September.
- 3.11 Building on the success of the employee awards that were held for the first time last year, this year’s employee awards will take place again in December 2019 with an added Mayors award for community impact.
- 3.12 A key priority for HR is the health and wellbeing of employees and the ongoing work to reduce employee absence. Although absence continues to reduce it is still higher than average, an external provider “Absentia” (part of the Medigold Group), has been engaged to provide “a day one absence management service” to support this work. This service approach has been very successful in other Councils and roll out will begin in the autumn, early engagement from staff and Unions has been very positive.

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- 3.13 In addition we have rolled out a Health & well-being App from our EAP provider and are out for tender for a revised Occupational Health Service. During the year further health & wellbeing initiatives will be implemented as part of our health & well-being strategy.
 - 3.14 The work on the Swindon Programme continues and since September 2018 over 30 restructures have been successfully implemented, on time and to budget. This success was “in part” via early engagement with trade unions ensuring a smooth transition for staff.
 - 3.15 The national pay award was implemented on time, after a rocky start, local negotiations took place with the Union in advance and an agreement on the revised pay spine for SBC staff was agreed and implemented prior to 1st April 2019.
 - 3.16 The pay and reward work will continue to be a key focus over the next 12 - 18 months. Engagement and consultation with trade unions is in place as well as a communications programme with staff. Work has started on developing a career families approach working in partnership with Korn Ferry and senior managers across the Council. In addition to the pay work we will continue to broaden our employee reward and benefits offer, identifying what benefits are key to attract and retain staff, a recent example is the option to purchase annual leave from up to 10 days to 12 days. Further work includes the option of employee loans offered through the Swindon Credit Union and the introduction of an employee benefits platform covering a full range of benefits for employees later this year.

Communications

- 3.17 Strong progress has been made in delivering the campaigns and projects set out in the Communications Strategy and 2018-20 Campaign Plan that was approved by Cabinet in July 2018. Each piece of work is underpinned by clear objectives and an evaluation of impact. This included generating over 3,000 survey responses to the Waste Strategy public engagement exercise and over 300 new foster carer enquiries in seven months. As part of our winter weather communications, a new service status page on the website was visited over 8,000 times on one single day and our social media posts were seen over 480,000 times. Our campaign work was awarded with both a gold and silver in the 2018 CIPR PRide Awards and was shortlisted for a Local Government Chronicle award.
- 3.18 The Communications Team is lean but still achieving results on a low or no cost basis. Relative to its size and budget, it has contributed significantly to Swindon

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Programme and in-year organisational savings, with the team structure remodelled last year. There have been ongoing challenges filling some positions, but the team has shown resilience and flexibility to cover all external and internal communication activity, and take on new responsibilities such as redesigning and producing Member's Bulletin.

- 3.19 Priorities ahead include supporting the forthcoming public consultation as to whether to change the Council's election cycle. Also delivering communications to support new transport projects, particularly those linked to New Eastern Villages, and a variety of campaigns on subjects including recycling, potholes and flu vaccinations. Another priority will be applying best practice from across the public and private sector to continue to develop our use of social media to communicate and engage with residents, having doubled our Facebook followers over the past year.

Legal Services

- 3.20 There have been significant changes in the legal services team in the last year. Over the last year the team have introduced a case management system known as IKEN which has significantly reduced the Council's reliance on paper, printing and storage of current and completed files. It has also allowed for a better allocation of cases to ensure fair caseloads across the team. The move to open plan office space on Wat Tyler West 2 has provided significant additional meeting room space within the civic building and has provided a much needed opportunity to increase collaborative working across enabling services and the rest of the Council. It has also provided an opportunity for flexible and remote working.
- 3.21 A key success was the successful prosecution of a large furniture company in Swindon for breaching six counts of Health and Safety legislation. Sentencing is due in December but is likely to be significant. The team have also managed to get a civic restraint order on a vexatious complainant to prevent further claims against the council and settled a long standing claim with a healthcare organisation in relation to adult social care funding. This has led to the Council being reimbursed for significant expenditure paid out over the last two years. Furthermore, the team have been successful in defending a judicial review of a challenge in respect of a planning decision for New Eastern Villages. If that defence had not been successful this would have meant significant delays to that project and additional costs running into millions.
- 3.22 In the coming year the focus will be on re-building the legal service within a smaller budget and ensuring that work is completed at the right level. The restructure of the service has been difficult for many and the new Chief Legal

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Officer, who started in June, is focused on developing the team and supporting team members in their new roles. The restructure of the service has meant that there is now much more opportunity for progression within the team and an emphasis on “growing our own talent” will be crucial given the difficulties we face recruiting experienced solicitors.

- 3.23 In the coming year the team will continue to bed in the IKEN case management system and work with IT and the courts to enable paperless bundles for the majority of litigation matters. This will reduce the administration required to complete these tasks and will allow the team to focus on tasks which add greater value to the Council and its residents. The use of IKEN to its fullest potential by using workflows to reduce and streamline processes on standard legal matters will also help in this regard. A significant case coming up for the team is a potential inquiry for Compulsory purchase of land for the Southern connector route.

Elections and Democratic Services

- 3.24 The European Elections were a real challenge for the team, with so little time to plan and prepare for them and much of the timetable overlapping with the local elections. However the election was a real success in the face of some national problems with registering EU nationals. The continuing political uncertainty in the UK means we are having to maintain a high state of readiness for any snap polls that may be called.
- 3.25 In the coming year, aside from the next round of local elections in May 2020, we have the reform of the Annual Canvass of Electors. This will see an end to the system of registration forms being sent to every property, with national and local data sets being utilised to target registration activities at those properties where a change has likely taken place.
- 3.26 Committee Services has seen a change in the management structure this year and has settled in well with the new arrangements. The newly elected Councillors in 2019 have received a warm welcome and have been inducted successfully, and the council and committee meetings have been well supported by their respective clerk.
- 3.27 The changes in management personnel have required a careful handover to ensure nothing is missed. Whilst this has resulted in time being needed to be taken for handovers and settling in, the service needs to maintain momentum to effectively support Members, and there is now renewed focus to ensure Members receive the best support possible.

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- 3.28 We have the usual focus on the full schedule of committee meetings, but outside of this we have the 2020 induction to plan and a series of improvements we wish to implement relating to the software we use (utilising additional functionality and improving the look and feel on the website).

