

Swindon Borough Council

Scrutiny Committee

Annual Report

Municipal Year 2018 - 2019

Foreword by the Chair of the Scrutiny Committee

This will be the last Annual Overview and Scrutiny report that I shall be introducing as Chair of the Scrutiny Committee. During my tenure some important changes have taken place. Not least the loss of both officers and offices in support of the Overview and Scrutiny role. It has fallen on the remaining Officers and Members to research and challenge policy development.

Too often non-executive Members are able to challenge policy only after the Cabinet decisions have been made rather than at a prior stage when they can influence it. Members may have the opportunity to contribute to policy development through a Task Group report, or directly with officers or a Cabinet Member, a process sometimes known as pre-scrutiny. Cabinet Members also have the opportunity to engage with non-executive members in the policy development process by bringing “green papers”, the debate on which will shape the final policy. The number of Task Groups has reduced and has given way to officer reports that are questioned as part of scrutiny meetings. There is little evidence that this approach to policy development is leading to informed decision-making and improved policy development.

I have raised the matters above in my introduction as the function of Overview and Scrutiny is to hold the authorities decision-makers to account. This is fundamental in the successful functioning of local democracy. How effective a scrutiny body is helps to drive the level of improvements and efficiency within the authority itself. This cannot happen if there is an acceptance that decisions already made by one group of Members should always be supported without critical challenge. Whilst it is hard to override political allegiance critical challenge is a basic function of Overview and Scrutiny and should be more than just divisional politics driven. It is why, where possible, that compliments and critical challenge should be bedfellows through advocating and questions.

A call-in resulted in a move to a vote without a debate. At the time there was legal direction that a mover could only move after a debate. I have written to the Chief Legal Officer and asked that we look at making the constitutional guidance clearer and that any call-in taken to Scrutiny will always result in a debate.

The public role within the Overview and Scrutiny function has diminished in some areas. I regard public participation in Scrutiny meetings as important, it widens our consideration and provides intelligence on the impact of policy. Members in a similar way assist policy development and service delivery decisions for those local authorities attending our Scrutiny meetings. This is illustrated by the dissatisfaction expressed by the public and Members on the poor service provided by IMH when running Doctors' Surgeries. This added weight to the decision to end the IMH tenure.

In the last year we have heard through Cabinet Members how successful the local economy is yet at the same time we have heard how difficult it has been for some residents. Many cannot enjoy our town as we would like due to economic and health reasons. Reports acknowledge that we have a diverse town and the challenge for Council is to ensure all our residents enjoy the town's benefits. It is through our

policies and scrutiny that we have a way to ensure greater participation for those who like to participate.

The advances in answering public and Members questions has been maintained with an overall improvement in directly answering written questions. There are still some who answer by referring to references rather than simply answering the questions they know. I hope this habit reduces to match the expectations of the questioners.

I have previously stated that the Scrutiny process is at its best when it ensures good decision-making, and this depends on Members being the check and balances for policy decisions. It is the responsibility of Overview and Scrutiny Members to ensure we have a successful local authority and democracy.

I would like to thank all those who have participated and supported the Overview and Scrutiny function in the last year. The report below shows the work we have undertaken.

Councillor Bob Wright - Chair of Scrutiny Committee

Introduction

The Council has six Overview and Scrutiny bodies (a Scrutiny Committee and five Overview and Scrutiny Committees) that support the Council's decision-making and policy development processes and the work of the Cabinet and the Council as a whole.

The Scrutiny Committee also monitors the decisions of the Cabinet. Currently, all decisions taken at a Cabinet meeting are "called-in" to Scrutiny. In addition, Scrutiny can 'call-in' a decision that has been made by the Cabinet Member whether or not it has been implemented. This enables it to consider whether the decision is appropriate. It may recommend either that the Cabinet or Cabinet Member reconsider the decision or that the matter be referred to the relevant Overview and Scrutiny Committee for investigation.

The Overview and Scrutiny Committees may be consulted by the Cabinet or the Council on forthcoming decisions and help with the development of policy for both the Cabinet and the Council.

The specific roles and functions of the Scrutiny Committee and the Overview and Scrutiny Committees are set out in Article 6 of the Council's Constitution.

This Annual Report is a record of the work of the Scrutiny Committee and the Overview and Scrutiny Committees in the Municipal Year 2018/19.

Scrutiny Committee

Number of meetings and Membership of the Committee for 2018/2019

In the Municipal Year 2018/19, the Scrutiny Committee met on ten occasions. The Committee comprised the following Borough Councillors:

Conservative Councillors	Labour Councillors
Claire Ellis (until July 2018)	Emma Bushell
Emma Faramarzi	Jane Milner-Barry
Fionuala Foley (from September 2018)	Des Moffatt
Brian Mattock	James Robbins
Barbara Parry	Chris Watts
Maureen Penny (until September 2018)	Bob Wright
Tim Swinyard	
Vera Tomlinson	
Steve Weisinger (from July 2018)	

Leader of the Council's Annual Report to Scrutiny

In accordance with the Council's Constitution, the Leader of the Council reports to the first meeting of the Scrutiny Committee in each Municipal Year on the Council's achievements in delivering against the Administration's specific priorities and targets in the preceding year, and the challenges and priorities for the Council in the 2018/19 Municipal Year.

At the Scrutiny Committee meeting on 18th June 2018, the Leader of the Council, Councillor David Renard, highlighted achievements during the preceding year which included:

- *Pledge 14: Build up to 3,500 homes on Wichelstowe.* A joint venture agreement had been signed with Barratt Homes and, following a competitive tender, plans for a new pub and restaurant near Waitrose had been secured.
- *Pledge 22 – to secure the North Star Regional Leisure destination.* The Council had outline planning permission for the North Star development and was awaiting the final application.
- Lydiard House and Park remained open and work had started to improve the historic building.
- The Council had continued to reduce the number of delayed discharges of care.

The Leader saw the following as specific tasks for the year ahead:

- Ensuring that the Council's statutory care services are provided.
- 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 Scrutiny Committee was given the opportunity to put questions to the Leader on the issues raised in his report and presentation and used this debate as the basis for establishing its Work Programme for the year.

Work Programme

The Scrutiny Committee is required to have a Work Programme that details the activities that it will be undertaking during the Municipal Year. The Overview and Scrutiny process seeks to represent the voice and concerns of people across the Borough and the annual Work Programme seeks to ensure that Councillors have the opportunity to put forward suggestions for review by the Overview and Scrutiny function.

The Work Programme details the various topics and issues that the Committee intends to consider during the coming year with the aim of producing evidence based recommendations intended to provide service improvements for Cabinet and, where appropriate, external agencies/bodies to consider.

In addition to selecting various topics and issues for inclusion on the Work Programme, the Scrutiny Committee has a number of “standard” items that also need to be incorporated, including:

- Review of Cabinet Decisions – The Scrutiny Committee is required to review the decisions taken by Cabinet.
- Leaders Report – the Scrutiny Committee receives an annual presentation and a six monthly update from the Leader of the Council on the Administration’s priorities for the year and performance against identified targets and objectives.
- Cabinet Member Question & Answer Sessions – each Cabinet Member is expected to appear before the Scrutiny Committee to report on performance in relation to their portfolio responsibilities, performance and future plans, and to answer members’ questions on issues raised.

The Work Programme is necessarily flexible to allow the Committee to respond to issues that might arise during the course of the year and, to that end, it is reviewed at every Committee meeting to ensure that it remains relevant and that members and officers have sufficient capacity to effectively achieve its objectives.

At its meeting on 18th June 2018, the Scrutiny Committee considered and agreed a rolling Work Programme for the 2018/19 Municipal Year, taking into account the issues raised in the Leader of the Council’s presentation to this meeting.

Consideration of Cabinet Decisions

It is a primary function of the Scrutiny Committee to meet at regular intervals to review the policies, process and implications of Cabinet and Cabinet Member decision making. In reviewing Cabinet decisions, the Scrutiny Committee has the following remit:

- To consider requests for “call-in” as defined in the Council’s “Call-in” Procedure. Call-in is intended for use only in exceptional circumstances when members have evidence to suggest that the decision was not made in accordance with due process, as set out in Article 13 of the Constitution. All decisions taken at Cabinet meetings are “called-in” automatically under the Constitution.
- 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 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.

During the course of the 2018/19 Municipal Year, the Scrutiny Committee met on seven occasions to review decisions arising from meetings of the Cabinet. The Scrutiny Committee’s review of Cabinet decisions is greatly facilitated by the support of the Leader of the Council and Cabinet Members who regularly attend Scrutiny Committee meetings to introduce matters relating to their individual portfolios and to respond to questions put by Scrutiny members.

In 2018/19 no decisions were referred back to Cabinet, but one Cabinet Member delegated decision was called-in.

At its meeting on 22nd October 2018, the Committee considered a call-in request in respect of a decision made by the Cabinet Member for Finance concerning the transfer of five sites to the Swindon Housing Company.

In accordance with the Council’s call-in procedure, the Committee was invited to consider the evidence provided by the four Councillors who had requested the call-in as to why the decision failed to meet the requirements of the Council’s principles of decision making, as set out in Article 13 (Decision Making) of the Council’s Constitution, with particular regard to the carrying out of due process in reaching the decision and / or failing to fully appreciate the implications of the decision, and to determine whether the matter should be referred back for further consideration.

The Committee did not support the case put forward in the notice of call-in and did not refer the matter back to the Cabinet Member for further consideration.

Cabinet Member Question and Answer Sessions

The Scrutiny Committee has, over a period of years, utilised question and answer sessions with Cabinet Members as its primary method of reviewing performance and ensuring that identified priorities are being successfully delivered. All Members of the Cabinet are required to come before the Scrutiny Committee at some time during the year to take part in a question and answer session that focusses on the full extent of their portfolio. Scrutiny Committee is encouraged to focus question and answer sessions with Cabinet Members on specific topics and / or services in order to avoid duplication.

During 2018/19 Scrutiny Committee conducted question and answer sessions with Cabinet Members on the following occasions:

Date of Meeting	Cabinet Member	Portfolio Responsibilities
16 th July 2018	Cabinet Member for Town Centre	<ul style="list-style-type: none"> • Provide the political leadership for: <ul style="list-style-type: none"> ○ the continued economic and cultural development and well-being of the Town Centre; and ○ key partners, e.g. InSwindon, Old Town Business Association. • Ensure that the Council's agreed priorities within the portfolio are delivered.
13 th August 2018	Cabinet Member for Adults	<ul style="list-style-type: none"> • Adult Services (older people, people with a learning disability, physical disability and mental health). • Adult Voluntary Sector Contracts. • Implementation of Care Act 2014. • Adult Local Safeguarding Board. • Public Health – including health promotion, prevention and health and wellbeing services. • Supported Housing. • Learning Disability Partnership Board. • Maintaining links between the Council and partner organisations in the Health Services. • Oversight of Better Care Fund and joint Commissioning of Adult Social Care and Clinical Commissioning Group. • Mental Health Champion – the Local Authority Mental Health Challenge. • Swindon Borough Council representative on the Sustainable Transformation Partnership Sponsoring Board and Integrated Care Alliance Board Swindon.
10 th September 2018	Cabinet Member for Economic Prosperity	<ul style="list-style-type: none"> • Set the strategic vision to allow the economy to prosper. • Provide the overarching direction to

		<p>enable the Borough to have the range of vocational and higher education opportunities necessary to meet employers' needs for skills.</p> <ul style="list-style-type: none"> • Provide the political leadership for business growth in all areas including town centre, investment, R&D, Switch on to Swindon, and tourism. • Provide the strategic vision for the next generation of digital cities. • Ensure that the Council's agreed priorities within the portfolio are delivered.
22 nd October 2018	Cabinet Member for Children's Services and School Attainment	<ul style="list-style-type: none"> • Provide strategic leadership and be the statutory lead Member for Children's Services. • Provide the political leadership for the improvement plan. • Through the senior officers, ensure Children are Safeguarded. • Provide political leadership for the contract/compliance/procurement workstream of the Swindon Programme. • Provide the political leadership for the strategic provision of: <ul style="list-style-type: none"> a) Corporate Parenting b) Early Help c) Youth Justice • Promote Children's Health and Wellbeing. • Provide political leadership through the Swindon Challenge Board in raising school attainment. • Ensure that the Council's agreed priorities within the portfolio are delivered. • To work with the Cabinet Member for Highways and the Environment to provide political leadership for the Demand Management workstream of the Swindon Programme.
19 th November 2018	Cabinet Member for Strategic Planning	<ul style="list-style-type: none"> • Have overview of the Strategic Spatial Planning and Development Planning Framework.

		<ul style="list-style-type: none"> • Provide political leadership for the New Eastern Villages programme. • Promote Sustainability. • Have overview of the Wichelstowe Joint Venture. • Set the direction for future strategic infrastructure programmes to support economic growth. • Ensure that the Council's agreed priorities within the portfolio are delivered.
14 th January 2019	Cabinet Member for Corporate and Customer Services	<ul style="list-style-type: none"> • Performance and Risk. • Human Resources and Organisational Development. • Communications. • Health and Safety. • Customer Services. • Information Technology. • Digitalisation. • Lydiard House and Park.
11 th February 2019	Cabinet Member for Housing and Public Safety	<ul style="list-style-type: none"> • Provide the strategic direction for the management of all aspects of the Council's social housing. • Provide strategic direction to reduce and prevent homelessness where possible. • Promote partnership engagement to address rough sleeping. • Provide strategic leadership to promote safe public areas. • Set the strategic vision for the Borough's continuing social development. • Ensure that the Council's agreed priorities within the portfolio are delivered.
25 th March 2019	Cabinet Member for Finance	<ul style="list-style-type: none"> • Annual Budget (Revenue and Capital Programme). • Finance Management Overview. • Medium Term Financial Plan. • Procurement. • Revenue and Benefits Services. • Welfare and Benefits Policy. • Commercial Investment Fund.

25 th March 2019	Cabinet Member for Highways and Environment	<ul style="list-style-type: none"> • Waterside Depot, including Household Waste and Recycling centre (but not PPS). • Streetsmart. • Public Toilets. • Waste Disposal/Waste Minimisation. • Street Lighting. • Street Cleaning. • Recycling. • Refuse Collection-Domestic and Trade. • Ground and Tree Maintenance and Open Spaces. • Removal of graffiti and abandoned vehicles. • Parks (Streetsmart services only). • Playgrounds. • Maintenance of Roundabouts and non-HRA verges. • Building Services, cleaning, catering and security services. • Gullies, drainage, minor road repairs and potholes. • Public Transport, Concessionary Fares, Specialist Transport, Council Transport and Fleet Management. • Traffic and Transport Forward Planning including Local Transport Plan and implementation. • Building community capacity. • Envirocrime.
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On each occasion, the Cabinet Member attending has submitted, and presented, a report to Scrutiny Committee that has been the focus of members' questions and observations. A standardised approach has been utilised for these reports which, at the Chair of Scrutiny Committee's request, addresses performance and future planning issues by responding to the following questions:

- What have you done well?
- What would you do differently?
- What are the Challenges facing your portfolio.

This approach has been very successful, both in allowing Scrutiny members to "dig deeper" into performance issues and suggest how performance might be improved upon and also to raise matters of particular concern which might otherwise not be prioritised.

The Committee functions, largely, in a non-party politically motivated fashion and, whilst debate can be boisterous, it has also paved the way for joint working and even, on occasion, all-party resolution of issues. The willing, and even enthusiastic, participation of Cabinet Members in the question and answer sessions, and their continuing provision of full and open responses to Scrutiny members' questions, often pursued further outside the scope of the meeting, is commendable and noteworthy.

Status of outstanding requests for information

At every meeting, the Committee receives a report advising on the status of outstanding issues and member requests for information. These concern matters raised by the Committee, usually during the consideration of Cabinet minutes and / or Cabinet Member Question and Answer sessions, where a Cabinet Member, or, occasionally, a senior officer, has agreed to take a particular action in response to a position taken by the Scrutiny Committee or when additional information has needed to be provided. This summary report has proven very successful, both in co-ordinating responsive action and ensuring that the required action is taken within an appropriate period of time. It is now very unusual for a matter raised at a Committee meeting to remain outstanding beyond the date of the subsequent meeting.

The Leader of the Council's Half-Year Update

At the, roughly, half-point in each Municipal Year, the Leader of the Council is invited to attend a meeting of the Scrutiny Committee to outline how the Authority has performed in the first half of the year, particularly in relation to the particular priorities and targets identified by him at the first Scrutiny Committee meeting of the year (see above). This mid-year presentation by the Leader affords Scrutiny Committee, and the Chairs of the Overview and Scrutiny Committees, an opportunity to review Work Programmes to accommodate revised priorities and / or matters of urgency. This year, the Leader of the Council made his half-year update to the Scrutiny Committee at its meeting on 10th December 2018.

Councillor Renard introduced his report, commenting on the Council's achievements to that point in 2018/19 and highlighting the challenges for the remainder of the year. Following his presentation of the report, members were given the opportunity to put questions to the Leader of the Council. The following issues were raised by Scrutiny members:

- The progress of implementing the Vision, Priorities and Pledges by officers.
- How the Planning Committee balances competing demands when considering proposals such as the North Star Village for example, where the proposed Snowdome building will not be 'zero carbon' but will grow Swindon's economy.
- How the proposed developments at the North Star Village will attract visitors from large distances, but will have a resultant increase in traffic and travel emissions within the town, which may not be of benefit to Swindon residents or its environment.

- How Ward councillors can liaise with planning officers in ensuring that any planning conditions imposed on the North Star development are met.
- The interrelationship between the capital spend and revenue savings planned at Coate Water, and what is being done to ensure that this investment is not wasted and that the right support is in place for this asset.
- The significant development that has taken place so far at Kimmersfields and expectations of when the project will be finished, given that Homes England is a key partner and owns 40% of the remaining site to be developed.
- How Zurich are the 'anchor tenant' in Kimmersfields, and the plans for the Tricentre 1 building that they will be vacating.
- The creation of a Town Centre Movement Strategy to evaluate traffic movement in and around the town centre, which would take in to account the implications of consented and planned new development whilst providing evidence to assist with the prudent and responsible management of the network, as discussed by Cabinet at its meeting on 11th July 2018.
- The slippage on delivering the southern access routes in to the Wichelstowe development, and the changes that have been made to the design. The Committee noted that the Local Enterprise Partnership funding for this project has to be used by March 2021, and that there will be knock on effects to the rest of the development if the southern access routes have not been completed by then.
- Proposals for the park and ride facilities at Junction 15 and Junction 16 of the M4, plans for re-opening a park and ride facility in North Swindon, and whether a budget has been set to improve the traffic situation in Rodbourne.
- How to make connectivity work across the Borough, ensuring a joined-up approach to delivering proposals.
- How the Business Engagement Officer can assist businesses in Rodbourne with their concerns such as the lack of street signage and the travel times within the area potentially putting off visitors. It is anticipated that the introduction of tariff matching in the Bristol Street car park in March 2019 should help alleviate some of the traffic problems in the Rodbourne area.
- Complaints received regarding the new fee systems on the car parks in the town centre, and that business owners in the town centre would like free parking introduced to compete with out of town areas.
- Recognising the importance of having a strong parking enforcement regime across the Borough, and the current recruitment campaign for four Enforcement Officer vacancies.
- The excellent career development choices provided for young people by apprenticeships, and the Council's Strategy on this matter. The Committee noted that the Growing the Economy Overview and Scrutiny Committee had an item on its agenda for 30th January 2019 to review how the Council encourages companies to provide meaningful apprenticeships resulting in jobs.
- The possibility of Parish Councils becoming involved in the provision of vehicular charging points across the Borough.
- The shortage of social workers nationally and the problems this causes the Council in driving forward its agenda of improvements and ensuring that children develop meaningful relationships with staff.