Health and Safety

- 3.29 The introduction of a digital platform for accident and incident reporting across the Council has been a real improvement for the Council in the last 12 months. This will provide improved access to reporting and the review process. Similarly the Director of Communities and Housing has specifically focused on the introduction of a health and safety site initiative for employees and visitors at Waterside which has included:
- The introduction of a Waterside staff booklet to include key standards and code of conduct.
 - Implementation of additional personal protective equipment for all employees on site.
 - Group Director Briefings to Waterside employees on the importance of health and safety standards and responsibilities.
- 3.30 A management review of noise and vibration hazards has identified opportunities for improvement in the current management arrangements for these hazards in the workplace and these shall be actioned in the year ahead. Other areas of focus for the coming year are:
- The implementation of mitigating strategies from specialist health and safety reports on key hazards including noise, vibration and water hygiene.
 - To support the performance monitoring review process by completing a focussed programme of management audits to measure health and safety performance within departments. The aim of this is to enable management improvement with health and safety by providing effective coaching and facilitation

Information Technology

- 3.31 The focus for IT in 2019 has been completing the major business system upgrades and achieving Public Services Network (PSN) compliance whilst defending and protecting our infrastructure from foreign threats and actors. Work has been ongoing throughout 2019 to move servers from our Capita Private Cloud to the SBC data centre. By the end of July 2019 we will only have our Oracle Financial servers in Capita. The Local Area Network has also been

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upgraded to support this work and machines on the network now receive 1GB speeds. This has improved the performance of a number of key systems and saved £308k per annum.

- 3.32 The Wide Area Network has continued to be upgraded and this has resulted in faster speeds and cheaper costs. In 2019/20 the annual savings from this project are on track to be £74k per annum. We have now embraced sharing our network with other Public Bodies and as part of the Digital Strategy (draft) we have delivered new networking to support SBC officers working in other public sector buildings, and we support civil servants, NHS colleagues and non-SBC local government officers to work in our offices. This is achieved with the deployment of GovRoam and GovWifi. In addition a new network and firewall security has been implemented to protect the SBC infrastructure.
- 3.33 April 2019 saw Swindon gain PSN accreditation for the first time, a result of significant investment in bringing the standards of the department up to a sufficient and safe level to assure partners of our competence in managing IT assets and enabling sharing of systems, services and data. SBC has some legacy line of business systems which are critical to our front line staff. In the first half of 2019 we have been implementing the re-procured new line of business systems for Adults, Children's Social Care, Housing, Legal services. In 2019 we tendered for a new Finance & HR systems. This tender did not conclude to a contract award and we are currently reviewing our options.
- 3.34 As a predominantly Microsoft-based council, IT continuously work to offer the latest tools from Microsoft. This year we are working to deploy SharePoint online to provide a new intranet and SharePoint site as well as Teams and OneDrive to support business unstructured data and next generation universal communications. We are implementing a new Microsoft Mobile Device Management solution. We are deploying Windows10 as a replacement for Windows 7 with the intention to be fully off Windows 7 by the end of 2019.
- 3.35 2018 saw a new structure to the department with clarity between Operational IT and IT Change coming from two heads of service respectively. The focus of the Head of IT Operations is to ensure high availability and minimal interruptions to services of our critical systems focusing on security, cyber and other forms, together with operation effectiveness and a continued service improvement and productivity across all staff and processes. The Head of IT Operations leads all major incidents. The Head of IT Change has a role of modernising the Council's IT systems and ensuring IT changes are well managed and the council exploits and get maximum value for the investment in IT. Together with the Director of

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Digital, these posts provide strategic leadership and lead on delivery of the Digital Strategy (draft) on behalf of the portfolio holder.

Digitisation

- 3.36 The digitisation of our processes has revolved around a JADU implementation of the CXM Product. The current position for Digital Channel shift is sitting at 73% of customer interactions, as at the end of June 2019. 263 digital forms have been designed in Jadu. 88 processes have been built in Jadu and are live with a further 19 scheduled to be live by 1 September 2019. A further 21 processes have been identified for delivery in 2020. The quality of the user experience on these forms is addressed in the Customer Services update at paragraph 3.40.

Customer Services

- 3.37 The first half of 2019 has continued the significant changes that have taken place within Customer Services. A modernised Customer Service reception has been opened to the public, a new telephony system had been rolled out, and the council's Web Content Team has become a core part of the service. It has been a year of significant challenges within the contact centre as call demand has been high and there is now a clear plan in place to deliver against a service level of 80% of calls answered within 2 minutes.

- 3.38 In the previous report, the priorities for the last period were listed as follows:

3.38.1 Delivering continued progress against the target of 85% of customer transactions taking place online.

The number of online transactions has moved from 45% up to 74% and we are currently on target to achieve 85% by the target date of March 2020.

3.38.2 Delivering the remaining elements of the Modernising Customer Services project.

This project has now been completed and was the most significant success of past 6 months. The council's previous One Stop Shop has been entirely remodelled into approximately one third of its previous space. The new space supports our digital ambitions, providing a place for supported self-serve with Customer Service staff available to support residents when required. Wait times have significantly reduced by around two thirds with customers now waiting on average around 5 minutes to be seen.

3.39.3 A full review of the Council Complaints process including policy, processes, systems of work and monitoring/reporting activity.

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Ongoing improvements have been made in terms of the council's handling of complaints with CMT receiving monthly performance updates regarding both complaint types and handling times. The Corporate Customer Feedback Policy has been under review with a view to simplifying the process for residents, and ensuring clear and prompt resolution of issues. This policy will be brought back for agreement in November 2019.

- 3.39 In general it has been another year of significant challenge and change for the Customer Services team. The new Customer Service reception received on average 1,500 visitors per month (compared to 2,500 per month in 2018). The Customer Contact Centre received on average 25,800 calls per month in the first half of 2019 (compared to 30,000 per month in 2018). These numbers have been delivered in the context of a smaller Customer Services Operations team.
- 3.40 Whilst call wait times have continued to be a challenge for the Contact Centre, we now have significantly more data available regarding the nature and cause of the calls received. This allows us to identify the root cause and work with services which are generating high call demand to improve their customer engagement processes. Resources have increased over the past 3 months and will continue to do so until our target service level of answering 80% of calls within 2 minutes has been reached. Abandoned call rates have halved over the period and whilst rates are still higher than we would like, we have a clear plan to reduce them to at, or below industry standards.
- 3.41 A major success within the first half of 2019 is the customer satisfaction with our online forms. Following a period of customer feedback, between March and June 2019, we found that 89% of all residents who used our online forms thought the experience was either 'Good' or 'Excellent' (sample size 2,307). This shows real progress in both the number of services available online, and the usability of our online forms themselves.
- 3.42 The three key areas of focus for Customer Services in 2020 are:
1. Achieving consistent delivery of the contact centre's target service level of answering 80% of all calls within 2 minutes.
 2. Achieving continued progress towards the corporate target of 85% of all transactions delivered online.
 3. Protecting the resources available to deliver face to face and telephony support those who cannot use online process by increasing and improving the self-service opportunities for those that can.