- Resolving the issues between the salaries and employment offer for permanent and agency social worker staff.
- The reasoning behind the early finish of Swindon Challenge now that there is a more collaborative approach across schools in Swindon, and more rigorous and detailed plans are in place. The Committee noted that organisations such as the Swindon Secondary Schools Attendance Network and the Swindon Association of Secondary Heads are helping to shape best practice and introduce action plans, which will be a positive step forward in improvements and attainment.

No changes were made to the Scrutiny Committee's Work Programme as a result of matters raised during the consideration of the Leader's half-year update.

Budget Setting Process - 2019-20

The Scrutiny Committee has specific responsibility under its terms of reference, and under the Council's Budget and Policy Framework Procedure Rules, to fulfil the Council's Budget Scrutiny Function. Responsible financial management underpins the Council's Vision, Priorities and Pledges by ensuring best use is consistently made of all available resources as well as providing focus for its transformation work. The scrutiny of the budget function is an important element in ensuring the organisation understands the financial context within which it operates and develops plans to remain financially stable that will underpin the Council's ability to achieve its Vision, strategies, plans and priorities, including the corporate objectives.

At its meeting on 14th January 2019, the Committee received a report that provided members with an opportunity to understand better the strategic context and framing for the direction of travel of the organisation to deliver the Vision for Swindon, within the expected financial context, and the particular processes the Council has adopted to ensure it has a balanced budget for 2019/20 and a sustainable future financial position. The report also afforded the Committee an opportunity to receive a current budget position statement from the Cabinet Member for Finance and the Director of Finance.

In furtherance of the Committee's budget scrutiny function, and in accordance with its specific responsibility as set out in the Council's Constitution (Article 6 and the Budget and Policy Framework Procedure Rules refer), Scrutiny Committee members put questions to the Cabinet Member for Finance and the Director of Finance on the Council's budget position and the issues raised in the report relating to the financial context within which the budget proposals have been framed.

A Review of Outsourcing / Business Transfers

At its meeting on 19th November 2018, the Committee considered a report setting out details of the Council's significant business transfers and service outsourcing

transactions that had taken place since 2005. The Appendix to the report distilled the relevant details from the projects and noted the advantages and disadvantages, including the lessons learned from the transactions, with the ambition of improving commissioning capability and practice across the Council.

Possible effects of leaving the EU

At its meeting on 10th December 2018, the Committee considered a report setting out the issues identified so far for the Council in light of the departure of the United Kingdom from the European Union (“Brexit”) on 29th March 2019. The report also addressed the Council’s response to Brexit through both its inward investment and business retention and expansion programmes. The report was submitted following this Committee’s request for an update at its meeting on 10th September 2018 along with a subsequent Council resolution on 20th September 2018.

Summary

The Scrutiny Committee has, in 2018/19, completed a significant Work Programme that has put its members at the centre of the Council’s decision-making process and the review of all aspects of the Council’s service provision. Whether through its debate of the evidence supporting Cabinet decisions and its analysis of the Council’s budget setting process, or its assessment of the performance of individual Cabinet Member portfolios via question and answer sessions, the Scrutiny Committee has fulfilled its function to provide quality assurance and effective challenge to the Cabinet decision-making process, helping to ensure that decisions are made in accordance with Constitutional requirements. The Committee has approached its function enthusiastically and with a high level of commitment from its members.

Adult's Health, Adult's Care and Housing Overview and Scrutiny Committee

Number of meetings and Membership of the Committee for 2018/19:

In the Municipal Year 2018/19, the Adult's Health, Adult's Care and Housing Committee met on 5 occasions. The Committee comprised the following nine Borough Councillors:

Conservative Councillors	Labour Councillors
Maureen Penny (Chair for meetings 21 st June 2018 and 12 th September 2018)	Claire Crilly
Fionuala Foley (Chair for meetings 6 th November 2018, 29 th January 2019 and 5 th March 2019)	Steph Exell
Malcolm Davies	Julie Wright
Mary Friend	Robert Wright
Nick Martin	
Caryl Sydney-Smith	

Appointment of Co-optees

The Council's Constitution allows that each Overview and Scrutiny Committee be entitled to appoint a number of people as non-voting co-optees. At its meeting on 21st June 2018, the Committee was invited to consider whether any non-voting co-opted members should be sought to support its work programme for the year.

The Committee agreed that Carol Willis be appointed as the Healthwatch Swindon, Michelle Howard be appointed as the Equalities Advisory Forum representative, Kate Moore be appointed as the Tenant Scrutiny Panel representative and Rosemary Curtis be appointed as the Homeless Organisations Standing Together in Swindon representative on the Committee. These appointments were for the remainder of the Municipal Year 2018/19.

Work Programme

At the commencement of each Municipal Year, each Overview and Scrutiny Committee is required to establish a work programme that details the activities that it will be undertaking during the municipal year. 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.

The work programme is developed taking into account:

- Corporate priorities and objectives, including the Cabinet Forward Plan
- Partnership strategic priorities and objectives

- The interests and concerns of Members, Council officers, members of the public and other stakeholders such as community and voluntary groups and local businesses

It is important that Overview and Scrutiny adds value to the work of the Council and the Borough and produces tangible outcomes for local people that result in real service improvements. Selecting the right topics is crucial to ensure that Overview and Scrutiny will be effective. Each year, a consultation exercise is undertaken with Partner Organisations, Councillors and the public to find out what issues are important and might be included in the work programme for the year. The results of that consultation exercise are reported to the first meeting of each Overview and Scrutiny Committee in the Municipal Year to support members in identifying which issues will be included in the work programme for the year. As with the Scrutiny Committee, work programmes are sufficiently flexible to allow the Committee to respond to issues that might arise during the course of the year and, to that end, it is reviewed at every Committee meeting, or as often as the Committee sees fit, to ensure that it remains relevant and that members and officers have sufficient capacity to effectively achieve its objectives.

The Adult's Health, Adult's Care and Housing Committee considered its work programme at its meeting on 21st June 2018 when it determined that the following topics be included in the Work Programme:

- a) Regular updates of performance and key issues from the Adult Social Care Commissioning, Housing Department, Great Western Hospital, Avon and Wiltshire Partnership NHS Trust Swindon Clinical Commissioning Group.
- b) The Green Paper - Rough Sleeping Strategy.
- c) Social Care: The Green Paper on Older People.
- d) Standards and safety of High Rise Council Housing.
- e) The effect on health and social service delivery in light of the increase in the population projections for Swindon.
- f) The Supported Employment Strategy.
- g) The provision of support for rough sleepers in Swindon.
- h) Actions being taken to address domestic abuse.

Performance for Adult's Social Care Commissioning

It is a key purpose of the Adult's Health, Adult's Care and Housing Committee to hold Providers of Health Services to account. To that end, any provider of Health Services in Swindon is required to provide information on the planning and provision of health services within the Borough and consult with the Committee on any planned substantial changes or developments to service provision.

At its five meetings during the year, the Committee received a report providing an update on performance and key issues relating to the commissioning and performance of Adults Health and Social Care Services. The reports were presented in a standard format, responding to each of the following questions with a "snapshot" of performance and key issues in that particular time period:

- What are the challenges that your organisation is facing?

- What have you done well?

Over the course of the meetings, the Cabinet Member for Adults and Health and the Corporate Director Adult Social Services and Health drew the following key issues to members' attention:

- The ongoing work to reduce spend on Learning Disability services as spend per service user in Swindon remained high compared to other authorities.
- The identification of improvements to safeguarding services around adult services to better understand Domestic Abuse the impact of coercive and controlling behaviour (especially on older people); application of Mental Capacity when there are safeguarding concerns; quality assurance processes; and personalisation in safeguarding.
- The action plan set up for a care home to address concerns by the Care Quality Commission.
- The range of initiatives underway in Swindon to tackle obesity and promote physical activity include Football Fans in Training, Health Walks, Park runs, and weight management programmes.
- The improvement in the Delayed Transfer of Care performance.
- The work with external partners and services across the council to identify opportunities to improve resilience and prevent long term conditions by promoting health and wellbeing amongst Swindon residents.
- The reduction in the number of older people being admitted into permanent care. This was due to timelier assessments, the effectiveness of the reablement service and the improved management oversight at first point of contact.
- The "Illegal Tobacco Community" Engagement events held to inform the public of the harms of illegal tobacco.
- The support provided by various areas of the community including carers and the Voluntary Sector.
- The budget surplus in light of the challenges faced by the department.
- The reduction in the delayed transfer of care cases.
- Redesigning the learning disability services, focusing on aligning spend with similar funding allocated by similar authorities.
- Addressing the adult safeguarding challenges identified by the safeguarding service audit and performance management exercise recently undertaken.
- Supporting providers of care homes to drive up provision quality.
- The successful reduction of smoking in Swindon that was achieved through a range of strategies.
- The work of the "Front Door" services that prolong people's independence through improving first point of contact /front door services.
- The Reablement Service and Fessey House programme commended in the HSJ (Health Service Journal) 2018 Value Awards for supporting people living independently at home following an episode of care.
- The effective management of admission to residential and nursing care.
- The Learning Disability Services offering support service to enable those with disabilities to actively contribute to society.
- The timely identification of adults at risk and robust compliance with adult safeguarding processes to ensure their safety.

- A higher proportion of Swindon Care Homes judged as good or outstanding by Care Quality Commission.
- Timely assessments and reviews for carers were being undertaken following the implementation of a new system.
- The promotion of achieving a healthy weight and an active lifestyle has resulted in the reduction of excess weight prevalence in Swindon.
- The approach being taken to reduce the number of people who smoke in Swindon.
- The improvement in the delayed transfer of care provision.

Following the presentation of the reports to each meeting of the Committee, the Cabinet Member for Adults and Health and the Corporate Director Adult Social Services and Health responded to Members' questions and comments on the issues raised. Over the course of the year, the following issues were discussed:

- The promotion of healthy living within the community, with a particular focus on diabetes and obesity.
- Partnership working between health providers to help those wanting a lifestyle change, particularly to prevent obesity and diabetes.
- The work undertaken by officers, resulting in the Social Services under-spend.
- The facilities provided for people with learning disabilities in Swindon.
- The procedure for assessing care homes and the agencies involved in the process.
- The Council's recruitment of community volunteers and how the Council engages with them.
- The commissioning of mental health services from the AWP and voluntary sector providers.
- The number of disabled people seeking employment.
- Expenditure across learning disability services, particularly for out of borough placements.
- The protocols in place to safeguard individuals.
- Actions undertaken to improve the quality of services provided in care homes.
- Monitoring individuals' quality of life when living independently.
- The reduction in the number of referrals received by the safeguarding team.
- Addressing obesity and how the "Beat the Street" initiative helps the whole community by promoting walking, cycling and running for the entire family.
- Data on smoking provided by Public Health England.
- The commissioning of mental health services from the AWP and voluntary sector providers.
- The number of disabled people seeking employment.
- Expenditure across learning disability services, particularly for out of borough placements.
- The protocols in place to safeguard individuals.
- Actions undertaken to improve the quality of services provided in care homes.
- Monitoring individuals' quality of life when living independently.
- The reduction in the number of referrals received by the safeguarding team.
- Addressing obesity and how the "Beat the Street" initiative helps the whole community by promoting walking, cycling and running for the entire family.

- Data on smoking provided by Public Health England.
- The success of the “Beat the Street” exercise initiative and the plan to repeat this exercise next summer.
- Ferndale School’s crowing as winners of the “Beat the Street” exercise initiative.
- Robert Buckland MP’s campaign with the Swindon Seniors Forum, the police, the NHS, the Local Authority and the Third Sector to tackle the issue of loneliness.
- The current consultation on proposals to reshape day centres, and how those fit in with supporting individuals.
- The success of the recent event on dementia held at the County Ground,
- Work being done to improve the numbers of Learning Disability reviews that are undertaken.
- The 30% increase in referrals being received by the Safeguarding Team, as compared to the same period last year, an analysis of which will be brought to the next meeting of this Committee.
- The plans for improving the nursing home in Swindon which has been rated by the CQC as ‘inadequate’.
- The low number of carers who have received an assessment or review since April 2018, and plans for increasing the frequency of assessments.
- The plans for diverting people into community based solutions to help ensure they maintain and prolong their independence, including maximising working opportunities with voluntary based organisations and community navigators.
- Details on case studies will be included in the report to the next meeting of this Committee.
- The funding for the Community Navigators, by the CCG, and how they cover both Swindon and Shrivenham.

Performance for Housing

At its meeting on 29th January 2019, the Committee received a report by the Cabinet Member for Housing and Public Safety, and the Head of Housing regarding the key current challenges and successes in the Housing Services.

Following the presentation of the report, the Head of Housing and Community Safety responded to members’ questions and comments on the following issues:

- The excellent work undertaken with the homeless over the winter months.
- The good feedback being received from users of The Haven, a new night shelter in Swindon.
- The attendance at the Breakfast Club of staff in the Housing Options Team, which has been recognised as the best time to engage with the homeless.
- The lack of understanding amongst agencies, such as probation services for example, of the duty to refer homelessness cases to the Council, and the actions being taken to help improve awareness.
- The costs of voids, given that close to £1m was lost in rents last year, and

Green Paper – Rough Sleeping Strategy

At its meeting on 21st June 2018, the Committee received a report by the Head of Housing submitted a report setting out the key challenges facing the Council and its success in responding to recent increases in rough sleeping. The Committee's views were sought on the emerging priorities for the Rough Sleeper Strategy and the related bid to the Ministry of Housing Communities and Local Government for additional resources to support those sleeping rough. She explained that the Rough Sleepers Strategy correlated to the Homeless Strategy. The Committee was advised that the report also summarised the key priorities for the Rough Sleeping Strategy, which were:

- Working in partnership to prevent people sleeping rough in the first place –
- No One Arrives on the Street
- Rapid joined up multi-agency response when people do end up on the streets.
- Provide an Outreach Service for those with complex or multiple needs.
- In partnership, once housing solutions have been identified for individuals then a range of services are to be made available to support them.
- Develop a range of accommodation and support solutions tailored to individual needs
- The need to tackle anti-social behaviour and crime as this encourages those sleeping rough to engage. This keeps Swindon safe and clean for all users.

Following the presentation of the report, the Head of Housing and Community Safety responded to members' questions and comments on the following issues:

- The involvement of the voluntary sector when drafting the Rough Sleepers' strategy.
- The discussions to be undertaken on the development of the Green Paper: Rough Sleepers Strategy, with the Housing Cabinet Member Advisory Group to obtain their contribution.
- The multi-agency support being provided to the rough sleepers in Swindon.

In response to members' various comments and questions, the Head of Housing agreed to include information on the number and location of the houses bought by the Council to support rough sleepers in Swindon.

Update on Fire Safety to Residential Blocks of Flats.

At its meeting on 12th September 2018, the Committee received a report by the Cabinet Member for Housing and Public Safety and the Head of Housing on the management and fire safety improvement works being undertaken on the Council's residential block of flats. The Committee noted that a range of consultation exercises with residents were being undertaken and these included consultation on the proposed replacement of fire doors at David Murray John (DMJ) building, the installation of a fire suppression system at George Hall Court and emergency escape lighting in the Council's medium rise blocks of flats.

Following the presentation of reports over the year, the Cabinet Member for Housing and Public Safety with the Head of Property Maintenance, responded to members' questions and comments on the following issues:

- The quality and type of fire safety doors being installed at DMJ.

- Procedures being implemented when replacing the fire safety doors at DMJ.
- The processes used to ensure tenants are engaged with where English is not their first language.
- Specialist health and safety training being given to caretakers at the relevant properties.
- Awareness raising work undertaken to ensure all occupants were made aware of evacuation procedures, particularly relating to the use of passenger lifts.
- Safety testing of white goods in Council properties and need to ensure that electrical installation is to current standards so that this is not required.

Supported Employment

At its meeting on 6th November 2018, the Committee received a report by the Cabinet Member for Economy Prosperity on how the Council was helping people with health and care needs and in receipt of social care to find and maintain employment. The report highlighted how national studies indicated a link between paid employment and better physical and mental health and that with the right support, employment was an achievable goal and increased independence, improved mental health, and the ability to learn and develop.

The Cabinet Member for Economy Prosperity drew the following key issues to members' attention:

- The Council's Supported Employment Strategy was approved by the Health and Wellbeing Board on 10th October 2018.
- The work of the Supported Employment Officer to develop an action plan to deliver the five objectives outlined in the strategy.
- The range of internal and external stakeholders who were consulted with and who noted that a change of mind-set to deliver the strategy would be a challenge.
- The key activities that had taken place over the past six months to deliver the strategy.
- The activities to be undertaken over the next six months.

Following the introduction of the report, the Cabinet Member for Economy together with the Cabinet Member for Adults and Health and the Director of Adult Social Services responded to members' questions and comments on the following issues:

- The tendency of volunteers to remain in situ over progressing to paid full time employment.
- The project being promoted locally by the Routes to Employment Commissioner.
- Measuring Swindon's Employment Supported Strategy implementation against other local authorities.
- Comparison between the current strategy and the previous Youth Training Schemes and the lessons learnt.
- The Employment Supported Scheme's impact on the Enterprise Works.
- Designing training to ensure employers' needs were met.
- Provision of targeted career's advice for people with learning disabilities.

- The resources being provided by the Local Authority to the Voluntary Sector.

Following the meeting, the Commissioner, Routes to Employment, circulated information on a) Swindon's Employment Supported Strategy implementation against other local authority's performance and b) on the quality and quantity of careers advice available for people with learning disabilities.

Winter Homelessness Provision

At its meeting on 6th November 2018, the Committee received a report by the Cabinet Member for Housing and Public Safety and the Head of Housing on the arrangements being implemented to support those at risk of sleeping rough during the forthcoming winter months. The reasons for becoming homeless and sleeping rough in Swindon were brought to the Committee's attention. They were also updated on the Rough Sleeper Reduction Strategy which was developed in consultation with the Homelessness Organisations Stand Together in Swindon (HOSTS) and that it had been submitted to the Health and Wellbeing Board on 10th October 2018 for their approval. The Committee's attention was also drawn to the funding received from the Government's Rough Sleeping initiative and how this funding was to be used. The Committee further noted that the Council voluntarily supports the Severe Weather Emergency Protocol (SWEP) and instigates the service when the temperature drops to 0 degrees or less for 3 consecutive nights.

Following the introduction of the report, the Cabinet Member for Housing and Public Safety, with the Head of Housing, responded to members' questions and comments on the following issues:

- The details of the Rough Sleeper Reduction Strategy which were now available on-line.
- The opening of the Day Centre referred in 3.3 of the report and the arrangements being made to implement the Rough Sleeping initiative.
- Importance of communication between commissioners and providers to ensure the Day Centre was a success.
- Training staff and volunteers at the Day Centre.

Population Projections in Swindon

At its meeting on 6th November 2018, the Committee received a report by the Corporate Director Adult Social Services and Health that provided an overview of population change and ageing in Swindon and some of the implications for the economy, public services, society and the individual. The Committee noted the positive news that the community of Swindon would be able to benefit from the programmes being implemented. The Corporate Director Adult Social Services and Health advised that the data was collated in collaboration with the Public Health department and referred to the ageing population and changing structure of the population in Swindon that would bring both opportunities and challenges for the economy, services and society at national and local levels.

Following the introduction of the report, Cabinet Member for Adults and health with the Corporate Director Adult Social Services and Health responded to members' questions and comments on the following issues:

- The impact on the community due to the declining levels of home ownership.
- The need for the Planning Department to consider population growth in Swindon when reviewing the Local Plan.
- The infrastructure put in place when new developments were given planning permission to ensure people did not feel isolated.

Holding Providers of Health Services to account

It is a key purpose of the Adult's Health, Adult's Care and Housing Committee to hold Providers of Health Services to account. To that end, any provider of Health Services in Swindon is required to provide information on the planning and provision of health services within the Borough and consult with the Committee on any planned substantial changes or developments to service provision.