Lydiard House and Park

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- 3.43 The operation of Lydiard House, Park, Museum, Hotel and Conference Centre continues to provide an enjoyable challenge. Having taken responsibility for all commercial aspects of Lydiard 15 months ago, we have fully replaced a condemned kitchen and have started a programme of investment in bringing the hotel and conferencing facilities up to date. This has included improving the WiFi and redecorations. The programme of external and cosmetic backlog maintenance continues in a timely manner and within budget.
- 3.44 Hotel, conference and event bookings continue to rise, and the team has focused on expanding the wedding and wedding breakfast market, with wedding bookings secured for as far ahead as 2021. Lydiard continues to attract a wide ranging programme of events, including a number of repeat bookings and the recent Mfor festival.
- 3.45 A section of the 'A site' car park which we have previously been unable to use in wet weather has now had a mesh surface laid. This has eased the pressure on parking spaces during adverse weather conditions.
- 3.46 Lydiard has hosted a new exhibition for 2019, aimed at encouraging new and repeat visitors to the House. Curatorial aspects are being refreshed and reviewed with an Audience Development Plan scheduled as a work priority. All aspects of the schools programme are currently being reviewed with the development of a refreshed formal and informal learning. School bookings have started to come in at Lydiard once again.
- 3.47 A long awaited staffing restructure is underway, which will refocus activity onto more commercial priorities at Lydiard. This will enable us to bring in more income which will help maintain this prized asset.
- 3.48 The web presence and booking system for the hotel are in the process of being replaced, and the Wi-fi will be further upgraded. The new, dedicated website will allow online hotel bookings and will enable quicker, more efficient marketing of the offer. The restructure will propose a consolidation of catering activities across several sites to the new kitchen at Lydiard, which will not only be cost effective, but also provide a more bespoke service to satellite outlets.
- 3.49 Work will continue to progress the programme of backlog maintenance, and will seek to prioritise the conversion of the pool area into an additional events room, with work also planned for the House, conference rooms and courtyard.
- 3.50 On curatorial and learning aspects we are pursuing a 'service level agreement' with STEAM, which enables Lydiard to access a much wider breadth of staff expertise. There is no financial benefit for STEAM, but it does provide Lydiard with a wider professional skill set that they would otherwise have access to.
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Further information on the subject of this report can be obtained from Sam Mowbray, 07823 525337, smowbray@swindon.gov.uk.

Cabinet Member Question and Answer Session

Cabinet Member for Corporate Services and Operational Excellence

Scrutiny Committee

Date: 12th August 2019

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- 3.51 We will also shortly be trialling the use of an electric vehicle to be used across the park. If the trial is successful the use of the current petrol pick up vehicle will be discontinued.

Estates Rationalisation

- 3.52 As part of the Estates Rationalisation programme, the following buildings are currently being decommissioned and will close during Autumn 2019:- Gladstone Street – which will revert to the Parish; The Lyndhurst Centre – to be utilised by Goddard Park School; and The Limes / Palm Tree Lodge – to be offered for market development. Wat Tyler West Floors 2,4 and 5 have now been refurbished with approximately 600 staff successfully relocated and a 28% increase in desk space within the building. Works on WTW Floor 3 are almost complete, and will accommodate the Children's Services Early Help teams of The Hub, MASH and ACP, to be co-located with Social Workers.
- 3.53 These moves will increase the number of staff working on campus by approximately 150. Civic car parking has already proved problematic, and a review is currently underway, with Unison consulted and an 'in principle' agreement obtained.
- 3.54 Further ground floor refurbishment work of Wat Tyler is planned for Autumn 2019. This will include the creation of new Training & Meeting areas, and an IT Suite. This will allow for the release of the David Murray John Building 9th floor which is currently used for this purpose. There is a planned move for the Family Contact Centre to occupy the previous Children Centre space at Saltway. This will create an important new self-contained facility, taking account of recent best practice guidelines that would offer future potential as a Traded Service. The Everleigh Centre has been identified as a building in which the Early Help service can develop a training suite, to offer high quality supervision and the opportunity to also showcase good practice. Their Family Conference service would continue to use the building, in conjunction with new premises created in the building on the Civic Campus formerly used by Occupational Health. Children who have previously been users of this service are being consulted over the refurbishment, and will be invited to a launch party in August 2019 to celebrate their involvement.

Property Services

- 3.55 Property held by the Council is a significant resource, which is essential for the provision of the vast majority of Council services. The portfolio is split into operational and non-operational property. Not all property responsibility falls within the Cabinet Members portfolio: investment acquisitions, disposals and town centre regeneration portfolios are held by others.

Further information on the subject of this report can be obtained from Sam Mowbray, 07823 525337, smowbray@swindon.gov.uk.

Cabinet Member Question and Answer Session

Cabinet Member for Corporate Services and Operational Excellence

Scrutiny Committee

Date: 12th August 2019

- 3.56 There are 132 operational properties occupied and used for direct front line service delivery including the corporate offices as well as 360 properties let on concession rentals where third parties deliver services for Swindon either under a direct commission and/or via occupation under a lease eg Sanford House. The property team continue to manage the day to day transactions and enquires that arise from this property holding.
- 3.57 The non-operational estate of commercial properties produces a revenue income of £7m pa to supplement the Council's financial plans and corporate priorities. The portfolio has increased over the past couple of years with the acquisition of investment properties and the Carriage Works with the day to day estate management being absorbed into the property portfolio. For the Carriage Works this has resulted in the review of 12 of the 25 tenancy agreements now managed increasing the revenue income of £25k pa for this financial year (excluding The Workshed).
- 3.58 There are approx. 850 commercial lease arrangements and during the course of the last financial year approx. 160 estate management transactions eg new lettings, lease assignments and licence consents were formally documented and this is typical of the business being undertaken annually by the property assets team.
- 3.59 The portfolio asset valuation at 31 December 2018 was £1.019bn split between the General Fund at £537m and the HRA at £482m. The Council is still responsible for its social housing stock of 10,300 freehold and 500 leasehold homes. Schools made up the majority of the general fund total, at £150m, with the non-operational (commercial) income producing assets totalling £85m. Officers within the property assets team valued 50 % of all assets and those with an individual value of > £5m (a total of 478 desk top valuations) in time to meet the end of year deadline to support the completion of the annual accounts.
- 3.60 The adopted approach for operational property is to co-locate service delivery functions where possible; introduce new working practices to maximise space utilisation; trigger cultural organisational changes and improve productivity. This enables identification of where assets can be declared surplus or transferred as has been the case with the estates rationalisation programme.
- 3.61 The transfer of assets to third parties to improve service outcomes, reduce cost and support community and voluntary use of buildings continues. Following the community governance review and parishing of the whole borough a further opportunity to transfer a significant number of community assets to the local parish council has arisen, to enable them deliver local community services in place of the Council. The current programme has resulted in 27 community

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Cabinet Member Question and Answer Session

Cabinet Member for Corporate Services and Operational Excellence

Scrutiny Committee

Date: 12th August 2019

assets being transferred to parishes so far this year with a further 80 identified and being progressed eg Town Gardens and Queens Park.

- 3.62 Property continue to ensure that assets held are correctly maintained for their intended use. Annual repairs, maintenance and compliance activities incur a revenue cost of £535k pa. A rolling programme of condition surveys is commissioned, reflecting planned or proposed changes, coordinated by property assets team to ensure work taking into account any changes to the asset base. The current identified backlog maintenance for operational premises is £8m with this year's capital budget of for identified work of £1.4m. Additional capital funding for repair and maintenance is sought based on case by case requirements eg Cabinet approved £1.5m of funding in March 2019 to carry out maintenance and improvement works to the Health Hydro to ensure that GLL continued to operate the Health Hydro and Dorcan Leisure Centre and to avoid them implementing a lease break clause.

Swindon Libraries and Information Services

- 3.63 In February 2019 the decision was taken by Cabinet for the Library and Information Service (LIS) to continue to be delivered by SBC and not to become a PSM (Public Service Mutual).
- 3.64 Following the decision for the service to remain in house, the service has focused on implementing the Libraries vision and strategy and developing a set of Key Performance Indicators (KPIs) so that the outcomes of the service are more clearly defined and monitored.
- 3.65 The service has worked with key officers across all directorates to identify the contribution it is able to make to the Council pledges and priorities and this work is now reflected in the refreshed pledge deliverables. The service has also mapped the key contribution to early intervention and prevention.
- 3.66 2018/2019 was the first full year that the LIS statutory service was delivered from five core Libraries. The service continues to work closely with the community libraries, supplying bought in stock and staff to them and community libraries are a vital service to many library members, allowing them to borrow books at any core or community library. The Service Level Agreement with each Community Library has now been reviewed.
- 3.67 Outreach work is delivered across the Borough and work with all communities delivering targeted activities. Work has been particularly successful working with Health visitors in clinics, developing the skills and confidence of sharing stories to develop language skills. Other work, in partnership with the national Literacy Trust, has included developing a new reading challenge aimed at teenagers and

Further information on the subject of this report can be obtained from Sam Mowbray, 07823 525337, smowbray@swindon.gov.uk.

Cabinet Member Question and Answer Session

Cabinet Member for Corporate Services and Operational Excellence

Scrutiny Committee

Date: 12th August 2019

adults. The outreach team continue to work with people with dementia and have strengthened the reading well offer for people with mental health barriers.

- 3.68 The number of book stock items borrowed has increased by just over three thousand and online borrowing of e-audio, e-magazines and e-books continues to increase.
- 3.69 A sample survey of one week showed that over 4000 information service enquiries were dealt with by staff during the survey week. Over a year the sample would equate to 61,900 enquiries a year with 55,000 being face to face. The Central library information desk has integrated the Visitor Information Service for Swindon into the general enquiry service.
- 3.70 Much work has been done to extend the retail offer at the Central library, with an emphasis on local history books, book related retail items and items produced by local artists. Income continues to increase year on year.
- 3.71 Extended access is proving popular, allowing library members to access libraries outside of staffed hours. The service is working extensively with volunteers who contributed 3,782 hours in the last financial year, helping to deliver services in libraries and delivering the home library service to residents unable to access library services.
- 3.72 “A Swindon Time Capsule”, the book produced as part of a National Lottery Heritage Fund project by the Local Studies team with *Swindon Heritage Magazine*, won the 2018 Alan Ball Award for Local History. This is the national award for local history publications.
- 3.73 In 2019 the Libraries Local Studies team celebrated the 10th anniversary of the Swindon & District History Network (the S&DHN) which they founded, and host and run at Central Library. It unites over 40 local heritage community groups, societies, and organisations. Another success for Local studies has seen the total views of the Flickr gallery (since going live in July 2009), achieving more than 30 million views.
- 3.74 Swindon LIS continue to work closely with the National Literacy Trust, supplying a member of staff to manage the Swindon hub. There is lots of joint working with staff from education, schools and the Library service to deliver programmes and activities that help with the literacy of children and young people.
- 3.75 The summer Reading challenge helps children maintain their reading habit over the summer holiday and last year 2,638 children took part in the challenge with 60% completing the challenge. The challenge takes place in all libraries, core and community.

Further information on the subject of this report can be obtained from Sam Mowbray, 07823 525337, smowbray@swindon.gov.uk.

Cabinet Member Question and Answer Session

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Scrutiny Committee

Date: 12th August 2019

- 3.76 The service has worked with the Digital Hub to review how the library service can streamline events and display bookings, improve the induction process for extended access, improve volunteer record management and record keeping for the summer reading challenge. In addition the business case for a digital system to manage the retail services has been developed, as currently the retail services are hindered by manual processes in sales and stock management.
- 3.77 A key challenge for the service is ensuring staffing of all core and community libraries and ensuring adequate cover during sickness/leave, particularly in the community libraries. The introduction of a new Library management system will need a significant amount of staff time to ensure the data is transferred from the current system with staff training for staff in core and community libraries.
- 3.78 Extended access has had some technical challenges due to issues with doors and equipment failures. This is being resolved with maintenance contracts being transferred to the original equipment suppliers rather than a third party supplier.
- 3.79 In the next year we will be upgrading the library management system, RFID (self-service machines) and obtaining a digital system for our retail shop at Central Library.
- 3.80 Further integration into Children Services, joint planning of services and use of library assets to achieve our outcomes for children and families is planned. We will also be reviewing the workforce development of our staff and considering the opportunities for Apprenticeships.

The Appointment of a Commercial and Income generation manager is in train to add capacity and expertise in generating income. This work will include the review of the café space with our library users. The service will further develop their approach to user engagement, building on engagement currently done and ensure the LIS is meeting the needs of residents.

4. Alternative Options

- 4.1 The Scrutiny Committee could choose not to operate Cabinet Member Question and Answer sessions.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

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

Further information on the subject of this report can be obtained from Sam Mowbray, 07823 525337, smowbray@swindon.gov.uk.

Cabinet Member Question and Answer Session

Cabinet Member for Corporate Services and Operational Excellence

Scrutiny Committee

Date: 12th August 2019

Legal and Human Rights Implications

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

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

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

Diversity Impact Assessment

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

Risk Management

- 5.5 No risk management issues have been identified at this stage; any risk management issues will be identified at the appropriate time when a topic is under review by the Scrutiny Committee.

6. Consultees

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

7. Background Papers

- 7.1 None.

8. Appendices

- 8.1 None.