A. NHS Swindon Clinical Commissioning Group

At four of its five meetings during the year, the Committee received a report of the NHS Swindon Clinical Commissioning Group (CCG) providing an update on performance and key issues relating to commissioning and performance. The reports were presented in a standard format, responding to each of the following questions with a "snapshot" of performance and key issues in that particular time period:

- What are the challenges that your organisation is facing?
- What have you done well?

Over the course of the meetings, the Executive Nurse at NHS Swindon Clinical Commissioning Group (CCG) presented the report and drew the following key issues to members' attention:

- The planning and provision of health and social care services within the Borough to include the Health Based Place of Safety in Swindon and the procurement of Swindon Extended Primary Care Access and GP Out of Hours Service.
- The need to improve engagement with hard to reach groups.
- NHS England's authorisation of the temporary consolidation of two of three HBPOs Suites in Swindon and Salisbury to a third site in Devizes in Wiltshire for 12 months to provide an opportunity to address the CQC improvement requirements particularly around assessment times and to meet the requirements of The Policing and Crime Act 2017.
- The launch of a 12 week consultation process across the BANES, Swindon and Wiltshire areas regarding the Maternity Transformation Plan.
- The merger of Eldene Health Centre with Victoria Cross Surgery and the closure of Nythe Branch Surgery.
- The improvement in the call times for the Prescription Ordering Direct (POD) Service following the recruitment of more staff.
- The replacement of the IT system which would help monitor patient flow.

- The achievement of national standards for cancer referrals from doctors.
- Waiting list for the provision of acute healthcare had improved against targets set by NHS England.
- The consultation with patients, carers and the local community on the changes proposed when prescribing gluten free products.
- The implementation of the Swindon and Shrivenham General Practice Forward View Delivery Plan.
- Monitoring of the Swindon/GWH system Accident and Emergency Sustainability Plan for 2018/19 against key indicators.
- The consultation of the Maternity Transformation Plan would commence in mid-November.
- All registered patients at the five practices in the Moredon Hub had received a letter providing details on the rationale for the changes implemented, and how subsequent issues are being addressed.
- A learning event is being planned within the next 6 – 8 weeks, to which key stakeholders and those members of the public who have lobbied or contacted the CCG regarding the problems at Moredon Hub, will be invited. The aim will be to work through learning points, and co-produce a plan for improvements.
- Healthwatch Swindon's unannounced observation of the call centre at the Moredon Hub on the 28th January 2019, which had identified that only six people were answering telephone calls.
- The reasoning as to why IMH had commenced on a contract without enough staff to deliver it, the serious shortage of staff, and the lack of a recruitment drive prior to January.
- How the modelling for the contract had not shown the unmet demand due to the lack of information on missed / lost calls.
- The errors with the computer mail merge that resulted in letters being sent to registered patients at the five GP practices involved in the hub.
- The reasons for introducing a single call centre covering bookings for all five practices.
- The success of a sustained reduction in delayed transfers of care, and the resilience amongst social care colleagues in coping with winter pressures.
- The introduction of a new model of supporting and caring for people who are at the end of their lives.
- The successful introduction of the 'Red Bag Scheme' in care homes, which assists with the admission of elderly people to hospital.
- The successful bid for funding to assist with early intervention on mental health issues in schools in Swindon.
- The success of the sunflower lanyards launch at Great Western Hospital where children with hidden disabilities wearing the sunflower lanyards were immediately visible to staff.
- Recruitment of staff to provide a bespoke service of care and support for patients who were terminally ill and were requesting to be discharged home.
- The merger of Swindon, Wiltshire and Bath and North East Somerset CCGs to centralise services.

Following the presentation of the reports to each meeting of the Committee, the Executive Nurse at NHS Swindon Clinical Commissioning Group (CCG) responded to Members' questions and comments on the issues raised. Over the course of the year, the following issues were discussed:

- The need to undertake a cross services recruitment drive that would include the CCG, GWH and AWP, in order to attract key workers to Swindon.
- The work being undertaken by the Housing Department to ensure housing was provided for new healthcare staff
- The number of Swindon patients accessing the Devizes place of safety over the past three months.
- The ways used to engage staff and stakeholders in the procurement process to commission Primary Care Extended Access and GP out of hour's services
- The issues raised by the Sub Group of Adult Health and Adult Social Care and Housing Overview & Scrutiny regarding scrutinising of SCCG Governing Body Performance Report submitted to the Committee's meeting May 2018.
- Doctors working within the NHS, under an Independent Management Group, to support practices in Swindon.
- The process of requesting an appointment to see a doctor at the surgery.
- The range of bodies scrutinising the work of the CCG and the Great Western Hospital Trust.
- Choices available to prospective parents were not determined by demographics or individual financial constraints.
- The medical needs of some prospective mothers determine the location of a child's birth to ensure clinical safety.
- Engagement with prospective mothers who opt to stay in full time employment until the baby's due date.
- Dealing with the increased volume of patient contacting the North Swindon surgeries during the week and how this was addressed by IMH Group.
- The new technology being used by IMH Group and how the increased demand during some days of the week affected the volume of telephone calls.
- The consultation being undertaken to review the number of prescriptions being written for gluten free products.
- Doctors' training now included a focus on nutrition to help patients adopt a better lifestyle.
- Future plans for the roll out of the 'Red Bag Scheme', and whether other schemes such as the 'Bobby Van' could assist the elderly, in their own homes, with being ready for admission to hospital should the need arise.
- The effect of targets being missed on the standards for cancer treatment, and how patient harm is monitored and measured.
- The reasons for the new model of service provision for the Swindon Walk In Centre and the Urgent Care Centre, whereby a number of health services will be amalgamated and operated under a new contract by Medvivo Group Ltd, from April 2019, and the importance of communicating changes to residents.
- The expected date for the consultation on changes to the CCG's policy on gluten free prescribing.
- The importance of ensuring an effective communication strategy is in place prior to the changes to non-emergency patient transport being implemented.

- The estimated opening date for the Junction Calming Café.
- The Motion adopted by Full Council at its meeting in January 2019 regarding domestic abuse, and whether the CCG could take into account those children subject to it in the project on early intervention on mental health issues.
- The potential reasons behind the low number of dementia tests being undertaken in Swindon.
- The proposals for engaging with patients, the public, and partners to develop the national ambitions in the NHS Long Term Plan in to local plans, an update of which will be brought to the first meeting of this Committee in the new Municipal Year.
- The need for further training in customer service techniques at the IMH surgeries.
- How and where the minutes of the public meeting to be held by the CCG on the 26th March 2019 would be circulated.
- The cancer diagnostic services provided by Churchill Hospital (Oxford) included PET scans and that the service was commissioned by NHS England.
- The success of the “Red Bag” scheme which supported older people in care homes having a smoother, speedier and more supported journey in and out of hospital and how the scheme parameters would be widened to include older people returning home.
- How promoting and raising awareness of the sunflower lanyards brings benefits to children with hidden disabilities.
- Discussions on the extent of CCG’s involvement in addressing homelessness in Swindon.

B. Great Western Hospital NHS Foundation Trust Update

At its five meetings during the year, the Committee received a report of the Great Western Hospital Trust (GWH) providing an update on performance and key issues relating to commissioning and performance. The reports were presented in a standard format, responding to each of the following questions with a “snapshot” of performance and key issues in that particular time period:

- What are the challenges that your organisation is facing?
- What have you done well?

Over the course of the meetings, the Director of Strategy, Great Western Hospital (GWH), presented the report and drew the following key issues to members’ attention:

- The Care Quality Commission inspection in 2017 with nearly two thirds of services now rated as good or outstanding.
- The increase in demand for services within the Emergency Department.
- The impact of Swindon’s increase in population and its effect on the hospital’s capacity.
- The referral to treatment indicators, which were positive compared to national targets but had dipped during the winter months.
- The hospital’s achievement of most of its cancer indicators, including the 31 day waits for diagnosis to first treatment, the 31 day wait for second treatment, the

62 day wait for first treatment from a referral from the NHS cancer screening services.

- The financial pressures on the hospital and the work being undertaken to reduce the deficit which will make the hospital eligible for some national Sustainability and Transformation funding.
- The work with other Trusts to submit a bid for capital funds to support the expansion of the emergency department and other parts of the estate due to lack of capacity at the hospital.
- The appointment of Julie Marshman as new Chief Nurse.
- The infection control regime, which saw no hospital acquired cases of MRSA blood stream infections in 2017/18.
- The excellent team work from hospital and Carillion staff during a major incident at the hospital.
- GP referrals and the fact that the majority were now being done electronically (digitally, maybe?).
- The new e-observations system enabling staff to manage patient observations electronically will be rolled out across the Trust this summer.
- The hospital's full accreditation again from UNICEF's Baby Friendly Initiative after a recent assessment.
- The success of the #EndPJParalysis campaign that sees patients up and moving out of their hospital bed, enabling them to get home more quickly.
- Maintaining consistently good performance against the rising demand for services in the Emergency Department.
- Quarter 1 waiting target achieved for all cancers.
- The use of an independent provider to reduce the waiting list backlog for the Ophthalmology Department.
- Radiology and endoscopy diagnostic tests completed within timescales.
- Performance and procedures for stroke patients.
- Discharge medicine from the Pharmacy now has a reduced turnaround time.
- The work being undertaken by Neonatal Consultant, Dr Sarah Bates, on Maternity and neo-natal safety.
- The appointment of a new Deputy Chief Nurse for the Trust.
- The Staff Excellence Awards held at the Swindon's Steam Museum in tribute to all staff who go above and beyond every day for patients' needs.
- Progress made in stabilising and improving Adult Community Health Services with the aim of creating a single integrated community and acute service.
- The Home First Initiative pilot that saw patients discharged from hospital more quickly.
- The Older Patients Pathway Pilot that focused on ensuring patients who arrived at the Emergency Department were assessed, treated and discharged with as little time spent in hospital as appropriate.
- The Trust's positive progress against the "Sign Up To Safety" Initiative that helps ensure the NHS is the safest healthcare system in the world.
- Progress made to recruit staff into the Trust.
- Financial pressures faced by the Trust.
- That the CQC had awarded the GWH with an overall rating of 'requires improvement'.

- The 'Good' rating now being 78% overall on key lines of enquiry, demonstrating that there had been improvement since the last inspection.
- The successful bid for £30m to help redesign emergency care at the hospital.
- The improvements required in Medical Care, as identified by the CQC inspection, and the plans for addressing them.
- The outcomes of the peer review that had preceded the CQC inspection and how GWH measures itself and how the CQC undertakes its inspection.
- The five departments that had been judged as requiring improvements under the 'safety' categorisation of the inspection, and what this meant in practical terms for implementing changes to make those improvements.
- The significant improvements made in service areas since the last inspection.
- An overview of the power outage at GWH.
- The regular in-house and external meetings with partners to review cancer performance.
- Actions being taken to support challenging areas including urology, colorectal, head and neck cancers.
- An explanation of the Trust's priorities for 2019/20.
- The Trust's plans for expanding the Emergency Department.
- The action plans being implemented across a number of departments following the Care Quality Commission's (CQC) inspection.
- The reasons for delays in appointment bookings and actions taken to address this.
- GWH as the first hospital in England to launch the new sunflower lanyard pilot to support children with hidden disabilities.
- The progress made on early sepsis identification and patient treatment.

Following the presentation of the reports to each meeting of the Committee, the Director of Strategy, Great Western Hospital (GWH), together with the the Cabinet Member for Adults, the Corporate Director Adult Social Services and Health, the Director of Public Health and the Executive Nurse at NHS Swindon Clinical Commissioning Group (CCG) responded to Members' questions and comments on the issues raised over the year. Over the course of the year, the following issues were discussed:

- GWH's preparation for A&E pressures during the winter months.
- The breakdown of data provided for scrutiny by the Committee
- The national shortage of nurses and how GWH was addressing this.
- The distribution of medication in hospital wards on patient discharge.
- The waiting list for ophthalmology services.
- The bid for funding submitted to the National Executive to help deal with the population growth in Swindon.
- The need to attract developer's funding from the Section 106 Agreements and the Community Infrastructure Levy to address the population growth in Swindon.
- The myriad ways various health services were promoting preventative care on obesity and diabetes within the community.
- Correlation between the reduction in primary care provision and the increase in number of patients attending the Emergency Department.

- Measuring turnaround time for ambulances after they discharge patients at the Emergency Department.
- The turnaround time for patients waiting in the Emergency Department and the targets set by the Trust.
- The cost of using external providers for the Ophthalmology Department.
- The measures being undertaken to combat sepsis and how information is rolled out to the primary care.
- Correlation between the reduction in primary care provision and the increase in number of patients attending the Emergency Department.
- Measuring turnaround time for ambulances after they discharge patients at the Emergency Department.
- The turnaround time for patients waiting in the Emergency Department and the targets set by the Trust.
- The cost of using external providers for the Ophthalmology Department.
- The measures being undertaken to combat sepsis and how information is rolled out to the primary care.
- The work of the Trust in implementing the Older Patient's Pathway Initiative.
- Recruitment of students who were on placements at GWH.
- The use of technology (Skype) to recruit staff from overseas.
- The recruitment campaign that promoted Swindon as a central location to live and work at.
- The support of the Asian community in Swindon when new people move into the area.
- The support given to homeless people on discharge from the Emergency Department.
- The Trust's duty to refer homeless people to the appropriate services to enable them to get support.
- Planning financial budgets to ensure there was no adverse impact on current and future programmes.
- The work of the Primary Care in reducing diseases by promoting the benefits of healthy eating and lifestyle.
- The purpose of the private patient unit at the GWH, including to assist with any shortage of beds as well as generating income, and the medical conditions it is able to treat.
- Previous reports provided by GWH on the work being done on sepsis, and the inclusion of an update on this in the report for the next meeting of this Committee.
- The excellent work done by Mr McNamara in support of the Radiotherapy Appeal.
- Possible reasons for the increase in attendances at the emergency department throughout December and January compared to the same period over the last three years.
- The 'smoke-free site' at the hospital,
- How GWH accounts for growth in the number of residents in bordering areas who may want to access its facilities.

- Discussions on the collaborative work with Thames Valley Cancer Alliance on supporting the review of cancer pathways and that whilst performance had improved, there were still challenges to be addressed.
- How the Emergency Department's (ED) was continuously assessing performance and that the department had successfully launched the Ambulatory Care and Triage unit.
- Discussions on actions being taken to change the work culture within GWH, to help staff review the Care Quality Commission as a tool that offers service improvement.
- Implementation of the new outpatient appointments booking service to ensure patients were offered appointments as quickly as possible.
- How whilst the setting of waiting times for hospital appointments were determined nationally, the actual waiting times at GWH was dependent on the patients' case.
- Discussions on the recruitment of two Admiral Nurses who were providing the specialist dementia support to families in need.
- Discussions on the effect of the power outage on 1st February 2019 on the daily running of the hospital and the actions being taken to ensure maximum resilience in future.
- The development of local support within the community to promote physical activity for the elderly, particularly those suffering with dementia.
- The advertising campaign on social media and in GP's practices to raise public aware of the first signs of sepsis and on what actions to take.

C. Avon & Wiltshire Partnership NHS Trust

At each of its five meetings during the year, the Committee received a report of the Avon and Wiltshire Partnership NHS Trust (AWP) providing an update on performance and key issues relating to commissioning and performance. The reports were presented in a standard format, responding to each of the following questions with a "snapshot" of performance and key issues in that particular time period:

- What are the challenges that your organisation is facing?
- What have you done well?

Over the course of the meetings, the Managing Director, Avon and Wiltshire NHS Partnership Trust (AWP), presented the report and drew the following key issues to members' attention:

- The AWP Transformational Programme, which entailed a review of the current models of care and development of new initiatives.
- The temporary closure of the Swindon Health based Place of Safety.
- The challenges faced by the service, including financial pressures, recruitment and retention, engaging and supporting staff and bed availability.
- The achievements accomplished by the service, including the establishment of the Acute Community Unit, the Adult Resource Centre, the reduction of out of area placements and the establishment of the Swindon Town FC sports group for service users.
- The implementation of the trust wide financial improvement plan.

- The recruitment drive being undertaken for Band 5/6 nurses.
- The reduction in the number of delayed transfer of care cases.
- The initial feedback received from the Care Quality Commission inspection undertaken in September 2018.
- Results of the staff survey.
- The Acute Community Unit who were helping patients to receive home treatment and facilitate an early discharge from acute wards.
- The establishment of the Adult Resource Centre where educational/ learning groups and activities were operational.
- How the Local Acute Care Pathway had minimised out of borough placements for Swindon residents.
- The work of the Swindon Recovery Team being positively identified for its high levels of quality service by the Royal College of Psychiatrists' Combined Committee.
- The success of the Swindon LIFT Psychology team which offers a wide range of support, from psycho-educational courses to one-to-one intervention, depending on individual needs.
- Following the implementation of the Trust Transformation Programme, changes to some models of care, which include Primary Care Liaison Service (PCLS) and the Acute Community Unit (ACU) were undertaken.
- The development of a Trust wide programme to address recruitment and retention.
- The improvements within the bed management process that aided patient flow across the various STPs (sustainability and transformation partnerships).
- Care Quality Commission report and findings pending following their inspection in September 2018.
- As part of the Trust's "Listening in Action Programme", a staff survey was underway with results influencing future projects.
- The Acute Community Unit pilot project was extended to January 2019.
- The minimal delays in discharging patients from Applewood Court and offering alternatives to hospital admission.
- The reduction of out of borough placements.
- The recruitment to the substance misuse liaison posts.
- The range of support provided by Swindon LIFT Psychology.
- The evaluation of the Swindon Acute Unit being carried out to determine if an expansion to the service would be undertaken and to note that a decision was anticipated by the end of March.
- The performance of the Health Based Place of Safety and how a review of the service was being conducted by the Swindon Clinical Commissioning Group (CCG) to inform future work.

Following the presentation of the reports to each meeting of the Committee, the Managing Director, Avon and Wiltshire NHS Partnership Trust (AWP), together with the Cabinet Member for Adults and health and the Chief Operating Officer, NHS Swindon CCG, responded to Members' questions and comments on the issues raised. Over the course of the year, the following issues were discussed:

- The need to modernise Canal House for the benefit of the residents and the nearby community.
- The programmes for Mental Health patients to ensure their physical needs were also met.
- The work being undertaken to support patients during the three month pilot of the Acute Community Unit.
- The challenges for AWP as a Trust within a large geographical area to address financial, recruitment, retention and bed management issues.
- Placement of patients out of borough if it was imperative for their care.
- Staffing levels in Sandalwood Court, Devizes.
- Housing made available for key workers at Sandalwood Court.
- Description of the types of facilities available for mental health patients.
- Target times for assessing Section 136 patients.
- The support provided by Swindon MIND on recruitment and service provision made available at Swindon's "Calming Café".
- The preliminary comments by the CQC on the provision of internal and external break-out spaces for patients.
- The implementation of the Listening Action Programme and how this benefits patients.
- The relocation of the health based place of safety to Devizes, and evaluation of the impact this has had on service provision and the residents of Swindon in the subsequent twelve months.
- The positive feedback received in response to Healthwatch Swindon's current telephone survey, in conjunction with Healthwatch Wiltshire, of those who have used the service in Devizes.
- The number of visitors to the health based place of safety in Devizes who come from outside the area.
- The health based place of safety unit covering the Avon and Somerset Police Force area, and the escalation process in place to transfer people from one unit to the other should one unit be full, to ensure the person receives an assessment within 4 hours.
- The scale of mental health issues amongst the homeless and the consequent importance that AWP attends forums discussing homelessness.
- The process undertaken and the organisations involved in determining how and when a patient was to be detained at a place of safety under Section 136 criteria.
- Discussions on how the street triage service works in conjunction with the police and on how the advice and support offered to people who may be experiencing mental health difficulties at the pre-arrest stage helps reduce the number of people who were not mentally ill, being detained under section 136.
- How "Listening into Action" (LiA) was an initiative designed to help AWP introduce new ways of working. This initiative allowed frontline staff to lead on changes they know would benefit service users and would help create a better working environment.