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Work Programme 2019/2020

Scrutiny Committee

Date: 12th August 2019

Author: Chief Legal Officer

Wards: All Wards

Parishes Affected: All Parish Areas

1. Purpose and Reasons

- 1.1 This report sets out details of the topics for the Scrutiny Committee Work Programme for 2019/2020, as agreed at the Scrutiny Committee meeting on 10th June 2019.
- 1.2 Each Overview and Scrutiny Committee is required to have a Work Programme that details the activities that it will be undertaking during the Municipal Year.
- 1.3 The Work Programme details the various topics and issues that each Committee intends to look into during the coming year with the aim of producing evidence based recommendations intended to provide service improvements for Cabinet and external agencies / bodies to consider.

2. Recommendations

The Committee is recommended to:

- 2.1 Note the approved Work Programme for the Scrutiny Committee for the 2019/2020 Municipal Year.

3. Detail

The Work Programme

- 3.1 Each Overview and Scrutiny Committee is required to have a Work Programme that details the activities that it will be undertaking during the Municipal Year.
- 3.2 Under the Council's Constitution, Overview and Scrutiny Committees are required to agree a Work Programme at the start of the Municipal Year outlining their priorities and likely outcomes of considering these issues. This task was completed by all Overview and Scrutiny Committees at their first meetings during June and July 2019.
- 3.3 The Work Programme is developed taking into account:
 - 3.3.1 Corporate priorities and objectives, including the Cabinet Forward Plan.
 - 3.3.2 Partnership strategic priorities and objectives.
 - 3.3.3 The interests and concerns of Members, Council officers, members of the public, and other stakeholders such as community and voluntary groups and local businesses.

Further information on the subject of this report can be obtained from Vicki Yull (Committee Officer), 07980 752043, VYull@swindon.gov.uk.

Work Programme 2019/2020

Scrutiny Committee

Date: 12th August 2019

- 3.4 Committees are encouraged to review the Work Programme on a regular basis to ensure it remains relevant and to prioritise the workload of the Committee.
- 3.5 Members are reminded that the Work Programme must also take into account:
 - 3.5.1 The workload of the Committee and of individual members.
 - 3.5.2 The capacity of officers to support a review.
 - 3.5.3 The resource implications of carrying out a review.
 - 3.5.4 The timescales for a review.
 - 3.5.5 The most appropriate method of carrying out a review e.g. Committee meeting, Task Group, Member Champion review.

Developing the Work Programme – The Executive

- 3.6 It is important that Overview and Scrutiny adds value to the work of the Council and its partner agencies, and produces tangible outcomes for local people that result in real service improvements. Selecting the right topics is crucial to ensure that scrutiny will be effective.
- 3.7 In order to help the Scrutiny Committee select the right topics for the Work Programme, the Leader of the Council will be giving his annual presentation to the Committee at this meeting, where he will outline priority areas for the coming twelve months, and highlight problem areas or policies that require development and / or renewal. These issues should be considered by the Scrutiny Committee for possible inclusion in the Work Programme. In addition, the Leader may make suggestions for the Scrutiny Committee to include in its Work Programme.
- 3.8 Members of the Scrutiny Committee are encouraged to work with Cabinet in the best interests of the Borough and to take into account the priorities and suggestions of Cabinet as detailed in the Cabinet Work Programme and Forward plan, attached at Appendix 2, when considering the contents for the Work Programme.
- 3.9 In addition, Members attention is drawn to the Scrutiny Process Flowchart, attached at Appendix 3, which is aimed at assisting Members in identifying how they could influence policy development.

Standard Work Programme items

- 3.10 In addition to selecting various topics and issues for inclusion in the Work Programme, the Scrutiny Committee has a number of additional items that it has incorporated into its Work Programme, such as:

Further information on the subject of this report can be obtained from Vicki Yull (Committee Officer), 07980 752043, VYull@swindon.gov.uk.

Work Programme 2019/2020

Scrutiny Committee

Date: 12th August 2019

3.10.1 Lead Member Question and Answer Sessions. Each Cabinet Member will be expected to appear before the Scrutiny Committee to answer questions relating to their portfolio responsibilities, performance and future plans.

3.10.2 Review of Cabinet Decisions. The Scrutiny Committee will be required to review the decisions taken by Cabinet.

3.10.3 Leaders Report. The Scrutiny Committee will receive an annual presentation and a six monthly update from the Leader of the Council on the administrations priorities for the year and performance.

4. Alternative Options

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

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

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

Legal and Human Rights Implications

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

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

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

Diversity Impact Assessment

5.4 No Diversity Impact Assessment (DIA) is required at this stage. Any DIA that is required during review of topics included within the Work Programme will be identified at the appropriate stage.

Risk Management

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

Further information on the subject of this report can be obtained from Vicki Yull (Committee Officer), 07980 752043, VYull@swindon.gov.uk.

Work Programme 2019/2020

Scrutiny Committee

Date: 12th August 2019

6. Consultees

6.1 None.

7. Background Papers

7.1 None.

8. Appendices

8.1 Appendix 1 – Scrutiny Committee Work Programme 2019/2020.

8.2 Appendix 2 – Current Cabinet Work Programme and Forward Plan for the period 16 July 2019 to 15 July 2020.

8.3 Appendix 3 – Scrutiny Process Flowchart.

Scrutiny Committee

Work Programme 2019-2020

Terms of Reference of the Committee

- To meet at regular intervals to review the policies, process and implications of Cabinet, Cabinet Member and Officer decision making, and the way in which Cabinet and Cabinet Member decisions are made;
- To consider requests for “Call-in” as defined in the Council’s “Call-in” Procedure;
- To refer decisions back to Cabinet (or the decision maker) for reconsideration. It may do this once for any individual decision, after which if there is no agreement the decision will be referred to the full Council for determination;
- To refer Cabinet and Cabinet Member decisions to the relevant Overview and Scrutiny Committee for investigation without delaying the implementation of the decision concerned;
- To receive a report by the Leader of the Council at its first meeting after each Annual Council Meeting (or at such a meeting as is agreed by the Chair of the Committee and the Leader of the Council) on the service issues for the year ahead, the Leader of the Council’s priorities for the coming year, and on the Council’s performance in the previous year;
- To oversee the arrangements for Overview and Scrutiny within the Council, including determining (i) where matters fall within the remit of more than one Overview and Scrutiny Committee which of those Committees will assume responsibility for any particular issue, (ii) a system to ensure that referrals from Committees to the Cabinet, either by way of report or for reconsideration, are managed efficiently and do not exceed any limits set out in the Council’s Constitution, and (iii) in the event of reports to the Cabinet exceeding any limits in the Constitution, or if the volume of such reports creates difficulty for the management of Cabinet business or jeopardises the efficient running of Council business, at the request of the Cabinet to make decisions about the priority of referrals made;
- To carry out any investigation into the business and functions of the Council and to call in any Cabinet Member or senior officer of the Council so that they can offer advice, support or answer any question that will assist the Committee in carrying out its functions; and
- To carry out an external scrutiny function, particularly in relation to corporate issues and issues falling into the remit of a number of Overview and Scrutiny Committees.