Domestic Abuse Task Group

At its meeting on the 5th March 2019, the Committee received a report from its Domestic Abuse (DA) Task Group. This Task Group was established to undertake a review of domestic abuse in Swindon. The Director of Health updated the Committee on the membership and role of the volunteers on the task group. The Chair referred to the suggestions highlighted in the report aimed at raising awareness of the support available in Swindon for those experiencing domestic abuse. The Committee heard that the support of parish councils in promoting the services available in Swindon would be beneficial.

The Director of Health responded to members' questions and comments regarding follow-up support for children witnessing domestic abuse and the additional funding required for this work. She also confirmed that all the work by the group and their recommendations would be incorporated in the new domestic abuse strategy which was currently in the process of being updated.

The Committee requested that the Head of Housing presented an update on the work being undertaken by the department to address the challenges faced by people in The Swindon Domestic Abuse Support Centre regarding move-on accommodation at a future meeting of the Committee.

Summary

Overview & Scrutiny within Swindon is based on the principle of being Member-led, thereby making the best use of the local knowledge and expertise that Councillors possess. This has been reflected in the work undertaken by the Adult's Health, Adult's Care and Housing Overview and Scrutiny Committee in 2018/19 where it ensured the decisions and work the Council and its partners take reflect the opinions, wishes and interests of the Swindon residents. Over the year, the Committee reviewed and scrutinised reports submitted to ensure that there are robust arrangements in place across the local health and care provision. Through the diligent leadership of the Chair, good relationships developed between the Committee and internal and external stakeholders.

Children's Health, Social Care and Education

Overview and Scrutiny Committee

Number of meetings and Membership of the Committee for 2018/19:

In the Municipal Year 2018/19, the Children's Health, Social Care and Education Committee met on 5 occasions. The Committee comprised the following nine Borough Councillors:

Conservative Councillors	Labour Councillors
Barbara Parry (Chair)	Matthew Courtliff
Alan Bishop	Fay Howard
Nick Martin	Carol Shelley
Roger Smith	Nadine Watts
Caryl Sydney-Smith	

Appointment of Co-optees

The Council's Constitution allows that each Overview and Scrutiny Committee can appoint a number of people as non-voting co-optees. The Children's Health, Social Care and Education Overview and Scrutiny Committee is also required by the Council's Constitution to appoint parent governor and diocese representatives to its membership. It may also choose to appoint additional co-opted members.

At its meeting on 6th July 2016, the Committee was invited to confirm appointments and to consider whether any non-voting co-opted members should be sought to support its work programme for the year.

The Committee agreed the appointment of Liz Townend as the Church of England Diocese representative and confirmed the appointment of the following non-voting representatives:

- (a) Alison Paul (Swindon Association of Special School Headteachers).
- (b) Gary Evans (Swindon Association of Primary Headteachers).
- (c) Steve Colledge (Swindon Association of Secondary Headteachers).
- (d) Steve Henderson (Equalities Advisory Forum).
- (e) Carol Willis (Swindon Healthwatch).
- (f) Jacqui Watt (Swindon SEND Families Voice).
- (g) Elaine Poulter (Parent Governor).

Work Programme

At the commencement of each Municipal Year, each Overview and Scrutiny Committee is required to establish a work programme that details the activities that it will be undertaking during the Municipal Year. 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.

The work programme is developed taking into account:

- Corporate priorities and objectives, including the Cabinet Forward Plan
- Partnership strategic priorities and objectives
- The interests and concerns of Members, Council officers, members of the public and other stakeholders such as community and voluntary groups and local businesses

It is important that Overview and Scrutiny adds value to the work of the Council and the Borough and produces tangible outcomes for local people that result in real service improvements. Selecting the right topics is crucial to ensure that Overview and Scrutiny will be effective. Each year, a consultation exercise is undertaken with Partner Organisations, Councillors and the public to find out what issues are important and might be included in the work programme for the year. The results of that consultation exercise are reported to the first meeting of each Overview and Scrutiny Committee in the Municipal Year to support members in identifying which issues will be included in the work programme for the year. As with the Scrutiny Committee, work programmes are sufficiently flexible to allow the Committee to respond to issues that might arise during the course of the year and, to that end, it is reviewed at every Committee meeting, or as often as the Committee sees fit, to ensure that it remains relevant and that members and officers have sufficient capacity to effectively achieve its objectives.

The Children's Health, Social Care and Education Overview and Scrutiny Committee considered its work programme at its meeting on 4th July 2018 when it determined that the work for this Municipal year would be centralised around the five Pillars of Improvement which were:

- Workforce
- ICT
- Quality of Social Work Practice
- Placement stability and sufficiency
- Early Help Hub, Troubled Families and Early Help Offer (combine with partners pillar)

The Committee then determined that the following topics be included in the work programme:

- Children's Services performance that included the latest indicators across Children's Services.
- Update from the Multi Agency Safeguarding Hub (MASH) following an Ofsted visit.
- Early Help Hub, Troubled Families and Early Help Offer
- The conversion of Special Educational Needs and Disability statements to Education and Health Care Plans (EHCP) plans
- Update on the Special Educational Needs and Disability inspection
- Improving the quality of practice through better recording of cases
- Multi-agency scrutiny on Swindon's response to Child Exploitation, Missing, Vulnerable Children and on-line internet safety
- Update from the Education Other Than At School (EOTAS) team on the provision and long term outcomes of young people
- Processes and outcomes for children with Special Educational Needs and Disabilities and on any alternative provision being provided.
- Exclusions, attendance (register marking and attendance network), Children Missing Education, Children Elected Home Education
- Education Standards and Improvement
- Members of the Youth Forum and Youth Parliament on their work programme and achievements for the year. This would give the Committee an opportunity to identify any issues raised that Overview and Scrutiny Committee can assist with.
- Children's commissioned services for physical and mental health, including Children and Adolescent Mental Health Services (CAMHS), Targeted Mental Health Services (TaMHS) and internal paediatric services

Children's Services Performance Report

It is a key purpose of the Children's Health, Social Care and Education Overview and Scrutiny Committee to hold Providers of Health Services to account. To that end, any Commissioner of Children's Health and Social Care Services in Swindon is required to provide information on children's health and social care services within the Borough and consult with the Committee on any planned substantial changes or developments to service provision.

At three of its five meetings during the year, the Committee received a report providing an update on performance and key issues relating to commissioning and performance of Children's Services. The reports were presented in a standard format, responding to each of the following questions with a "snapshot" of performance and key issues in that particular time period:

- What are the challenges that your organisation is facing?
- What have you done well?

Following the presentation of each of the reports, the Corporate Director of Children's Services responded to Members' questions and comments. Issues raised over the course of the year include:

- The number of social care referrals to 4th July 2019.
- The number of children in need (Section 17 [Section 17 of the Children Act 1989 states that it is the general duty of every local authority to safeguard and promote the welfare of children within their area who are in need; and so far as it is consistent with that duty, to promote the upbringing of such children by their families]).
- The number of children on Child Protection Plans.
- Children Looked After.
- The number of Troubled Families Claims.
- The Placements of Children Looked After.
- The rate of care leavers in education, employment or training.
- The re-offending rates from the Youth Offending Teams.
- The percentage of pupils with Special Education Statements or Educational Health Care Plan.
- The percentage of pupils who were not in education, employment of Training.
- The number of fixed term exclusions.
- The number of pupils educated at home.
- The number of troubled Families claims.
- The number of referrals and assessments.
- The rate of care leavers in education, employment or training.
- The re-offending rates from the Youth Offending Teams.
- The Placements of Children Looked After.
- The percentage of pupils with Special Education Statements or Educational Health Care Plan.
- The percentage of pupils who were not in education, employment of training.
- The number of fixed term exclusions.
- The number of pupils educated at home.
- Information on the Local Children's Safeguarding position on Serious Case Reviews (SCR's),
- Update on Education Health and Care Plans (EHCP's),
- Actions being undertaken to address Electively Home Educated Children and Children who were missing education.

Following the introduction of the report, Children's Services Officers attending the meetings over the year responded to the members' questions and comments in respect of the following matters:

- The reasons behind the increase in demand for early help and social care services in Swindon.
- The number of social care contacts by parents that progressed into referrals compared to other Local Authorities (LAs).
- The support being provided to parents and young people where referrals did not

- meet the Local Authority's (LA) criteria.
- The range of initiatives being undertaken by schools, in discussions with the LA, to continue reducing the number of permanent exclusions.
 - The assessments undertaken by the LA of home educated students.
 - The placement of children looked in LA run facilities and with foster carers.
 - The recruitment and training of foster carers.
 - Guidance for school where a student does not meet the threshold for support following a MASH assessment.
 - Future work to be conducted to assist pre-schools in completing Early Help records in preparation for children progressing into schools.
 - The number of EHCP referrals from Reception and Year 1 class children.
 - The number of health visitor vacancies.
 - The process of electively home educated children in accessing an Early Help Record.
 - Reasons for the increase in the number of children who self-harm and actions being undertaken to address this.
 - The quality of training for social workers impacting on their retention.
 - A general update on the Children's Services self-assessment exercise undertaken with external agencies including Ofsted.
 - The number of children on Child Protection Plans and actions taken to support these children.
 - The rise of Key Stage 4 children being home educated.
 - The increase in the number of children screened by the Multi-Agency Safeguarding Hub (MASH) and the recruitment of staff to deal with this increase.
 - How the Early Help Hub effectively screened 90% (476) of families within 2 working days.
 - The reduction on the number of contacts into MASH.
 - The detailed audit commissioned to determine the reasons for the high number of social care re-referrals.
 - How in respect of the Healthy Child Programme, 2.6% (12) young children who would have missed the initial assessment are being followed up by Health Visitors to ensure these assessments are undertaken.
 - How after monitoring a range of criteria as part of the Troubled Families Programme, 650 troubled families had attained successful outcomes since the beginning of the programme.
 - The range of positive activities in place to support looked after children
 - The successful campaign undertaken by the Fostering Team to recruit local foster parents.
 - That all statutory assessments had been completed.
 - How Swindon compared reasonably with national statistics regarding Care Leavers who were in education, employment or training, although it was noted that there is a downward trend and action is in place to reshape this.
 - The successful work being undertaken by health visitors in seeing children under reception age, with visits at their highest since 2017/18 was noted.

- As a result of the increase in additional social worker capacity and the focused improvement work across social care and early help, the number of
- Children in Need requiring a social worker but not subject of a Child Protection plan or looked after, had decreased.
- The Local Safeguarding Board would be publishing the Serious Case Review (SCR Q) report once all court proceedings had been concluded.
- The successful recruitment of ten staff including Health Visitors, Early Years Practitioners and Staff Nurses for the Healthy Child Programme has helped stabilise the staffing position, and increase capacity in the health visiting team. This will enable the detailed risk assessment to be reviewed to continue to capacity is targeted according to need and priorities.
- In collaboration with schools, pupils missing education are quickly identified and arrangements implemented to help them return to education.
- The reasons for school exclusions and the actions taken by schools, in collaboration with Children's Services to address this. This includes support by the Fair Access Panel to ensure pupils' re-integration into schools.
- The difference in terminology between contacts and referrals was explained and effective partnership working between the Multi Agency Safeguarding Hub and partner agencies was noted.
- The spread of work undertaken with the Housing Department to identify, procure and commission residential placements to meet children's specific needs was discussed and information on current placements presented.
- The Board recognised the energy put into the foster carer recruitment drive which had resulted in the recruitment of fifteen foster parents, with twelve currently going through the Foster Care Panel process.
- The link between the completion of statutory assessments and the number of compliments and complaints received was explained.
- The impact of tailored support being provided by the Support in Employment team together with the Care leavers team for those not in education, employment or training was discussed. It was noted that Ofsted commented favourably on this during the recent focused visit.
- The success of the apprenticeship scheme where an increase in care leavers was successful in gaining employment is part of the initiative.
- The 2019/20 increase in budget allocated to Children's services would enable the department, together with its partners, to deliver its priorities.
- The actions and outcomes of Practice Management to determine effectiveness of services in safeguarding children.

Children's Health, Social Care and Education Overview and Scrutiny Committee sub-group

At its meeting on the 23rd January 2019, the Committee received a report by the Chair of the Committee regarding the creating of the sub-group. A draft copy of the Terms of Reference for the Children's Health, Social Care and Education Overview and Scrutiny Sub-Group was submitted for the Committee's approval. She also submitted the minutes of the sub-group's first meeting held on 19th December 2018 for the

Committee's consideration. The second meeting of the sub group was held on the 28th February 2019. The Committee noted that the minutes for the sub-group would be incorporated in the minutes of the Committee.

Special Education Needs Local Area Inspection

At its meeting on the 4th July 2018, the Committee received report on the progress made in preparation for the new joint local area SEND (Special Educational Needs and Disability) inspection and on the progress being made transferring statements of special educational needs into Education, Health & Care Plans (EHCPs). Reference to the Children & Families Act 2014 was made as this highlighted significant changes to be made to the approach in meeting the needs of children and young people with special educational needs and/or disabilities, giving families and children/young people a stronger voice in the process of assessing and determining their needs, at individual and strategic level. The areas to be inspected by Ofsted and reference to the work being undertaken for each area was made.

Following the introduction of the report, the Head of Education, with the Commissioner, Education, responded to the members' questions and comments in respect of the following matters:

- The importance of joint working between schools within a climate of reduced funding.
- The need for a conversation between schools and health partners regarding timely diagnoses of patients.
- The recording and accountability of EHCPs for the benefit of the student.
- The need for a debate on funding for students on EHCPs.
- The involvement of the Parent Carer Forum in supporting the work by the Local Authority (LA) and the Swindon Clinical Commissioning Group (CCG) by helping parents achieve the best for their child.
- Joint working by the LA with the Swindon Clinical Commissioning Group to ensure better outcomes for students on EHCPs.
- The outcomes of the recent self-evaluation exercise and the resource implications of items identified as needing to be addressed.
- The provision of services for 20 to 25 year olds needing Special Educational Needs support by the LA.

Multi Agency Safeguarding Hub (MASH) Referrals, Assessment and Threshold

At its meeting on the 4th July 2018, the Committee received report on the MASH and Threshold's process in determining which children receive statutory services and at what level. The report introduced the findings and recommendations of the focused OFSTED visit in April and provided a brief outline of the improvements that were required in order to support children and families at the right levels. The Service Manager explained that MASH was able to demonstrate improvements in the key areas identified by OFSTED. This was achieved through the Improvement Plan generated following the visit and areas of improvement covered included:

- Timeliness: MASH was progressing all work within 24 hours.
- Thresholds: All staff are using the 'Threshold Document' (Continuum of Need Framework),
- Management oversight and scrutiny: The introduction of a new MASH Model has ensured that Management oversight and scrutiny is applied at the screening and signing off points.
- Early Help pathway: The Early Help Hub is now established and early help pathways were being considered at Level 2.
- The quality and timeliness of case recording and planning for children: The introduction of a Contact Analysis Grid to gather initial information on cases that go into MASH.
- The poor quality of information from partners: Referrals from partners that were received which do not provide sufficient detail and accurate information to enable the presenting concerns to be understood.
- Embedded practice development consultants within MASH & Assessment Team: Working together alongside managers, learning inputs and audits to validate decision making and integrate a life learning model.
- Increased staffing expertise and capacity.
- Increased the capacity of the Designated Officer role and its business support. There was now a full-time LADO available at all times and an improvement plan was in place to ensure improved management oversight, effectiveness of the arrangements, quality assurance and audit activity.

During the course of the meeting, the Head of Education together with the Service Manager - Multi-Agency Safeguarding Hub (MASH) responded to the members' questions and comments in respect of the following matters:

- The importance of having active and timely communication flows between the Local Safeguarding Children's Board, MASH and schools.
- The work undertaken between MASH and the Early Year Hub.
- Staffing of MASH.

Early Help Hub, Troubled Families and Early Help Offer

At its meeting on the 4th July 2018, the Committee received a report on the Troubled Families and Early Help programmes of work. The report drew attention to the improvements, performance and future work planned by the department. The Committee noted that the report had been structured to provide information on the Troubled Families Programme and the Early Help Offer and Early Help Hub, and also highlighted the partner agencies work with families with complex needs to ensure more effective, early intervention leading to better, sustainable outcomes for the families.

Following her introduction of the report, the Principal Officer, Health and Wellbeing & Interim Service Manager for Early Help, responded to members' questions and comments on the following issues:

- The Troubled Families task force supported all troubled family members, resulting in a multi-agency approach.
- The “team around the school” model being piloted by the Swindon Academy that supports students and their families.
- The support to be provided to schools regarding troubled families.

Multi-agency scrutiny on Swindon’s response to Child Exploitation, Missing, Vulnerable Children and on-line Internet safety

At its meeting on the 19th September 2018, the Committee received a report providing an overview of current work being done in Swindon to address the issues of Child Exploitation, Female Genital Mutilation and Missing Children. The Committee’s attention was drawn to the local response to these issues and to the latest information on the numbers of children/young people at risk and what work was being carried out to address these issue within Swindon.

The Child Exploitation and Missing Children Manager together with the Head of Public Protection and the Children and Young People ICT Manager gave a presentation at the meeting highlighting the definitions of criminal exploitation, female genital mutilation, missing children, national and international trafficking, cyber bullying and online internet safety.

Following the introduction of the report, the Child Exploitation and Missing Children Manager together with the Head of Public Protection, Deb Smith, Detective Superintendent, Wiltshire Police and the Children and Young People ICT Manager, responded to the members’ questions and comments in respect of the following matters:

- The recent recruitment of a missing child coordinator and confirmation that she has been undertaking preventative work and liaising with the Multi-
- Agency Safeguarding Hub (MASH) team to support missing children.
- Demographics of missing children.
- County Lines violence, exploitation and drug trafficking.
- The work of the OPAL team to help and support traumatised children.
- The collaboration between the Local Authority, schools and the external agencies to raise awareness about the dangers of cyber bullying and sexual exploitation.
- The promotion of this work through the Local Safeguarding Children’s Board (<https://www.swindonlscb.org.uk/Pages/Home.aspx>)
- The range of Councillors’ engagement to support this work.
- The need to raise awareness through a social media campaign targeting young people.

Technology to Support Social Care Delivery and Quality of Practice

At its meeting on the 19th September 2018, the Committee received a report by the

performance Lead, Children's Services setting out the progress and plans in relation to the ICT Pillar as outlined in the Children's Social Care Strategic Improvement Plan. The report identified the key work streams and actions underway within Children's and the Central IT teams to improve the technology platform and devices the workforce can utilise to equip them with the right tools to effectively assist in the delivery of social care and early help service provision.

The Committee was advised that efficient technology was crucial in improving the data held and accessed in relation to children and families and the role this played in supporting and informing social workers in service delivery. The Performance Lead, Children Services referred to the improvements in the Councils IT infrastructure following the replacement of the Social Care system and implementation of a new Document Management system. The Committee was advised that training and support was available for the workforce and that this would help them achieve better outcomes for children in Swindon.

Following the introduction of the report, the Performance Lead, Children Services, together with the Interim Assistant Director, Social Work responded to the members' questions regarding the input of social workers in the implementation of the new system and how a parallel system would be in place whilst the new system was being embedded.