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

- The review, scrutiny and development of policy recommendations,
- The management of performance,
- The monitoring of progress towards delivering corporate priorities,
- The formulation of advice for the Cabinet, Council and other partners and stakeholders, and
- Strategies to reduce or prevent Crime and Disorder.

To have specific responsibility (but not limited to)

- Good governance.
- The Budget Scrutiny function.

Review of the Work Programme

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

To assist members in developing the Committee’s work programme, a copy of the current Cabinet Work Programme and Forward Plan is attached at Appendix 2 to the covering report.

Contact details

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

10th June 2019		
Item	Objectives	Witnesses
Review of Cabinet Decisions	To receive the decisions taken and the process taken in making those decisions of Cabinet.	Cabinet
Work Programme 2019/20	To discuss and agree a rolling work programme for the 2019/20 Municipal Year and review the Overview Task Groups	n/a

15th July 2019		
Item	Objectives	Witnesses
Leader of the Council update	To receive a half yearly update from the Leader of the Council on the performance of the Council, to receive details of any major issues or problem areas and to review progress against priorities set out in annual presentation.	Councillor David Renard
Review of Cabinet Decisions	To receive the decisions taken and the process taken in making those decisions of Cabinet.	Cabinet

12th August 2019		
Item	Objectives	Witnesses
Cabinet Member Q&A – Cabinet Member for Adults and Health	To review the portfolio and performance of the Cabinet Member for Adults and Health.	Councillor Brian Ford
Cabinet Member Q&A – Cabinet Member for Corporate Services and Operational Excellence	To review the portfolio and performance of the Cabinet Member for Corporate Services and Operational Excellence.	Councillor Keith Williams

9th September 2019		
Item	Objectives	Witnesses
Review of Cabinet Decisions	To receive the decisions taken and the process taken in making those decisions of Cabinet.	Cabinet
Cabinet Member Q&A – Cabinet Member for Economy and Place	To review the portfolio and performance of the Cabinet Member for Economy and Place.	Councillor Oliver Donachie

21st October 2019		
Item	Objectives	Witnesses
Review of Cabinet Decisions	To receive the decisions taken and the process taken in making those decisions of Cabinet.	Cabinet
Cabinet Member Q&A – Cabinet Member for Children's Services	To review the portfolio and performance of the Cabinet Member for Children's Services.	Councillor Mary Martin
Cabinet Member Q&A – Cabinet Member for Finance and Education and Skills	To review the portfolio and performance of Education and Adult Learning services.	Councillor Russell Holland

18th November 2019		
Item	Objectives	Witnesses
Review of the 2018/19 Municipal Year	To receive the Scrutiny Committee Annual Report.	Chief Legal Officer
Cabinet Member Q&A – Cabinet Member for Strategic Planning	To review the portfolio and performance of the Cabinet Member for Strategic Planning.	Councillor Gary Sumner

18th November 2019		
Moredon Playing Fields Sports Hub	To review a progress report.	Head of Property Assets

9th December 2019		
Item	Objectives	Witnesses
Leader of the Council update	To receive a half yearly update from the Leader of the Council on the performance of the Council, to receive details of any major issues or problem areas and to review progress against priorities set out in annual presentation.	Councillor David Renard
North Star Development – Trigger Points	To review a progress report.	Head of Property Assets
Review of Cabinet Decisions	To receive the decisions taken and the process taken in making those decisions of Cabinet.	Cabinet

13th January 2020		
Item	Objectives	Witnesses
Budget Scrutiny	To review the Budget proposals for 2020-2021.	Councillor Russell Holland
Cabinet Member Q&A – Cabinet Member for Housing and Public Safety	To review the portfolio and performance of the Cabinet Member for Housing and Public Safety.	Councillor Cathy Martyn

10th February 2020		
Item	Objectives	Witnesses
Review of Cabinet Decisions	To receive the decisions taken and the process taken in making those decisions of Cabinet.	Cabinet
Cabinet Member Q&A – Cabinet Member for Transport and the Environment	To review the portfolio and performance of the Cabinet Member for Transport and the Environment.	Councillor Maureen Penny

16th March 2020		
Item	Objectives	Witnesses
Review of Cabinet Decisions	To receive the decisions taken and the process taken in making those decisions of Cabinet.	Cabinet
Cabinet Member Q&A – Cabinet Member for Finance and Education and Skills	To review the portfolio and performance of Finance and Skills.	Councillor Russell Holland

6th April 2020		
Item	Objectives	Witnesses
Review of Cabinet Decisions	To receive the decisions taken and the process taken in making those decisions of Cabinet.	Cabinet
Cabinet Member Q&A – Cabinet Member for the Town Centre	To review the portfolio and performance of the Cabinet Member for the Town Centre.	Councillor Dale Heenan

Other issues for Scrutiny Committee to consider		
Item	Objectives	Witnesses
Averies Task Group Final Report	To receive the final report of the Task Group and make appropriate recommendations to the Cabinet and Council.	Task Group Members
Anti-social enforcement	To review what is being done to address enforcement against anti-social issues including: <ul style="list-style-type: none"> • Parking • Public Space Protection Orders in the town centre • Anti-social behaviour 	Councillor Maureen Penny Councillor Oliver Donachie Councillor Cathy Martyn
An examination of the relationship between the Borough and Parish / Town Councils	One day review by Scrutiny Committee	Chief Executive
Closure of Honda	To receive a confidential update	Leader of the Council Chief Executive

Other issues to be referred		
Item	Objectives	Witnesses
Food Waste	To review proposals for dealing with food waste in the Borough	To be referred to Communities and Place Overview and Scrutiny Committee
Collection and Disposal of Used Needles	To review proposals for dealing with the collection and disposal of used needles	To be referred to Adults' Health, Adults' Care and Housing Overview and Scrutiny Committee
Leisure Contracts	To review the leisure contracts, in particular those run by GLL	To be referred to Resources and Corporate Overview and Scrutiny Committee
Procurement	To review how SBC uses its procurement budget locally	To be referred to Resources and Corporate Overview and Scrutiny Committee
North Star	To review the ongoing development at North Star	To be referred to Growing the Economy Overview and Scrutiny Committee

CABINET WORK PROGRAMME

Proposed AGENDA ITEMS/DELEGATED DECISIONS

If you wish to make your views known on any matter set out in this work-plan, please contact the relevant Cabinet Member or the officer identified.