Specialist Resource Provisions and Provision for Deaf and Hearing Impaired Pupils

At its meeting on the 28th November 2018, the Committee received a report on the specialist resource provisions (SRPs) which are based in Swindon schools to meet the needs of children and young people with special education needs and disabilities. At the request of the Chair of the Committee, representatives from Red Oaks Primary School and the Hearing Support Service attended the meeting and informed the Committee on the range of facilities and provision available for children at the Resource Centre and on the work undertaken at the school. Tamara Turchet, Senior Advisory Teacher Hearing Support Team, Zoe Norman, Manager at the Special Resource Provision (SRP) at Red Oaks Primary School and Rachel Surch, Headteacher of the school, gave a presentation on the services and support provision available for deaf and hearing impaired pupils in Swindon, particularly at Red Oaks Primary School.

Following the presentation of the report, the Head of Education responded to members' questions and comments on the following issues:

- That the SRP takes children from the point of diagnoses during the Early Years and primary school stages.
- The number of children using the services varied across Key Stages and that children in Key Stage 1 sometimes recovered following medical intervention and then returned to full time mainstream education.
- How support regarding financial, emotional and practical issues was provided to parents.
- Regular meetings were held with neighbouring Local Authorities to share good

practice.

- That visual phonics was developed over time at Red Oaks Primary School and this linked BSL (British Sign Language) to the children's overall education. All children at the school use BSL.
- How recruitment of staff with a BSL Level 3 qualification was difficult and this affected pupils being admitted into the school. On further challenge the Committee heard that discussions were being held between the three families affected by this situation and local schools on the best way to ensure the children attended mainstream education and receive the support they needed.
- That factors such as the family environment, language use, levels of reading and writing and the ability to combine this with learning BSL affected the attainment and outcomes of hearing impaired children.
- A benchmarking exercise with other Local Authorities regarding the education attainment of deaf children was conducted by the school.
- That due to parental preferences where they requested their child attended a local school, the number of schools providing special resource provision supporting pupils with various Special Educational Needs had grown in Swindon.

Education Other Than at School

At its meeting on the 28th November 2018, the Committee received a report by the Head of Education with the Special Educational Needs Commissioner on the Education Other Than at School (EOTAS) service, which included four separate services that supported a range of vulnerable children and young people. The Committee noted that these include the Pupil Referral Unit, a Centre for Vulnerable and Anxious pupils, the Hospital School and an Adolescent Unit based at Marlborough House (NHS facility).

The Head of Education with the Head of the Pupil Referral Unit referred to the routine work to ensure there was challenge and scrutiny of the effectiveness of the support being provided within EOTAS and that the pupils were made to feel valued. This helped students engage with the service resulting in better outcomes for them.

Following the presentation of the report, the Head of Education responded to Members' questions and comments on the following:

- How students welcomed the provision of education tailor made for them at the new Fernbrook Centre. The new accommodation has made a significant difference.
- That following the relocation to new premises, the Centres were able to support a higher number of vulnerable students.
- The positive feedback was received from Ofsted the previous year for the provision of full time education of vulnerable and anxious students attending Clapham Hobbs Centre, Fernbrook Centre and the Adolescent Unit based at Marlborough House.
- That pupils transitioning to the new premises were supported by various teams in Children's Services including Swindon Tuition Service.

- Confirmation that discussions were being conducted with the three Swindon Associations of Headteachers to produce a graduated response to exclusions by delivering effective strategies. These would help support vulnerable pupils and enable them to remain in mainstream education.
- How the outcomes for the pupils attending the Centres were monitored and tracked and the results for the past year had indicated that pupils had positive Risk of Need Indicator outcomes. The Committee noted that this was due to the implementation of individual programmes and guidance, resulting in 93% of students remaining in post 16 education. The Committee heard that the other 7% (4 students) were being supported by youth engagement workers.

Exclusions from Schools

At its meeting on the 28th November 2018, the Committee received a report by the Head of Education with the Special Educational Needs Commissioner that provided information on the number of fixed term and permanent exclusions from schools, the reasons for those exclusions and the actions being taken. The Committee was advised that the overall number of permanent exclusions had decreased slightly from the previous year. The Committee noted that whilst there were only 2 permanent exclusions in the primary setting, this year saw some schools reporting an increase in behaviour management issues.

The Head of Education explained that due to this, discussions were being undertaken with Nylands School to increase provision and provide tailored support for pupils. He further referred to the discussions held with Secondary schools. Through the support of the Alternative Provision Working Party and the Fair Access Panel, pupils at risk of exclusions were able to transfer into another school where they would undertake a fresh start.

Following the introduction of the report, the Head of Education, together with the Additional Provision and Reintegration Manager, responded to the members' questions and comments. Members noted that:

- The Department had commissioned an external review across a number of Swindon secondary schools to identify good practice in order to reduce the number of exclusions. This was then cascaded to all schools.
- Pupils at risk of exclusion who were on Early Help Records were supported by the Early Help Hub and cases graduated to the Fair Access Panels if needed.
- There was no clear correlation between academic achievement and exclusions.
- The Fair Access Panel met every fortnight but had a limited remit. The Committee further heard that its aim was to support students moving to alternative schools and they worked closely with parents to ensure parental preference was considered when reviewing cases.
- Ethnicity profile of excluded students matched the profile of Swindon students.
- There was no clear correlation between young people who were repeatedly excluded and mental health issues.

Pupils Electively Home Educated

At its meeting on the 28th November 2018, the Committee received a report by the Head of Education on the number of pupils who are Electively Home Educated (EHE), Children Missing Education (CME) and school attendance. He drew the Committee's attention to the two aspects of work where the Education Welfare Service was the lead service but was also supported by other internal and external partners. These included the Elective Home Education (EHE) and to the Children Missing Education (CME) teams.

The Head of Education further referred to the data and advised that a) the number of home educated pupils had increased nationally and this was reflected in Swindon; b) school attendance was better than the national average in primary schools, with secondary schools similar to the national average; c) schools were being supported by the Education Welfare Service (EWS) through the Traded Services agreement; d) support was being provided by the EWS to parents who opt for home schooling; and e) the process of identifying and monitoring children missing education was resulting in less children missing education.

Following the introduction of the report, the Head of Education, responded to the members' questions and comments. Members noted:

- That there were a number of reasons why parents decide to home educate their children and these included a breakdown of relationship with the school and opting for more vocational and creative studies.
- That in respect of missing children, the EWS liaise with the Police and the Multi Agency Safeguarding Hub and occasionally if necessary Interpol to ensure child safety by identifying the whereabouts of a child, particularly if it was believed that the child had been taken out of the country. Swindon operates a robust policy of not removing children from the CME list until their whereabouts are known or all possible avenues have been exploited.
- That data reflected students accessing pupil premium were more prone to miss education. This issue is challenged by the Local Authority with Headteachers.
- That the Professional Lead in the EWS was offering support and guidance to the Swindon Secondary Attendance network helping them further support those pupils who are persistently absent from school.
- That in respect of pupils on part time timetables, guidance to schools was issued last year by the Local Authority and whilst schools recorded this information, a new system was being implemented by the Local Authority to overall monitor this information. The Committee were advised that this monitoring was the responsibility of all partners and not exclusive to the Local Authority.

Progress Update of Youth Participation

At its meeting on the 23rd January 2019, the Committee received a report by the Project Manager, Swindon Ten to Eighteen Project on the performance and key issues relating to youth participation, Swindon Youth Council, Thought Tank (special

educational needs & disabilities participation group) and outreach participation work. He explained that the Youth Participation contract was coming up for tender with the current contract ending in April 2019.

The Project Manager drew particular attention to the following points:

- The “Pupils Voice Survey” conducted between the Youth Council and the Swindon Challenge Board identified pupils in need of help to improve English and Mathematics enabling better outcomes for their GCSE grades. This was a positive outcome of a joint piece of work with Swindon Challenge Board.
- The Youth Council’s success at promoting mental health awareness through their displays at the World Mental Health Day Event held at The Wyvern Theatre, Swindon.
- The effective partnership between the CCG and Youth Council resulted in a successful NHS Mental Health Trailblazer bid bringing an additional £1.2 million resource over 2 years to be used to support young people. This will enable young people needing mental health support to access services more easily and to suggest where they would like to receive their services. The model is school focused.
- The spread of work undertaken by Thought Tank included a) support provided to officers around the Council’s SEND and Transitions work, b) trialling ‘Planning Live’ events for young people entering into the transition period, enabling them to better benefit from adult services, c) the successful Transitions Roadshow’ consultation enabling young people to run their own roadshows, d) designing and understanding a ‘High Needs Implementation’ Survey together with the Swindon SEND Families Voice , e) the creation of a short film to highlight the importance of children and young people with SEND participating and being consulted in all areas that affect them and f) the rewording of the “Survey Monkey” questionnaire regarding SEND High Needs Implementation Support to ensure young people are able to understand and complete it.

Following the presentation of each of the reports, the Project Manager, STEP (Swindon Ten to Eighteen Project), responded to Members’ questions and comments. Issues raised include:

- Youth Council membership included young people from a range of minority groups and also included Looked after Children. This ensured there was challenge and scrutiny of the effectiveness of the services provided by internal and external stakeholders for these groups of children.
- Differentiation between the previous contract successfully bid by STEP in 2011 and the new contract currently out for tendering. Members noted the strong and positive relationship with STEP that has resulted in effective work undertaken by the team for the benefit of young people in Swindon.

Targeted Mental Health Services (TaMHS) and Child and Adolescent Mental Health Services (CAMHS)

At its meeting on the 23rd January 2019, the Committee received a report by the Principal Officer for Health and Wellbeing, Children, Families and Community Health,

and the Children's Commissioning Lead, Swindon Clinical Commissioning Group (CCG) on performance and key issues relating to Targeted Mental Health Services.

Ms Gill May, Executive Nurse at NHS Swindon CCG, introduced the report and explained that it captured the work of the TaMHS and CAMHS services together with the work commissioned by the CCG. The Committee noted that the report included a) the success of the Trailblazer initiative that had positively impacted the TaMHS and CAMHS services in terms of demand, with children getting at the right place at the right time following collaboration with schools; b) information on the recently published NHS long term plan which reflected a stronger emphasis on young people with mental health issues; c) how the CCG demonstrated the level of assessments being undertaken; d) the increased demand for TaMHS services and that this was expected to plateau as 'Trailblazer' services are taken up by schools; e) TaMHS processes with Council colleagues to reduce the waiting list, how it was monitored and financial funding appropriately targeted; f) how the CCG, as a commissioner, was holding the CAMHS team to account over the low percentage of assessments carried out within four weeks and g) how the CCG was supporting CAMHS through a recovery plan to improve their services.

Following the introduction of the report, the Executive Nurse, together with the Head of Children, Families and Community Health, responded to the members' challenge and questions and where clarification was sought. Members heard:

- That referrals were made through a variety of sources including schools, GP practices and other professionals within the Health Service ensuring effective and timely mental health provision.
- That the breakdown of the CAMHS referral data as reflected in 3.19 of the report did not include the number of assessments held in schools.
- That there was no benchmarking data available for the TAMHS service to allow comparison with other Local Authorities.
- That TaMHS and CAMHS prioritise Looked After Children and all those presenting with life threatening conditions. The Committee heard that for out of hours support, a Hospital Liaison CAMHS Nurse was located at the Emergency Department (ED) in Great Western Hospital.
- That through the Trailblazer initiative, further early intervention training will be offered to schools, with implementation from December 2019.
- That school budgetary constraints were not deferring a high number of schools buying into CAMHS and TaMHS traded services and engaging with the Trailblazer initiative. The Committee heard that the Trailblazer initiative would change how the TaMHS and CAMHS work with schools, would strengthen local service provision and communication.
- That whilst the majority of children started treatment within 18 weeks of referral to CAMHS, those on the waiting list were offered support through a range of resources including a counselling service. The Committee further heard that the CCG regularly requested an audit of cases to ensure no children were at risk of harm and to monitor the quality of case work.
- That part of a School counsellor's role was to support children suffering mental health difficulties. The Committee heard that appropriate training for the Trailblazer initiative was vital and this would need to include upskilling and

sharing expertise between schools. This would ultimately benefit the children involved.

Local Area SEND Inspection

At its meeting on the 13th March 2019, the Committee received a report by the Head of Education on the outcomes of the Local Area Inspection of SEND (Special Education Needs and Disabilities) that took place between 19th and 23rd November 2018. The Committee was also given a presentation highlighting the key outcomes and recommendations of the inspection. He advised that a) Ofsted and the Care Quality Commission (CQC) attended to judge the effectiveness of the local provision in implementing the disability and special educational needs reforms as set out in the Children and Families Act 2014, b) they were focusing on how well the various partners in Swindon identified, assessed and provided for the needs of children and young people; c) a written statement of action was reviewed by Her Majesty's Chief Inspector and that, d) with Swindon Clinical Commissioning Group (CCG), the Department had until 14th April 2019 to respond to the key areas of weakness identified and submit the Written Statement of Action (WSOA) to Ofsted who will be returning after eighteen months to review progress, in October 2020.

Following the presentation, the Head of Education, responded to the members' questions and comments in respect of the following matters:

- The success of the sunflower lanyards launch at Great Western Hospital where children with hidden disabilities wearing the sunflower lanyards were immediately visible to staff.
- The pathways available for children and young people were being reviewed with the CCG to ensure better provision of service. This review was being undertaken over the next eighteen months.
- Due to the CCG's difficulty in recruiting consultant paediatricians to Swindon, an interim designated medical officer had been recruited to undertake some of the work.
- The recruitment of healthcare staff was a national issue and Swindon's successful national recruitment drive had been undertaken in January 2019.
- Experienced interim staff recently recruited in the SENAT team to support officers in the Department to meet statutory duties.

Report on work of Youth Engagement Service, U-Turn Substance Misuse Service and Youth Offending Team

At its meeting on the 13th March 2019, the Committee received a report from the Youth Offending Team, Youth Engagement and U-Turn, to give greater insight into the work they do, how they work together and the outcomes they achieve both individually and collaboratively. The Service Manager, Restorative Youth Services, introduced the report and advised that the services worked in collaboration with social care services to achieve positive outcomes. He advised that the data presented in the report outlined the characteristics of children and young people they work with, the effectiveness of resources and practices utilised and how the various geographical areas across the

Borough were supported.

In response to challenge and questions by Members, the following information was provided:

- The spread of work undertaken by services included a) provision of advice and guidance to parents of young people using drugs, b) pre-meetings with children and young people in a supportive environment to build up confidence and build up a relationship, c) participating in school assemblies, d) supporting local groups in raising awareness of the impact of drug taking, and e) with commissioner's support, undertake social services work including cognitive behavioural therapy.
- The distribution of resources are configured to target criminal exploitation in specific areas. This included using the expertise of the Community Safety Partnership Board and Local Safeguarding Children's Board Members.
- The family background of the number of young people being supported by the Youth Engagement team, was discussed and patterns of need identified.
- The strong working relationship with the Police services, particularly with police community support officers (PCSO) was noted. Through the support of the Youth Engagement Team, the community was now able to benefit from PCSOs coaching and mentoring young people.
- Members challenged the processes undertaken by the departments to ensure out of reach and isolated young people were identified and helped.
- Clarification was sought on how funding was allocated. The Committee was advised that a feasibility study was being undertaken to amalgamate services to create a new Family Intervention and Support Service (FISS) ensuring that work was streamlined to the benefit of young people in Swindon.

Education Standards and Performance Report

On the 23rd January 2019, the Committee received a report showing how well Swindon children and young people have achieved in their public assessments in primary and secondary schools. The report highlighted where there have been improvements in performance, measured against national averages and also where a decline had occurred. It also provided information on attendance and behaviour, which can be an indicator of pupil and school performance. The report sought to ensure that full information on how children and young people achieve was available in the public domain and was open to scrutiny. The Committee also noted that the report reflected the work of the Swindon Challenge Board since its establishment on March 2017.

Following the presentation of the report, the Head of Education responded to Members' questions and comments on the following:

- That positive support by parents given to children during their early years resulted in better developmental progress as the children get older.
- Members challenged the Key Stage 1 results. It was confirmed that these were positive for the future and were generally impacting Key Stage 2 figures, where

there was higher attainment particularly in Mathematics. The Committee heard that demographics and social-economic factors should not be a barrier to higher achievement.

- That as part of the Ofsted inspection regime, schools indicated on their website how pupil premium funding was being allocated and the impact this was having. School audits undertaken by the Local Authority also focused on this, with particular emphasis on disadvantaged pupils.
- Members challenged the most recent dataset regarding school's performance. They were advised that these were provisional and based on Ofsted reports published, local knowledge and status changes on GIAS (Edubase replacement). The Committee heard that when schools became academies, they had to wait until the next inspection regime before their Ofsted grades could be changed. Members noted further that with the assistance of the School Performance Board and the Referral Support Centre, most schools needing improvement had made considerable progress.
- That early indications show that the recruitment of three Higher Education Learning Officers (HELOs) to work with schools and young people had been positive. The Committee heard that due to the effective partnership with Oxford Brooks University, good practice was being cascaded across all schools to the benefit of young people.
- Members challenged the exclusion dataset. It was noted that the number of permanent exclusion for secondary schools went down last year; both secondary and primary schools figures were still causing concern. Members heard about the involvement of the Swindon Challenge Board in assisting schools, resulting in positive outcomes where the number of fixed term exclusions went down and the number of days young people were excluded was considerably reduced. Members were encouraged to see a direct impact of the Swindon Challenge Board on reduced exclusions. Members also heard about the involvement of Mr Tom Bennet, Government Behaviour specialist, who had already spoken to all headteachers and would be running a course for senior leaders in March 2019. Further information available at: <https://www.gov.uk/government/publications/behaviour-in-schools>

Summary

Over the previous year the Children's Health, Social Care and Education Overview and Scrutiny Committee has continued to focus on scrutinising the actions being taken to improve children's services. The Committee has scrutinised many issues over the year including reviewing education standards, the LA's engagement with the young people in Swindon particularly on mental health issues, the support provided for those with Special Educational Needs and how Swindon addressed Child Exploitation, Missing, Vulnerable Children and on-line Internet safety. As members of the Children and Young People Scrutiny Committee, the Committee challenged the Council and other public services to make sure that they give young people in Swindon every chance to live happy, fulfilling and successful lives. Members of the Committee worked closely with internal and external

stakeholders and used their experience of representing children and families in their wards to recommend to officers how they can ensure services meet the needs of the community.

Communities and Place Overview and Scrutiny Committee

Number of meetings and Membership of the Committee for 2018/19:

In the Municipal Year 2018/19, the Communities and Place Overview and Scrutiny Committee met on five occasions. The Committee comprised the following nine Borough Councillors:

Conservative Councillors	Labour Councillors
Claire Ellis (Chair)	Steve Allsopp
Dale Heenan	John Ballman
Kevin Parry	Matthew Courtliff
Roger Smith	Janine
Vera Tomlinson	Howarth

Following his appointment to Cabinet, Councillor Dale Heenan was replaced as a member of the Committee by Councillor Garry Perkins in November 2018.

Work Programmes

At the commencement of each Municipal Year, each Overview and Scrutiny Committee is required to establish a work programme that details the activities that it will be undertaking during the municipal year. 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.

The work programme is developed taking into account:

- Corporate priorities and objectives, including the Cabinet Forward Plan
- Partnership strategic priorities and objectives
- The interests and concerns of Members, Council officers, members of the public and other stakeholders such as community and voluntary groups and local businesses

It is important that Overview and Scrutiny adds value to the work of the Council and the Borough and produces tangible outcomes for local people that result in real service improvements. Selecting the right topics is crucial to ensure that Overview and Scrutiny will be effective. Each year, a consultation exercise is undertaken with Partner Organisations, Councillors and the public to find out what issues are important and might be included in the work programme for the year. The results of that consultation exercise are reported to the first meeting of each Overview and Scrutiny Committee in the Municipal Year to support members in identifying which issues will be included in

the work programme for the year. As with the Scrutiny Committee, work programmes are sufficiently flexible to allow the Committee to respond to issues that might arise during the course of the year and, to that end. It is reviewed at every Committee meeting, or as often as the Committee sees fit, to ensure that it remains relevant and that members and officers have sufficient capacity to achieve its objectives effectively.

The Communities and Place Overview and Scrutiny Committee considered its work programme at its meeting on 27th June 2018 when it determined that the following issues would be the subject of review:

- Highways Winter Programme Review.
- StreetSmart Waste Service Changes.
- Library Strategy.
- Review of Grass Cutting.
- Comparison of Parish Borough Council costs for Grounds Maintenance (oral update).
- StreetSmart six month service review.
- Update on Waste Service rollout.
- Comparison of Parish Borough Council costs for Grounds Maintenance.
- Volunteering and Locality working update.
- Highways Incentive Fund.
- Highways six month service review.
- Highways post-winter service review.
- Update on Parishing (subject to Cabinet Decisions).

Presentation on Major Road Schemes within the Borough

At its meeting on 27th September 2018, the Committee were given a presentation by the Mr Jason Humm, Head of Highways and Transport, updating them on major road schemes within the Borough. During his presentation, the Head of Highways and Transport highlighted:

- The M4 Junction 16 improvement works, including drone footage of traffic following completion of the upgrade.
- The infrastructure, layout and groundwork of the redesigned Junction 16.
- Safety and sustainable transport work within the Sustainable Transport package over the last three years, including crossing facilities and cycleways on Queens Drive, improvements to the town centre, completion of the eastern and southern flyers.
- Forthcoming work to improve access to Spring Gardens from the Magic Roundabout.
- On-going work in respect of the Quality Bus Corridor under a three-phase programme to Regent Circus, the Witchelstowe bus route and Mannington funded by Local Economic Partnership monies.

- Design work for the Southern Access via a tunnel under the M4, the new Eastern Villages, including the White Hart junction, and the Gable Cross Roundabout.
- An update on the road-resurfacing programme approved by Cabinet in March 2018.
- The delivery programme for schemes approved under the Capital Programme under the Council's maintenance settlement as agreed by Cabinet in March 2018.
- Funding priority for the maintenance of major carriage ways.
- Minor road and footway maintenance and funding streams available for this work.

The Head of Highways and Transport then responded to questions and comments in respect of:

- The monitoring of accident statistics and officer reviews of the Greenbridge roundabout scheme and possible improvements including potential changes to advance road markings, pedestrian crossings, the continued use of 24 hours traffic signals and road signage.
- Domestic waste collections on major roads should these be closed for maintenance or other work.

The Committee thanked the Head of Highways and Transport for his presentation and requested that (a) following the officer review of the advance road markings, the continued use of 24 hours traffic signals and road signage a report be submitted to this Committee setting out any proposed modifications, and (b) That the Interim Head of Streetsmart be requested to submit an update to this Committee setting out the Council's communications policy in respect of waste and recycling collections in residential where these are disrupted by road closures or major roadworks.

Waste Strategy Questionnaire and Short Term Proposals

The Committee wished to scrutinise the proposed public questionnaire and short term options relating to the Council's ten year Waste Strategy which was currently under development. At its meeting on 4th September 2018, the Committee received a joint report by the Interim Head of StreetSmart and the Cabinet Member for Highways and the Environment setting out details of the questionnaire and short-term option under consideration and links to the Council's vision and strategy.

The Interim Head of StreetSmart introduced the report on behalf of the Cabinet Member for Highways and the Environment, remarking on the forthcoming engagement with the public on the Council's Waste Strategy.

Issues raised by members during their debate of the report and presentations included:

- Reasons for the fall in recycling rates within the Borough despite an increase in the number of recycling boxes issued.

- The forthcoming communications campaign in relation to recycling which would include the promotion of items that can be recycled and the consistent enforcement of the Council's existing waste collection and recycling policy.
- The use of targeted education in areas with below average recycling rates.
- Potential short-term proposals and annual action plans within the ten year Waste Strategy to increase recycling. These included but were not limited to, reserving the right not to collect black bins containing excess recyclable materials, ceasing the recycling of plastic, and charges for replacement recycling boxes.
- The inclusion of plastic waste within the material turned into fuel for industry as this would improve the quality of the fuel and ensure that Swindon plastic did not end up in foreign landfill whilst producing a cost saving to the Council.
- Whether existing black bins would be large enough for household waste if plastic materials were no longer collected and formed part of general waste.
- The frequency of general household waste collections and whether there were plans for consultation on changing the current fortnightly cycle.
- The current green waste collection service and the need to advertise this could be purchased on a pro-rata basis during the financial year.
- The system for the issue of additional or broken recycling boxes, potential charges and the potential for such charges to affect the recycling rate within the Borough.
- Plans for public engagement in respect of the survey that would run between 10th September and 19th September 2018, including the use of Parish and community facilities in addition to being available on-line.
- The timescales for the public consultation and agreement of the Council's updated Waste Strategy.
- The clearance of litter left in streets following refuse and recycling collections.
- The advantages and disadvantages of the introduction of a recycling collection for electrical goods.
- Responses to questions contained in the questionnaire and the need to reduce the length of its introduction and number of questions to increase the likelihood of the public participating.

The Committee noted the report and supported the contents of the proposed questionnaire subject to the removal of questions 12 and 13. The Committee also requested that the Interim Head of StreetSmart submit an update report to the Committee covering (a) the results of the Waste Strategy Questionnaire, (b) ways the Council can work with local and national businesses to reduce packaging, and (c) the possible role of waste wardens in educating the public in respect of the Council's Waste and Recycling Strategies together with their enforcement.

Presentation on Parking on Verges and Pavements within the Borough

In response to members' wish to review parking on verges and pavements, the Service Manager Transport Planning and Traffic Management made a presentation to the Committee at its meeting held on 12th December 2018. The presentation covered

issues relating to the legal, logistical, enforcement and financial implications of the introduction of local of Borough-wide car parking restrictions.

Following his presentation the Service Manager Transport Planning and Traffic Management responded to Members' questions and comments in respect of the following matters:

- The absence of a general prohibition on pavement parking within the Borough.
- Current legislation available to be utilised by the Council in respect of parking on pavements.
- Police enforcement of the criminal offence of driving on pavements.
- Police responsibility for traffic enforcement action, including the removal of an offending vehicle, where a car, parked on a pavement, was causing an obstruction.
- The adoption by the Council of legislation to deal with vehicles and the role its enforcement officers in responding to situations where vehicles were obstructing dropped kerbs and driveways, including obstruction caused by vehicles parked on pavements.
- Parking on verges was only illegal within the Borough if there were parking restrictions in place for the adjoining road. Such restrictions also applied to adjoin grass verges and pavements.
- Damage to kerbs and grass verges arising from cars parking on them.
- In the absence of the introduction of national legislation, the Council would need to introduce a traffic regulation order to prevent pavement parking in any specific location or Borough-wide.
- The introduction of any Borough-wide Road Traffic Order would have significant implications.
- There had been discussions with ward councillors regarding the introduction of traffic regulation orders for parking but these had not been taken forward when the overall implications, including displacing parked cars into adjoining streets and areas and parking in narrow streets, had been considered.
- The consultation and legal process and costs associated with the introduction of Traffic Regulation Orders.
- The considerable time and resources used by Slough Council when introducing a Borough-wide ban on parking on verges and pavements.
- The Council's current review of parking standards for new housing developments.
- Current enforcement issues and those likely to arise should Traffic Regulation Orders be put in place around the Borough.
- The benefits of undertaking a cost/benefits analysis prior to the creation of any Traffic Regulation Orders.

The Committee noted the contents of the presentation and thanked the Service Manager Transport Planning and Traffic Management for his attendance at the meeting and for his presentation.

Presentation on Pothole Repairs

In response to members' wish to review pothole repairs within the Borough the Service Manager Highway Asset Management and Project Delivery made a presentation on pothole repairs to the Committee at its meeting held on 12th December 2018.

Following his presentation, the Service Manager Service Manager Highway Asset Management and Project Delivery responded to Members' questions and comments in respect of the following matters:

- The current Code of Practice which commenced in October 2018 and which contained 36 recommendations that set the framework for maintenance of the highway on a risk based approach for the management of the Council's Highway Infrastructure, including planned and unplanned maintenance based upon a local level of service, local accountability and local affordability.
- The portfolio of Highway assets, which included carriageways, footpaths, bridges, street lighting, traffic signals and highway land.
- That gully maintenance was undertaken on a risk-based approach with three categories of maintenance level.
- That the estimated value of the Council's Highway Infrastructure was approximately £1.3 billion and covered approximately 863 km of carriageway.
- The Council's main responsibilities and duties under the Highways Act 1980 and Traffic Management Act 2004.
- The inspection process for all highways, footpaths and cycleways within the Borough, which provided a detailed inspection at least once or twice a year.
- Routine highways maintenance to potholes, patching, kerbs, paving, road signs, street nameplates and road linings.
- The process for inspections of potholes on highways, footpaths and cycleways and how these were categorised for repairs and patching.
- Programmed maintenance to larger footways and carriageway projects identified by the Highway Asset Team.
- Techniques and technology used for pothole patching within the Borough and the investigation of alternative materials for pothole repairs.
- The number of potholes identified within the Borough and length of time the backlog of repairs would take if funding were available.
- The defect management plan operated by the Council to prioritise and repair potholes once they have been reported.
- The level of insurance claims made against the Council in relation to damage caused by potholes.
- How the standard of repairs to the highway and footpaths undertaken by utility companies is monitored and where necessary enforced.
- The co-ordination of works by utility companies to limit inconvenience to highway users and to prevent highways and footpaths being needlessly disrupted.

The Committee noted the contents of the presentation and thanked the Service Highway Asset Management and Project Delivery for his attendance at the meeting and his presentation.

Greenbridge Roundabout

The Service Manager Highway Asset Management and Project Delivery made an oral presentation to the Committee at its meeting held on 12th December 2018 updating Members on issues relating to the Greenbridge Roundabout following improvement upgrades to the roundabout.

The officer responded to Members' questions and comments in respect of the following issues arising from his oral report:

- Work undertaken to traffic signals to reduce queueing on the approach to the roundabout and changes to lining on the road to better define lanes on the roundabout.
- The use of traffic lights to prioritise traffic from different locations depending on traffic levels.
- The benefits of putting in signage, identifying lanes to use, on the approach to the roundabout to ease traffic movement.
- The rationale for linking traffic lights to pedestrian crossings rather than installing part-time traffic lights.
- The traffic modelling predictions used in preparing the Greenbridge Roundabout improvements.
- How the development of the Greenbridge Roundabout will be used to inform future developments.
- The effect of the future Eastern Village developments on the ability of the Greenbridge Roundabout to cope with increased traffic volumes.

The Committee noted the contents of the oral report and thanked the Service Highway Asset Management and Project Delivery for his attendance at the meeting and his presentation.

The Council's Communication Strategy

At its meeting on 9th November 2019, the Committee received a presentation by the Head of Communications in respect of the Council's Communications Strategy for 2018/19. The Committee also considered a report relating to the Council's Communications Strategy previously considered by the Cabinet at its meeting held on 11th July 2018. During his presentation, the Head of Communications drew the Committee's attention to:

- The Cabinet's endorsement of the Council's current Communications Strategy at its meeting held on 11th July 2018.
- How the Local Government Association Communications Peer Review finding and stakeholder input and feedback helped inform the Communications Strategy which was based on best practice across the public sector.
- The team's background and work to place communications at the centre of the Council's work and to support the work undertaken throughout the authority.
- The application of the OASIS model (Objectives, Audience Insight, Strategy/Idea, Implementation and Scoring Evaluation) to target clear and concise messages to the public and within the Council.

- The role of the Communications Team in helping the Council to meeting its strategic priorities through the application of the OASIS model, for instance, during the Voter ID publicity Campaign for the Local Elections held in May 2018 and its shortlisting for the 2019 Local Chronicle Campaign of the Year Awards.
- The award of a Gold and Silver in September 2018 from the Chartered Institute of Public Relations Pride South Awards for the Voter ID and Staff Flu Vaccination campaigns.
- The creation of a stakeholder database of more than 500 local voluntary, community and religious organisations.
- The core priorities and projects set out within the Communications Strategy for the coming year based upon consultations with service departments and Councillors.

Following his presentation of the report, the Head of Communications responded to members' specific questions and observations on the following matters:

- The identification of targeted audiences and the most relevant communication tools to reach them during any campaign.
- The use of social media and twitter as a cost effective in reaching younger audiences and/or targeted groups.
- The recent on-line Waste Strategy survey completed by over 3,000 local residents.
- Recent campaigns including rough sleeping and homelessness, Foster Carer recruitment, the severe weather protocol, pothole repairs, recycling, the use of housing repairs, portal voter ID and waste strategy.
- The potential for the streaming of meetings to reach a wider public audience.
- The need to give residents an overview of the wide range of activities undertaken on their behalf.
- The sustainability of differing levels and types of campaigns undertaken by the Council.
- The assessment of the impact of various campaigns and how lessons arising could be learnt and disseminated to service departments.
- How the Council can work and co-operate with Parish Councils and other partners in formulating campaigns.
- The need to inform the public of the results of consultations and the reasons why some options might not be acted upon.
- The use of Overview and Scrutiny Committees in helping to shape proposals prior to formal public consultations.

The Committee noted the presentation and thanked the Head of Communications for his presentation.

Transfer of Community Assets to Parish Councils

In response to members' wish to review the transfer of Community Assets to Parish Councils Borough the Head of Property Assets submitted a report to the Committee at its meeting held on 6th March 2019. In his report the Head of Property Assets

highlighted the following issues:

- The identification of transferable assets.
- The process for the transfer of assets from the Council to Parishes.
- Legal and financial issues relating to the transfer of assets to Parish Councils.
- Progress made to date in the transfer of assets to Parish Councils.
- The situation regarding the future transfer of assets.

Following his presentation, the Head of Property Assets responded to Members' questions and comments in respect of the following matters arising from his report and presentation:

- The Council had commenced the transfer of assets to Parish Councils in 2017.
- That the time period for the transfer of assets had varied depending on discussions between the Council and Parishes and the complexity of the agreements involved and Parish Council and Borough Council staff resourcing.
- There were currently on-going discussions with six Parish Council regarding the possible transfer of a range of assets.
- The details of transfers of assets had been included within a number of Cabinet Member Briefing Notes.
- Work was on-going in respect of the collection of data on assets yet to be transferred to Parish Councils and to create officer capacity to facilitate the timely transfer of assets.
- Work to advise Parish Council of the conditions of assets that were available for transfer in order that the Parish Councils were fully aware of the condition of such assets. This was one of the reasons for the delay in transferring assets as Parish Councils needed to understand the financial commitment involved.
- The budget implications of upgrading assets, including play parks, prior to their transfer to Parish Councils.
- That any Section 106 monies available to upgrade transferred assets had been passported to the appropriate Parish Councils and that further capital monies had not been set aside for such work other than matched and transitional funding previously agreed with Parish Councils.
- The need for officers to investigate further those assets transferred to Parish Councils requiring work to ensure that they are fit for purpose. Should funding be required to assist Parishes undertake this work the Head of Property be requested to bring this to the attention of the appropriate Cabinet Member.
- The position of land management should it be transferred back from a Parish Council to the Borough Council.
- The rationale for the difference in the lease lengths of assets transferred to Parishes, which had largely been based upon requests from individual Parish Councils.
- Clause in leases and vesting order to control the change of use of land and other assets transferred to Parish Councils.
- The status of land identified under SHELA (Strategic Housing (and Employment) Land Availability).
- The process for change of use of land transferred and for any potential development of transferred land.

- Should transferred land be developed or there be a change of use of an asset it would require a change of use agreement with Swindon Borough Council. As part of any approval to develop or change a use of an asset that led to an increased value arising from such approval then as part of the agreement Swindon Borough Council would give consideration to how such added value should be allocated between the Borough and Parish Council.
- Whether asset transfers in the future would include StreetSmart assets that were not currently planned. It was noted that the Borough was currently considering asset transfers requested by Parish Councils.
- The timeline for the current list of asset transfers and additional legal resources to facilitate these transfers in a manner satisfactory to the Parishes and Borough.
- The benefits of keeping Ward Councillors up to date with the transfer of assets.
- The future of any play areas that were not transferred to Parish Councils.
- The benefits of Ward Councillors being advised of any assets within their Wards that Parish Councils have indicated that they do not wish to receive through a transfer.

The Committee noted the contents of the presentation and thanked the Head of Property Assets for his attendance at the meeting and his presentation.

Summary

The Communities and Place Overview and Scrutiny Committee had a comprehensive and wide-ranging Work Programme for the 2018/19 year and it achieved its aims as set out at the beginning of the year. The Committee's Work Programme evolved during the year as priorities and workloads of Service Departments changed. The additions and deferment of items was agreed by the Chair in consultation with Senior Officers. The Committee responded efficiently to Constitutional and challenged the Cabinet Members and officers and assisted in addressing the challenges faced by the service throughout the year, all the while maintaining a high level of commitment from its members.

Growing the Economy Overview and Scrutiny Committee

Number of meetings and Membership of the Committee for 2018/19:

In the Municipal Year 2018/19, the Growing the Economy Overview and Scrutiny Committee met on 5 occasions. The Committee comprised the following nine Borough Councillors:

Conservative Councillor	Labour Councillors
Emma Faramarzi (Chair)	Mark Dempsey
John Haines	Paul Dixon
Dale Heenan	Imtiyaz Shaikh
Roger Smith	Chris Watts
Caryl Sydney-Smith	

Following his appointment to Cabinet, Councillor Dale Heenan was replaced as a member of the Committee by Councillor Garry Perkins in November 2018.

Work Programme

At the commencement of each Municipal Year, the Overview and Scrutiny Committees are required to establish a work programme that details the activities that it will be undertaking during the municipal year. 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.

The work programme is developed taking into account:

- Corporate priorities and objectives, including the Cabinet Forward Plan
- Partnership strategic priorities and objectives
- The interests and concerns of Members, Council officers, members of the public and other stakeholders such as community and voluntary groups and local businesses

It is important that Overview and Scrutiny adds value to the work of the Council and the Borough and produces tangible outcomes for local people that result in real service improvements. Selecting the right topics is crucial to ensure that Overview and Scrutiny will be effective. Each year, the Chair of the Overview and Scrutiny Committee and the Corporate Director for Economy, Regeneration and Skills considered the issues that they felt were important and might be included in the work programme for the year. The outcome of this meeting were reported to the first meeting of the Overview and Scrutiny Committee in the Municipal Year to support members in identifying which issues will be included in the work programme for the

year. As with the Scrutiny Committee, work programmes are sufficiently flexible to allow the Committee to respond to issues that might arise during the course of the year. To that end, it is reviewed at every Committee meeting, or as often as the Committee sees fit, to ensure that it remains relevant and that members and officers have sufficient capacity to effectively achieve its objectives.

The Committee considered its work programme at its meeting on 20th June 2018 when it determined that the following issues be included in its work programme for the year:

- New Visions, Priorities and Pledges
- National Industrial Strategy
- Digital Portfolio including Broadband
- Digital Billboards
- Higher Education Provision including Apprenticeships
- Switch on to Swindon
- Regeneration of the Town Centre

Inward Investment and Business Retention and Expansion

At its meeting on 20th June 2018, the Committee received a report by the Cabinet Member for Economic Prosperity informing the Committee of the Council's Inward Investment and Business Retention Strategies. The report summarized the activity required to achieve the Inward Investment and Business Retention and Expansion objectives linked to Swindon Borough Council's Economic Strategy to 2026.

Julia Stuckey, Inward Investment Manager, advised that Swindon's Inward Investment strategic aims were to raise Swindon's profile as an investable destination and attract long-term inward investment from growing companies in priority sub-sectors, creating high value jobs and increased business rates.