Councillor:	Portfolio:
David Renard	Leader of the Council and Chair of Cabinet
Russell Holland	Deputy Leader of the Council and Vice-Chair of Cabinet and Cabinet Member for Finance, Education, and Skills
Oliver Donachie	Cabinet Member for Economy and Place
Brian Ford	Cabinet Member for Adults and Health
Dale Heenan	Cabinet Member for the Town Centre
Mary Martin	Cabinet Member for Children' Services
Cathy Martyn	Cabinet Member for Housing and Public Safety
Maureen Penny	Cabinet Member for Transport and the Environment
Gary Sumner	Cabinet Member for Strategic Planning
Keith Williams	Cabinet Member for Corporate and Organisational Excellence

Senior Committee Clerk: Douglas Campbell, CommitteeServices@Swindon.gov.uk

Cabinet Member Decisions Proposed for June 2019

Subject	Portfolio Holder / Cabinet Member	Lead Director
To Authorise the Tenancy Support Manager to represent the Council in the County Court	Cabinet Member for Corporate Services and Operational Excellence	Chief Legal Officer (Monitoring Officer) Chief Legal Officer (Monitoring Officer)
Commercial Housing - Enabling Property Purchase	Cabinet Member for Strategic Planning, Leader of the Council	Director of Finance (s151) Officer Director of Finance (s151) Officer
A361 Inglesham Speed Limit	Cabinet Member for Transport and the Environment	Corporate Director Communities and Housing Corporate Director Communities and Housing

Cabinet Meeting Date - 4th September 2019

Subject	Portfolio Holder / Cabinet Member	Lead Director
Budget Management 2019/20	Deputy Leader of the Council and Cabinet Member for Finance, Education and Skills	Director of Finance (s151) Officer Mick Bowden, Director of Finance
Annual Review of Local Ombudsman Complaints	Leader of the Council	Chief Legal Officer (Monitoring Officer) Chief Legal Officer (Monitoring Officer)
Housing Revenue Account Medium Term Financial Plan	Cabinet Member for Housing and Public Safety	Corporate Director Communities and Housing Corporate Director Communities and Housing
Capital Monitoring	Deputy Leader of the Council and Cabinet Member for Finance, Education and Skills	Director of Finance (s151) Officer Director of Finance (s151) Officer

Cabinet Meeting Date - 16th October 2019

Subject	Portfolio Holder / Cabinet Member	Lead Director
Budget Management Update	Deputy Leader of the Council and Cabinet Member for Finance, Education and Skills	Director of Finance (s151) Officer Mick Bowden, Director of Finance
Polling Districts and Places Review	Leader of the Council	Chief Executive Director of Performance, Organisational Improvement and Communications

Cabinet Meeting Date - 4th December 2019

Subject	Portfolio Holder / Cabinet Member	Lead Director
Budget Management 2019/20	Deputy Leader of the Council and Cabinet Member for Finance, Education and Skills	Director of Finance (s151) Officer Mick Bowden, Director of Finance
Treasury Management Performance 2019/20	Deputy Leader of the Council and Cabinet Member for Finance, Education and Skills	Director of Finance (s151) Officer Mick Bowden, Director of Finance
Capital Monitoring Quarterly Reports	Deputy Leader of the Council and Cabinet Member for Finance, Education and Skills	Director of Finance (s151) Officer Mick Bowden, Director of Finance

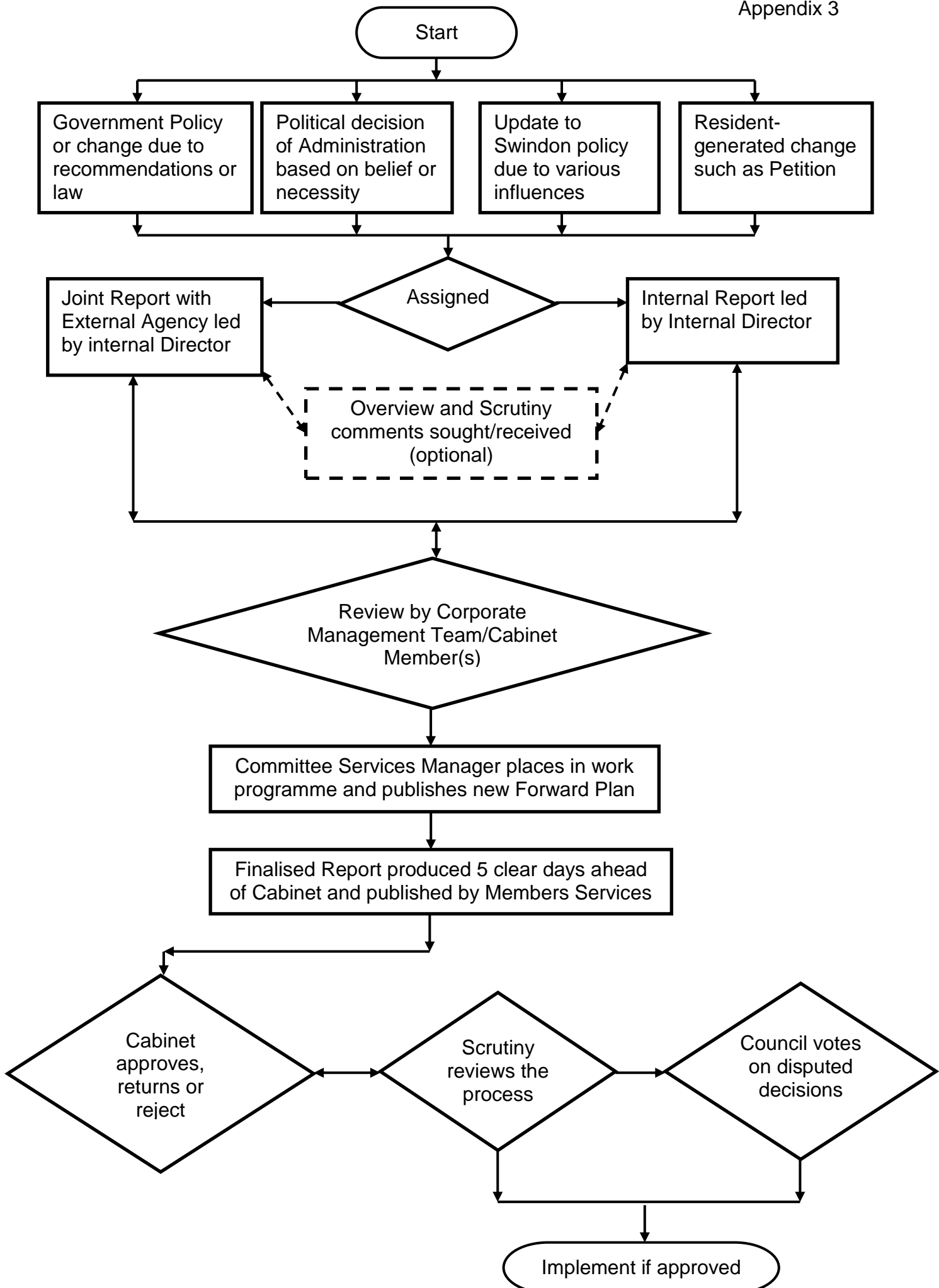
Cabinet Meeting Date - 5th February 2020