The Inward Investment Manager commented that Inward investment is the activity intended to target and attract external companies to an area, which have a propensity to invest, relocate and grow. This may originate from foreign direct investment (FDI) or domestic direct investment (DDI). DDI (UK generated Inward Investment) is much more prevalent than FDI, yet it is rarely measured, supported or promoted. Swindon's successful Switch on to Swindon programme offers an attractive Place Marketing opportunity for this area.

Councillor Oliver Donachie, the Cabinet Member for Economic Prosperity, Julia Stuckey, Inward Investment Manager and Philippa Venables, Head of Economy and Skills responded to the observations and questions put by the Chair and Councillors Heenan, Watts on the following matters:

- How could the Council demonstrate Inward Investment
- 100% retention of business rates
- Providing support for smaller sized businesses through the Swindon and Wiltshire Local Economic Partnership (SWLEP)
- Strengthening relationships with strategically important companies
- Securing low interest business loans through the SWLEP

- Working with larger companies on their supply chains
- The Corporate Dashboard and Business Intelligence Tool
- The Developers Forum
- Switch on to Swindon ambassadors

The Committee noted the report and requested that the Inward Investment Manager forward detailed data on the number of smaller sized companies in Swindon and Wiltshire together with regional comparisons and a link to the Council's Corporate Dashboard to Members of the Committee.

Swindon and Wiltshire LEP Industrial Strategy Update

At its meeting on 26th September 2018, the Committee received an update from the Head of Strategic Growth and Cabinet Member for Economic Prosperity made a presentation to the Committee in respect of the Council's approach to Industrial Strategy.

The Head of Strategic Growth and Place and Cabinet Member for Economic Prosperity made a presentation to the Committee in respect of the Council's approach to Industrial Strategy in respect of the following issues:

- The five foundations of productivity set out in the Industrial Strategy White Paper Overview namely, Ideas, People, Infrastructure, Business Environment and Places.
- The Grand Challenges and Missions of the Industrial Strategy identified by Government, namely, Artificial Intelligence and the Data Economy, the Future of Mobility, Clean Growth, an Ageing Society and Industrial 4.0 Overachieving (key in the delivery) and how these aligned to Swindon's strengths and policies.
- Key areas to build on in Swindon including the automotive sector (low or zero carbon vehicles) and health and life sciences and prevention and treatment of chronic illnesses.
- Clean growth through increasing productivity whilst maintaining emission targets and design of new buildings.
- The delivery of targets through LEPs and officer involvement in the LEP Working Group defining areas of work, engaging with partners and presentations to Government.
- That the Challenges and Missions identified by Government were not related to any available money or grant funding although the shared prosperity fund was being introduced in 2019.
- The work of the Wiltshire and Swindon LEP in examining evidence base in relation to its Strategic Economic Plan identifying key sectors for the region, and regeneration and growth zones.
- The incorporation of the National Industrial Strategy White Paper (BEIS), Local Industrial Strategies (Local Enterprise Partnerships), South West Local Enterprise Working Group and Local Authorities, business and partners within the creation of a Swindon Industrial Strategy.
- The LEP approach of creating strategies through the development of an evidence base and refreshing Strategic Economic Plans.

- The South West Local Enterprises Partnership's "Big Ideas" including a business led multi campus university, electronic vehicles and battery storage, hydrogen as an alternative source of clean energy, cyber resilience and the use of big data, immunology development and medi tech, defence and aerospace supply chain development and land and air autonomous vehicles.
- Swindon's key sectors including advanced manufacturing (automatic focus), life sciences and health, digital technology to advance manufacturing, and financial and professionals services and work with local businesses to encourage growth and withstand Brexit.
- Swindon's productivity challenges such as the availability of key sector skilled workers, research and Development opportunities in key areas, the timely availability of suitable employment land and the local supply chain.
- Possible solutions to challenges facing Swindon including building Research and development space, innovative models to meet employee training and employer needs, recruitment campaigns with industry, regional partnerships, supply chain zoning and digi-tech cluster development.
- Work to encourage new business creation and relocation and engagement with existing employers to support them.
- The Grant Thornton report findings and measures to address the fall in Swindon health related metrics and the challenges in this this area, which was in contrast to the positive results in other measurements which showed Swindon in the 90th percentile and that Swindon was in the top quartile across all categories.
- Increased uses of automotive systems in manufacturing and how this might affect future employment within the town.
- The need to identify future employment skill sets, to maximise the employment opportunities this offered Swindon and to ensure that these could be provided locally through innovative upskilling by retraining and training for young people.
- The need to widen training budgets from traditional silo methods to allow people to continue developing skills throughout their lives in conjunction with employers.
- Ensuring all employers had access to the upskilling training programmes available within the Borough.
- The need for the Council to identify wider levels of work to complement the LEPs High Level strategies.
- Future opportunities in cyber defence and translating and transferring data into systems and how stem skills being developed in Swindon.
- The work of Switch Onto Swindon Group in attracting workers with skillsets for vacancies that cannot currently be filled locally.
- Potential funding streams from Central Government to drive local training programmes.

The Committee noted the presentation.

The Council's Refreshed Vision, Priorities and Pledges - Update

At its meeting held on 26th September 2018 the Committee received a presentation in

respect of the Council's visions and pledges relating to the remit of the Committee and responded to Members' comments and questions in respect of the following issues:

- Pledge 1 which set the ambition for Swindon to compete at the forefront of digital innovation with a commitment to using technology for positive change.
- Pledge 2 which related to Swindon's reputation as a sustainable energy exemplar, by exploring technology that converts energy from waste, facilitating the move to electrified transport, and developing opportunities to invest in renewable energy to reduce the carbon footprint.
- That Swindon produced 51.2% of its energy requirements through green energy during peak production.
- The current Council led consultation on recycling and the future recycling within the town.
- Pledge 3 – refreshing and implementing the Master Plan for Swindon's Town Centre and supporting the Council's vision of a vibrant modern place and working to promote Swindon effectively through improving the town's reputation.
- Pledge 4 – Supporting business by working in partnership to create condition to promote business growth and success.
- Pledge 9 – to increase the number of people starting an apprenticeship in line with the targets in the Apprenticeship Strategy.
- Pledge 10 – to secure a range of options to access Higher Education in Swindon and to drive up pupil attainment.
- Pledge 11- to work with partners to increase the level of skills of Swindon's workforce to support all residents, including the most vulnerable, to access employment.
- Pledge 16 – the delivery of a programme to ensure that residents, visitors and businesses feel that Swindon's town centre is a safe place to live, work, visit and do business.
- The role of Park and Ride in carbon emission reduction.
- Inward investment within the Borough and how this was affected by economic and political issues around the world.

The Committee noted the presentation and requested an update report on Park and Ride within the Borough be considered at its January meeting. This update was subsequently considered in March 2019.

Swindon and Wiltshire Local Enterprise Partnership

At its meeting held on 7th November 2018, the Committee a joint presentation from the Head of Strategic Growth and Place and the Cabinet Member for Economic Prosperity updating Members on issues relating to the Council's Digital Pledge, Digital Bill Boards, Smart Energy Technology and Digital Skills .

Following the presentation the Cabinet Member and officers responded Members questions on a number of points arising from the joint presentation including:

- The diversity of the digital pledge, which covered much of the work of the Economy and Skills Directorate.
- The role of the Business technology team in supporting digital technologies in Swindon through business retention and the expansion of inward investment.
- The Council's engagement with businesses including digital interventions and the identification of skills sets within the town to strengthen the town's business offer.
- The Council's strategic approach, based on research and market intelligence, which had identified digital technology as a strategically important sector for Swindon.
- Work to create a digital technology network in Swindon during the first quarter of 2019.
- Support provided to digital technologies in Swindon, which included funding bids to the European Structural Investment Fund and Wiltshire LEP to attract Small to Medium Enterprise (SME) businesses.
- Work to support Swindon based through the roll-out of superfast broadband within the Borough, which included £6 million of contracts for hardware refreshes of broadband equipment (which could support 5G provision).
- Support to enable businesses to access Ultrafast Broadband by connecting industrial estates and linking future commercial developments.
- Work to understand further the benefits and impact of 5G in Swindon and how this will shape future working practices and investment across a number of industries.
- Meeting with the "3 Network" and businesses regarding the potential roll-out of 5G in Swindon and the expansion of fibre provision in Swindon.
- The opportunity to attract high skill employers and employees to the Borough should Swindon be involved in an early roll-out of 5G in Swindon.
- Work to identify internal Council barriers that might prevent technological infrastructure investment.
- The identification of inward investment opportunities in the event of an early 5G roll-out.
- The use of digital billboards to welcome people to Swindon and to provide them with concise information.
- The risk and budget profile for digital billboards, including the identification a private sector partner to help provide infrastructure and expertise.
- Preparation and modelling undertaken in respect of the provision of digital billboards, including best practice of other Local Authorities.
- The identification of potential procurement partners through soft marketing.
- Work to identify suitable sites, including the M4 motorway and rail station, for the siting of digital billboards either through a single or multi-site model prior to seeking authorisation to go out to tender and procure a system.
- The role of digital billboards in bringing visitors and business into Swindon.
- The role of digital billboards in providing public realm messages and updating residents and visitors with up to the minute information.
- The current breakdown of high calibre businesses occupying the Carriage Works premises and its role in hosting a wide variety of events.

- The development of a smart energy system at Waterside and the success of the Council in championing and establishing green energy generation and infrastructure within the Borough.
- The promotion of digital skill courses in Adult education and schools to prepare residents for current and increasingly future employment opportunities.
- Work with partner organisations to promote digital skills required within the town currently and also for projecting future digital skills required by Swindon's workforce.
- Government funding for the provision of digital skills training for work and adult community learning to increase social inclusion on a lifelong learning approach.
- Work with the Local Enterprise Partnership and targeted employers to identify high level digital skills needed by current and future employers in the Borough.
- Work on the Phase 2 bid for Institute of Technology with national bodies such as the Institute of Coding.

The Committee noted the joint presentation thanking officers and the Cabinet Member for Economic Prosperity for their interesting presentation. The Committee requested that Digital Billboard project team consider the siting of Digital Bill Boards on the M4 motorway approach to Swindon in any single or multi-site scheme. In addition, the Committee requested that the Head of Planning, Regulatory Services and Heritage consider the amendment of Planning Policy IN3 to require developers to install dark fibre infrastructure in all new developments.

Update on Learning Town, Higher Education and Apprenticeships

At its meeting held on 30th January 2019, the Committee received a report setting out progress on the Swindon Learning Town, Higher Education Strategy and Apprenticeship Strategy, together with a number of questions submitted by Councillor Jane Milner-Barry relating to apprenticeships, the use of apprenticeships to upskill the Council's workforce and funds in the Council's apprenticeship levy account.

The report highlighted:

- The development of the Learning Town concept in Swindon.
- The Swindon Learning Town Action Plan, which was appended to the report.
- Progress in establishing and developing Swindon Learning Town and forthcoming work.
- The Council's Skills and Employment Strategy for the period 2017-2020 as endorsed by the Cabinet in September 2018.
- Higher education achievement by Swindon residents.
- The SWLEP wide Apprenticeship Growth Strategy.

Following the presentation of the report the Cabinet Member for Economic Prosperity and Officers responded to Members' questions and comments in respect of the presentation and Councillor Milner-Barry's questions on the following issues:

- The different apprenticeships currently available which included level 7 Masters degrees; it was noted that there has been a growth in the use of

higher and master degree apprenticeships by employers, including Swindon Borough Council.

- The use of apprenticeships to employ staff and to upskill staff.
- Funds available in the Apprenticeship Levy Account and the target the Council had for the employment of apprentices.
- The mobilising of resources by Learning Cities to promote learning from basic to higher education, learning in the workplace, to extend the use of modern learning technologies and fostering a culture of learning, social inclusion, economic prosperity and sustainable development.
- For the Borough this meant increased aspiration and ambition for Swindon's residents, trying to increase the number of young people in higher education, especially from more deprived areas and an increase of skills and qualifications at all levels of employment.
- The move towards lifelong learning and increasing wellbeing through employment opportunities.
- The launch of the Learning Town Website in October 2018 and road shows and other publicity with schools and other partners to bring the website to residents attention.
- Promotions, such as Tech Fest, during the year to raise awareness the learning opportunities available within the Borough and to promote the status of learning within Swindon.
- The use of ambassadors, employers, community engagement and mentors in promoting messages related to learning opportunities and career pathways within the Borough.
- The Words for Work Programme for post 16 year olds to assist their transition to employment.
- Other on-going work to improve literacy across a range of age groups.
- The positive use of stories on the Learning Town Website and social media.
- The identification of barriers to learning across the range of programmes used within the Borough.
- The role of Councillors to help promote future campaigns.
- That education should be used by all residents on an on-going basis to help them develop their skills and opportunities available to them.
- The variety of bursaries and grants available to those on means-tested benefits to help them in their educational development.
- The targeting of education, especially in improving prosperity and how aspirations and outcomes were monitored.
- The effect of technologies on the development of children's learning skills.
- The role of libraries across the Borough in the promotion of learning and skill attainment.
- Work with all schools and colleges in the Borough through the Swindon Challenge Board to improve educational attainment and to raise aspirations and progression.
- Work with universities, colleges and schools to increase aspirations for the cohort of pupils whose family did not have a history of higher education learning.
- Work to increase the number and range of apprenticeships on offer within the

- Borough.
- On-going work to identify barriers to learning and assist residents with poor literacy skills access services.

The Committee noted the report and progress on the Swindon Learning Town, Higher Education and Apprenticeships.

Switch Onto Swindon

At its meeting on 30th January 2019 the Committee received joint presentation by the Cabinet Member for Economic Prosperity and the Head of Strategic Growth on the work of Switch onto Swindon and responded to Members scrutiny in respect of the following issues:

- That Switch onto Swindon, which was into its third year, had approximately 600 Ambassadors from over 400 companies who were working to make Swindon the best place to live and work.
- That the Business Board was aligned around business and its business members of the Board have taken on Lead Roles to co-ordinate activity within the themes of Governance, The Ambassador Network, The Talent Attraction Campaign, Discover Swindon and Ambassador Communication.
- The message that Swindon was the place to do business, which was being led and championed by representatives of the business community.
- The Council's support in the form of senior political and officer input, co-ordination, insurance for events, communications and administrative support and a base budget to stimulate other financial and in-kind contributions to agreed activity.
- That Switch on Swindon had been reorganised to minimise political input and to allow business to deliver key messages.
- Work to widen the message of Switch on Swindon to business and employees on a national scale.
- The role of the Council in proactively seeking inward investment into Swindon.

The report was noted and the Committee formally extended its thanks and appreciation to all the Switch on Swindon Ambassadors for their work.

Possible Effects of Leaving the European Union

At its meeting held on 22nd March 2019 the Committee received a joint report of the Cabinet Member for Economic Prosperity and the Head of Strategic Growth and Place setting out in broad terms the issues identified to date arising from the United Kingdom leaving the European Union and the Council's response through its inward investment and business retention and expansion programmes.

The report was considered was presented in response to a Motion to Council on 20th September 2018 and included information presented to the Scrutiny Committee on 10th December 2018 and addressed:

- The local and national referendum results in respect of the United Kingdom's future membership of the European Union.

- The Motion agreed by Council at its meeting held on 20th September 2019 and its consideration by the Scrutiny Committee.
- The sentiment of local businesses following the referendum result.
- A summary of the position of Parliament following the referendum result.
- Possible issues for businesses in the event of a “no deal” Brexit.
- Work by Government in respect of mitigating measures.
- Government/EU Guidance to assist businesses and individuals.
- A summary of “The UK’s future skill-based Immigration System Cm9722” published by the Government in December 2018.
- The Council’s approach to help local businesses.
- Inward investment and Business retention and expansion.
- Global trade issues.
- Issues raised by the Scrutiny Committee on 10th December 2018.

The Committee noted the report and thanked officers for their extremely detailed report. It encouraged the Cabinet Member for Economic Prosperity and Councillors to promote the Government’s website <https://euexit.campaign.gov.uk> to assist businesses with their preparations for Brexit. The Chair and the Cabinet Member for Economic Prosperity were requested to report the Committee’s consideration of this report to Council.

Presentation – Regeneration of the Town Centre

At its meeting held on 27th March 2019 the Committee received presentation in respect of the regeneration of Swindon’s Town Centre.

Following the presentation Trudy Godfrey (Project Manager, Economic Development, Councillor Dale Heenan (Cabinet Member for the Town Centre) and Councillor Oliver Donachie (Cabinet Member for Economic Prosperity) responded to issues raised in respect of:

- Estimated timescales for major works to regenerate the town centre.
- An overview of the six person team overseeing the town centre regeneration.
- Work on the masterplan for the town centre, the successful application for planning permission, Zurich’s proposed move to Wichelstowe and future use of the tri-centre once it is vacated.
- Mixed use proposals under the Kimmerfields Masterplan for the locality surrounding the proposed site of the Zurich development.
- The design features, including pedestrian access and crossing, for the proposed Bus Boulevard and funding options available for its development.
- The continued need for the provision of high standard modern office accommodation within the Borough and current market testing in respect of commercial property provision.
- Parking provision and standards for new housing developments in Wichelstowe.
- Cycleway and electronic re-charging provision within new housing developments.

- Connectivity proposals between the railway station and town centre and transport loops under the current development proposals.
- Design features to improve the environment and safety for local residents and workers using the town centre in the early morning and evening.
- Upgrades to the utilities, including broadband, within the town centre locality.
- Works to improve the approach to the Railway Station in Wellington Street and work with Network Rail and Great Western Railway on the Station Arrival Quarter through the One Public Estate Project.
- The completion of the first phase of the Carriage Works development of the work shed in 2018 with all the available office spaces occupied and future plans for the development of the remaining space.
- The development of residential flats and commercial units in Faringdon Road.
- The current position of the North Star Development, which was expect to open in 2021/22 and linkages with the town centre and Steam/Outlet Centre.
- The Town Centre Movement Strategy.
- The Cultural Quarter, which would include an upgraded Wyvern Theatre, a new Museum and Art Gallery and the Civic Offices and would improve the evening economy.
- Funding received from Historic England and further work with that organisation to deliver projects over the next five years.
- Work with the National Trust and Mechanics Institute Trust with regard to bringing the Mechanics Institute back into use, ideally within a community role.
- Engagement with the private sector and landowners regarding the refurbishment of premises or, where appropriate, a change of use.
- Plans to improve the evening and night-time environment in the town centre area.
- The future development of the ex-Aspen House and Corn Exchange sites.
- The current position of the Swindon Town Centre Master Plan and the need to identify key projects to focus on until they are delivered.

The Committee thanked the Cabinet Member for the Town Centre, Councillor Cabinet Member for Economic Prosperity and officers for their presentation and response to Members' questions. The Committee also requested that items on the Carriage Works, the future of Civic Campus and Wyvern Theatre and Park and Ride be considered for inclusion in the Committee's 2019/20 Work Programme.

The Committee held a meeting at the Carriage Works on 18th September and engaged with Mr Shane Moore (Founder and CEO of VanHeroes) who was a tenant at the Carriage Works. The Committee also received an update on Park and Ride at its meeting on 18th September 2019.

The Committee considered reports on the Civic Campus and Wyvern Theatre at its meeting held on 6th November 2019.

Presentation – Park and Ride Services

This item was withdrawn with the agreement of the Committee. It was agreed that the item would be added to the 2019/20 Committee work programme.

(This item was considered by the Committee on 18th September 2019.)

Summary

The Growing the Economy Overview and Scrutiny Committee has, in 2018/19, undertaken a varied and demanding work programme, successfully completing its objectives agreed at its first meeting of the municipal year. The Committee fully embraced the work required to influence policy development that might influence or impact on Swindon's economy and have fed back comments to officers and Cabinet Members on a number of issues. The Members have fully engaged with the work of the Committee demonstrating a high level of commitment to carrying out its function.