Subject	Portfolio Holder / Cabinet Member	Lead Director
Budget 2020/21 and Beyond	Deputy Leader of the Council and Cabinet Member for Finance, Education and Skills	Director of Finance (s151) Officer Mick Bowden, Director of Finance
Capital Programme 2020/2021	Deputy Leader of the Council and Cabinet Member for Finance, Education and Skills	Director of Finance (s151) Officer Mick Bowden, Director of Finance
Treasury Strategy Statement 2020/21		
Housing Revenue Account - Rents and Charges	Deputy Leader of the Council and Cabinet Member for Finance, Education and Skills	Director of Finance (s151) Officer Mick Bowden, Director of Finance
Swindon Pay Policy Statement 2020 / 2021	Councillor David Renard	Director of Finance (s151) Officer Samantha Mowbray, Director of Performance, Organisational Improvement and Communications
School Admissions Arrangements 2021-22	Cabinet Member for Children and School Attainment	Corporate Director of Children's Services Peter Nathan, Head of Education
SEND Home to School Transport	Cabinet Member for Children and School Attainment	Corporate Director of Children's Services Peter Nathan, Head of Education

Cabinet Meeting Date - March 2020

Subject	Portfolio Holder / Cabinet Member	Lead Director
Capital Programme Monitoring 3rd Quarter 2019/20	Deputy Leader of the Council and Cabinet Member for Finance, Education and Skills	Director of Finance (s151) Officer Mick Bowden, Director of Finance
Swindon Local Transport Plan - Implementation Plan 2020/21	Cabinet Members for Highways and the Environment	Corporate Director Communities and Housing

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Status of requests for action and / or information

Scrutiny Committee

Date: 12th August 2019

Author: Chief Legal Officer

Wards: All

Parishes Affected: All

1. Purpose and Reasons

- 1.1 To advise the Committee of the status of requests for action to be taken or information to be provided.

2. Recommendations

The Committee is recommended to:

- 2.1 Note the contents of the report.
- 2.2 Consider the responses provided by officers, and actions taken in relation to each issue, and determine if any further action is required.
- 2.3 Agree that, subject to the Committee's requests for further action to be taken, issues shown as being completed be removed from the status report.

3. Detail

- 3.1 The Scrutiny Committee has requested that a report be submitted to each meeting on the status of its earlier decisions, allowing members to consider if any further action is required.

4. Alternative Options

- 4.1 None.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 This report has no financial or procurement implications.

Legal and Human Rights Implications

- 5.2 Legal and Human Rights considerations have been fully taken 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)

- 5.3 None.
-

Further information on the subject of this report can be obtained from Vicki Yull (Committee Officer), 07980 752043, VYull@swindon.gov.uk.

Status of requests for action and / or information

Scrutiny Committee

Date: 12th August 2019

Diversity Impact Assessment

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

Risk Management

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

6. Consultees

- 6.1 None.

7. Background Papers

- 7.1 The Minutes of previous meetings of the Committee.

8. Appendices

- 8.1 Appendix 1 – Schedule of the status of requests for action to be taken or information to be provided.

**SUMMARY OF PUBLIC QUESTIONS REQUIRING A WRITTEN RESPONSE
AND MEMBER REQUESTS FOR INFORMATION
15 July 2019**

Minute No. 11	Leader of the Council: Annual Report	Outcome
Councillor Bob Wright requested clarification on the following issues:		
(1) (a) How many electric vehicles will be added to the fleet? (b) What is the current size of the Council's vehicle fleet? (c) What will the electric vehicles cost?	Response received from the Head of Streetsmart on 2 nd August 2019 as follows: (a) Four Vehicles. (b) Twenty Eight Vehicles and 114 items of plant equipment. (c) Each Electric Vehicle will cost £15,551, this includes the electric vehicle grant.	Complete
(2) How does the Council's production of the waste pellets as an alternative to solid fuel affect the Council's Climate Change agenda?	Response requested from the Head of Streetsmart on 26 th July 2019.	On-going
(3) Is the increase in the number of rats around the Zurich site due to food waste and food wrappers and how as a street cleaning issue will this be addressed?	Response requested from the Head of Streetsmart on 26 th July 2019.	On-going
(4) The fairness of householders paying for replacement lids and boxes should these be damaged by waste collection crew.	Response received from the Head of Streetsmart on 2 nd August 2019 as follows: <i>A charge will be applied to all new and replacement boxes apart from in the following scenarios:</i> - Crew damage box- If a crew member damages a box they will report it and the Council will replace it free of charge - Resident cannot afford a box – residents claiming 80%	Complete

or more council tax reduction can purchase boxes at a concessionary rate, in a similar way they can receive bulky household waste collections at a concessionary rate. Evidence will need to be provided.

Will the money raised produce any income for the council?

The charges are used to cover the cost of ordering, storing and the administration of boxes and will not produce any surplus income for the Council.

You are asking people to recycle more but you are making it harder for them. Is it not better to just give them boxes for free?

We do not wish to discourage recycling, however at the same time supplying recycling boxes for free comes at a significant cost to the taxpayer. Our engagement with residents indicated that they were happy to pay a relatively small cost for a sturdy recycling box that will last between 5-7 years.

How did you decide on the figure for the charging of boxes?

The price is based on the unit price and storage of the boxes and the administrative cost.

Can you buy a lid rather than an entire box and vice versa?

Yes, a box is £5 without the lid and a lid only is £2. The concessionary rate gives a 20% reduction

Do any other Council's charge for additional boxes?

Yes many other Council's charge for supplying new or additional recycling boxes/ bins.

How many boxes will I be able to purchase at once?

	<p>4 (this is currently limited due to demand on stock)</p> <p><i>Will there be a warranty period for each box (e.g. if it is broken after one week)?</i> In the unlikely event that this happens we will look at individual cases.</p> <p><i>If I move house will I be able to take my boxes with me?</i> Residents are asked to leave two recycling boxes at the property when they move.</p> <p><i>Will the box be delivered to me or will I have to collect the box myself (will an additional fee be included for the delivery of the box)?</i> We can deliver or you can collect. The charge remains the same although it may be quicker to collect.</p>	
<p>(5) Could Members be briefed on:</p> <p>(a) How the Local Plan operated in the absence of the old policy SD1.</p> <p>(b) The Design Guide for Highways in relation to the ability of this policy to influence green planting related to Highway Schemes.</p>	<p>The Head of Planning, Heritage and Regulatory Services is investigating a presentation, open to all Members, on both of these items prior to either a meeting of this Committee or the Planning Committee.</p>	Complete

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