Resources and Corporate Overview and Scrutiny Committee

Number of meetings and Membership of the Committee for 2018/19:

In the Municipal Year 2018/19, the Resources and Corporate Overview and Scrutiny Committee met on five occasions. The Committee comprised the following nine Borough Councillors:

Conservative Councillors	Labour Councillors	Liberal Democrat Councillors
Claire Ellis	Steve Allsopp	Andy Spry
Mary Friend	Des Moffatt	
Brian Mattock	Bob Wright	
Timothy Swinyard		
Steve Weisinger		

Work Programme

At the commencement of each Municipal Year, the Overview and Scrutiny Committees are required to establish a Work Programme that details the activities that it will be undertaking during that Municipal Year. 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.

The Work Programme is developed taking into account:

- Corporate priorities and objectives, including the Cabinet Forward Plan.
- Partnership strategic priorities and objectives.
- The interests and concerns of Members, Council officers, members of the public and other stakeholders such as community and voluntary groups and local businesses.

It is important that Overview and Scrutiny adds value to the work of the Council and the Borough and produces tangible outcomes for local people that result in real service improvements. Selecting the right topics is crucial to ensure that Overview and Scrutiny will be effective. As with the Scrutiny Committee, Work Programmes are sufficiently flexible to allow the Committee to respond to issues that might arise during the course of the year and, to that end, it is reviewed at every Committee meeting to ensure that it remains relevant and that members and officers have sufficient capacity to effectively achieve its objectives.

The Resources and Corporate Overview and Scrutiny Committee determined that the following issues be included in its Work Programme for the 2018/19 Municipal Year:

- The Swindon Programme (recurring agenda item).
- Update on Resources and Corporate Services Overview and Scrutiny Committee Work Programme 2017-2018.
- Digital Strategy Update.
- Consultation / Engagement Strategy.
- Draft Capital Strategy.
- Presentation – Autumn Budget.
- Workforce Modernisation Programme – Leadership and Culture.
- Presentation – Outcomes from the latest LGA Peer Review.
- Fair Funding Review and Business Rates Retention.
- Progress towards the Council's Visions, Priorities and Pledges.

The Swindon Programme

This was a recurring agenda item for the Committee in this Municipal Year. At its meetings on 11th June 2018, 29th October 2018, 16th January 2019 and 4th March 2019 the Committee received presentations from the Council's Director of Digital Services & Corporate Programmes addressing:

- The organisations transformation programme to save £30m in 30 months.
- The organisations challenge to become more modern, streamlined and efficient.
- The four main themes of the transformation programme which were Organisational excellence, Procurement, Demand management and Commercialisation.
- The challenges faced by the Council in ensuring it becomes more effective.
- The collaborative work undertaken with internal and external partners to ensure the Swindon Programme goals were achieved.
- The setting of a baseline and SMART targets following the recent efficiency benchmarking exercise undertaken jointly by Swindon and other local authorities.
- Swindon Programme Board monthly target reporting to the Leader's Advisory Group.
- Creation of Directorate dashboards to embed the Swindon Programme principles in the day to day running of the Council.
- The deployment of Skype for Business to enable digital rationalisation across the Council.
- The success of the Digital Hub in transferring a high number of processes into on-line services.
- The former One Stop Shop having been designed as a supported fulfilment service, but that the progressive digitalisation of services had allowed the remodelling of the customer service centre to an assisted self-service function.
- How scorecards were previously sorted in themes, but are now structured in Directorates.
- That the Children's Directorate has its own improvement plans, which the others do not.

- How some projects are supported by the Corporate Programme Team, with the smaller non-supported projects being governed within services.

The Director of Digital Services & Corporate Programmes responded to members' questions and comments in respect of the following matters:

- The levels of staffing in the Call Centre, and their experience and knowledge of the Council's services.
- The status of the four themes contained within the Swindon Programme and plans in place to ensure their timely delivery.
- The delivery of the business case in respect of the loneliness and isolation and learning disability themes.
- Progress in the delivery of the 'Skype for Business' pilot, digital discovery work (the precursor to forthcoming digitalisation work), the Council's career website and governance for the Swindon Programme.
- The risk assessment in respect of work related to the delivery of the Swindon Programme.
- The status of in-year savings and savings identified for future years as part of the Swindon Programme.
- The continued modernisation of customer services and call centre.
- The procurement of major information technology systems and soft market testing prior to procurement.
- Workforce modernisation including pay and reward, employee value, absence management and specialist consolidation.
- Commissioning, procurement and commercialisation targets and savings.
- The resourcing of the Council's Call Centre, current demand, prioritisation for vulnerable residents, staff training and demand management in respect of this service.
- Trends in respect of volumes of telephone calls being handled by the call centre.
- Support provided by customer services for local community residents unable to complete digital applications for Council services.
- The difference in processes for customer phoning the Customer Services Centre and those using the walk-in Centre in Wat Tyler House.
- The necessity of undertaking customer satisfaction surveys to influence future processes.
- Promoting digitalisation of access to services to reduce footfall through the Customer Centre at Wat Tyler House.
- The adaptability of the Swindon Programme model to ensure it responds to the changing environment of the Council and local needs of the community.
- The allowances required for those residents who cannot be moved on to the digital platform and who are unable to visit the new customer service centre in person.
- The problems experienced by residents trying to subscribe to green waste services, and how a move to six-monthly subscriptions may help address cyclical pressures on the contact centre.
- Communication errors regarding green waste direct debits and the steps being taken to ensure these are avoided in future.

- Staffing pressures on entry level positions, and what can be done to successfully retain trained staff and ensure succession planning.
- The need for council tenants to speak directly to the Housing Team for help and assistance with enquiries.
- The governance arrangements in place once it is identified that a work stream is behind on its deliverables.
- How the gross savings are calculated against the annual revenue budget from redundancy, salary and pension costs.
- The net effect on overhead costs from the reduction in staff and also the opportunities this presents to rationalise property.
- How the Swindon Programme has initially focussed on short term pressures due to the current financial constraints, and the proposals for achieving longer term savings following the end of the Programme.
- How the Council can help mitigate the impact from the Honda factory closure.
- The paper filing systems being used in some children's services and proposals for the restructuring of that data using an Electronic Data Management System in line with Ofsted recommendations.
- How the budgets as set out in the Scorecards are aggressive and aspirational, with high targets for achievement, in comparison to the actual budget update reports presented to Cabinet and Council which may indicate different outcomes.
- How absence levels can be an indicator of low morale, pressures and stress, and how the projects within the Programme are helping to raise awareness and reduce those levels.
- Ensuring there are no resource pressures on report authors, which then affects their ability to bring forward items for consideration by Committee within expected timeframes.
- How the Property Team has resource pressures, and the subsequent delays in transferring assets to Parish Councils.

The Committee received and noted these updates and agreed the following:

- That officers be requested to investigate methods for prioritising telephone calls from vulnerable residents and those organisations who assist vulnerable residents.
- That information on the Key Performance Indicators relating to the success of the Digitalisation Programme for Customer Services be circulated.
- That a visit to the new Customer Contact Centre be arranged for members of the Committee.

Update on Resources and Corporate Services Overview and Scrutiny Committee Work Programme 2017-2018

At its meeting on 29th October 2018, the Committee considered an update on the 2017/18 Work Programme and actions previously requested by the Committee.

The Director for Performance, Organisational Improvement and Communications responded to members' questions and comments in respect of the following matters:

- Progress made in respect of the Swindon Programme.
- The delivery of Information Technology systems and the embedding of an improved culture within this delivery programme.
- The programme for developing the skills of managers and aspiring leaders as part of the Council's delivery programmes.
- Work being undertaken as part of organisational management and development to improve culture, service delivery and putting the customer and customer support at the forefront of the Council's work.
- The Council's communications strategy.
- The current status of the Wichelstowe development.
- Support provided to Credit Unions as part of the wider work in respect of debt management advice.

The Committee noted the update.

Digital Strategy Update

At its meeting on 29th October 2018 the Committee considered an update on the Council's Digital Strategy.

The Director of Digital Services and Corporate Programmes responded to members' questions and comments in respect of the following matters:

- The strategy's role, in conjunction with the customer access strategy and supported by an IT Strategy and a cyber protection strategy in enabling the Council to function properly within a changing digital world.
- The challenges faced in modernising the Council's major IT systems.
- Engagement of residents who did not have access to digital services or who preferred to use alternative methods of communication.
- How the Council could learn from other Local Authorities who had trialled new IT technologies and systems.
- How the Council could achieve a better system of data sharing through agreements with its partners.
- The use of information technology to allow staff to be more flexible in working and to maximise the Council's use of resources, including building space.

The Committee noted the update and endorsed the Council's Digital Strategy, and requested that the Director of Digital Services and Corporate Programmes forward to members of this Committee details of any problems regarding the sharing of data arising from the transfer of library services to alternative providers within the Borough.

Consultation / Engagement Strategy

At its meeting on 29th October 2018 the Committee considered a presentation setting out details of the Council's Consultation and Engagement Strategy.

The Director for Performance, Organisational Improvement and Communications and the Head of Communications, Performance and Engagement responded to members' questions and comments in respect of the following matters:

- The Council's Consultation Policy which was due for renewal and how this policy assisted the engagement strategy.
- Anecdotal feedback from Council forums on the effectiveness of current engagement with local residents prior to decisions being made by the Council.
- Engagement with members prior to consultation with local residents and the creation of a new Council Engagement Strategy.
- The results of the Local Government Association Residents Survey undertaken in 2017 which showed that Swindon was broadly in line with the national average in a number of categories including satisfaction with the Council, Trust in the Council, the provision of Value for Money Services, the Council's level of engagement with residents and Residents feeling well informed.
- The suggestion from the Local Government Association Residents Survey that the Council needed to improve its engagement of local residents which to allow them to feel they have influence and to increase the level of trust.
- The methods by which local residents were currently obtaining information from the Council.
- Current forms of public engagement by the Council and how these might be improved.
- The need to keep Councillors fully informed regarding issues within their wards.
- The need to talk to residents at an early stage prior to decisions being made, especially in the climate of scarcer resources being available to the Council, and for residents to see the results arising from any consultation.
- How the Council can engage a wider range of residents across a wide range of issues and maximise the expertise available within the Borough.
- The need for the Council to acknowledge mistakes it makes and for full engagement even on difficult issues in order to build trust.

The Committee noted the presentation.

Draft Capital Strategy

At its meeting on 26th November 2018 the Committee considered the updated 2018 CIPFA Prudential Code which sets out the requirements for a Capital Strategy to be approved by Council before the end of the 2018/2019 financial year. The report included the draft document taken to Cabinet on 17th October 2018 as Appendix 3 to the Budget Management Update report, and also highlighted the key requirements of the Capital Strategy.

The Head of Finance (Deputy S151 Officer) responded to members' questions and comments in respect of the following matters:

- The definition of 'commercial sensitivity' as used within the draft.
- The importance of considering wealth generation and future returns to help improve Swindon, alongside the four priorities set out in the Council Plan 2016-2020.

- How the concept of a 'digital city' has led to a reinterpretation of town centre regeneration in to town-wide regeneration, and the subsequent clarity required on how money is spent within particular budgets.
- How the Council adopting digital changes within its working practices will affect future capital investments and policy development.
- The sufficiency of using the Cabinet Member Decision Note process to approve investment proposals worth less than £10m.
- The lack of member-wide involvement in specialist Cabinet Member Advisory Groups.
- The process of determining members for newly created Boards on projects of significant size.
- The platform provided by the Council to attract external funding for investing in buildings such as the Health Hydro.
- Introducing a weighting on risk factors within the draft to highlight the importance that attracting external funding has in ensuring the survival of heritage buildings in Swindon.
- Whether Cabinet Member Advisory Groups are 'a relevant committee' when considering the effective scrutiny of proposed investments as part of the due diligence process.
- Whether the profit from capital works undertaken by Public Power Solutions are factored in to considerations of its benefit to the Council, the funding provided by the Council for the capital works compared to external funding sourced, and the revenue profit being made by the Council.
- When Whitehall will be imposing prudential borrowing rules in relation to any increase in borrowing for capacity for the housing rent account.
- The frequency of meetings, and the availability of minutes from the Commercial Investment Strategy Board, and the Cabinet Member Advisory Group which scrutinises the Board's decisions.
- The effectiveness of the Community Infrastructure Levy (CIL) from a financial perspective since its introduction, and the possibility of returning to negotiating Section 106 Agreements for all assets required within the Borough including community facilities.

The Committee noted the Draft Capital Strategy and requested that officers investigate the frequency of meetings and the availability of minutes from the Commercial Investment Strategy Board and the Cabinet Member Advisory Group which scrutinises the Board's decisions, and also that officers determine the effectiveness of CIL since its introduction.

Autumn Budget

At its meeting on 26th November 2018 the Committee received a presentation which highlighted the main Autumn Budget announcements that may affect the Council.

The Head of Finance (Deputy S151 Officer) responded to members' questions and comments in respect of the following matters:

- The likelihood of the quoted figures remaining stable following the Brexit vote in December.
- The removal of National Non-Domestic Rates on public toilets, and the possible extension of this to public libraries that would assist with funding shortfalls.

The Committee noted the presentation.

Workforce Modernisation Programme – Leadership and Culture

At its meeting on 26th November 2018 the Committee considered the Council's current programme of leadership development for staff and managers across the Council. The report highlighted how, in order to become a modern, efficient and effective organisation and deliver the ambitious Vision for Swindon set by members for delivery by 2030, the Council requires brave, resilient and connected leaders across all levels of the Council in order to drive the cultural change required.

The Director of Performance, Organisational Improvement and Communications introduced the report and confirmed that the Council had improved its leadership and management development programmes since 2015, and invested significant officer time and resource in to the development of the following four programmes: Swindon Manager; Aspiring Leaders; Future Leaders, and; the Senior Leadership Programme. She referred to staff survey results, which indicate a friendly but ineffective management approach across the Council, and advised that a work stream had been included in the Swindon Programme to address this perceived deficit in management competency. The Committee also noted that the programmes ensure staff are supported in updating their skillsets as the requirements of local authorities shift.

The Committee then received a presentation from the Organisational Development and Learning Development Lead Officer on the Council's approach to making sure it has, and continues to develop, the skills set needed for modern, effective and efficient management and leadership. She highlighted the following points:

- That business research continues to reaffirm that the biggest driver of organisational performance and employee engagement is line management behaviour.
- That peer reviews and consultancy feedback have indicated that the Council needs to focus on performance, and equip leaders to rise to the challenge of delivering public services in a decreasing budget context.
- How the Swindon Manager programme assists managers to manage themselves, people, activities, and partnerships and relationships. Each has competencies specified within them, linked to the performance framework cycle.
- How the Aspiring Leaders programme runs for four months, and has two cohorts of 16 per year. The Committee noted that all employees are eligible for this programme, which is internally facilitated and has both theoretical and practical components set by one of the Swindon Programme Boards.

- How the Future Leaders programme runs for nine months, and has one cohort of 16 per year. The Committee noted that the programme is open to middle management level or above, is accredited, and has both academic and practical components set by the Corporate Management Team.
- How both the Future Leaders and Aspiring Leaders programmes have an application process, coaching and psychometrics, and real business challenges.
- How officers have worked closely with stakeholders to design the Senior Leadership Programme, in collaboration with Footdown.
- The robust evaluation of the programmes, including with Bath Spa University as an independent academic partner.

The Director of Performance, Organisational Improvement and Communications responded to members' questions and comments in respect of the following matters:

- The criteria used to determine the appropriateness of an organisation, in terms of officers working with them on a temporary basis as a developmental opportunity.
- The competitive application process undertaken by those applying for the programmes.
- Ensuring trust in the programmes where there may be a negative perception amongst staff surrounding the unsuccessful completion of a course.
- How psychological and philosophical ideas differ amongst people, leading to multiple understandings of how to achieve results, and how this affects the choosing of learning paths as a result.
- The assessment of a person's capacity to undertake the demands of a given programme alongside daily workload pressures, and their self-discipline for completing learning tasks.
- The inclusion of specific training and development for social workers in children's and adults services, given the current problems of recruitment and retainment in this area.
- How confidence is encouraged in those staff members undertaking the programmes to ensure they feel they have made the right choice.
- The efforts being made to resolve the issue of staff finding they are unable to put in place what they have learnt from the programme, and who could also be viewed as a threat to their own leadership.
- Plans for improving the training and developmental offer to councillors.
- The qualitative evaluation of changes to behaviour as a result of having completed a programme.
- The promotion of the training and developmental offer at the Council as part of the recruitment process.
- How the current four programmes on offer differ from previous programmes run by the Council, and how they will elevate the organisational level.
- The use of the 'intend to' model of leadership within the programmes.
- The processes in place to help staff members who have been pushed to become a manager, but wish to return to being non-managers, and how those in non-management positions can be recognised and rewarded for doing a good job.

- The need for cross party support to improve the training opportunities for councillors to help them undertake the roles and responsibilities of the post, recognising that Council officers may not be viewed as the most appropriate trainers.
- The effectiveness of circulating presentations, like the one delivered by the officer at this meeting, for discussion at political group meetings which may help raise awareness of topics and improve the natural demand for being 'kept up to speed'.

The Committee noted the planned rationale, content and delivery of the Council's leadership development programmes.

Outcomes from the latest Local Government Association (LGA) Peer Review

At its meeting on 16th January 2019, the Director of Digital Services and Corporate Programmes updated the Committee on the recent LGA visit to the Council on 10th and 11th December 2018. He stated that the peer inspection centred on the Council's Transformation Plan and that the Council was awaiting feedback from the LGA in the near future. The Committee requested that a report with the LGA's findings be submitted to a future meeting.

Fair Funding Review and Business Rates Retention

At its meeting on 16th January 2019 the Director of Finance gave a presentation to the Committee on the Fair Funding Review and Business Rates Retention and explained that the subjects were interlinked. He drew the Committee's attention to the following:

- The Ministry of Housing, Community and Local Government (MHCLG) and the Local Government Association (LGA) were conducting workshops to understand better the impact of the review on local governance nationally.
- Council funding from 2020 would be driven by:
 - a) the spending review by the Government to determine the budget for MHCLG future financial years;
 - b) the introduction of 75% business rate retention; and
 - c) the results of the Fair Funding consultation. This had looked at the local authority's 'need to spend' on public services which covered key cost drivers including population, deprivation and rurality.
- Service-specific formulae for adult social care and children's services.
- The overarching methodology that determined how much funding each authority received each year was introduced over ten years ago and had not been updated since funding baselines were set at the start of the 50 per cent business rates retention scheme in 2013/14.
- The Government undertook the Fair Funding Review to update the needs formula and set new funding baselines for the start of the new 75 per cent business rates retention scheme from April 2020.

- Further technical papers were planned for spring and summer 2019 to develop and consider relative needs, resources and transition, with the new arrangements coming into force in April 2020.
- The Business Rates Levy paid by the Council for business rate growth. This was also being reviewed by the Government.
- The discussions being undertaken regarding the proposal to deal with the risks relating to business rates appeals nationally.

The Director of Finance responded to members' questions and comments in respect of the following matters:

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

The Committee noted the presentation.

Progress towards the Council's Visions, Priorities and Pledges

At its meeting on 4th March 2019 the Committee considered the progress being made towards the Council's Vision, Priorities and Pledges which included:

- That the Pledges had been refreshed at the end of 2018 and agreed by Cabinet.
- That the number of Pledges had reduced from 30 to 26, due to some having been completed and others having been changed.
- Responsible officers across service areas provide monthly updates, used to populate scorecards. Directors discuss these at Corporate Management Team meetings, and the information is also provided to Cabinet Members for Leadership Advisory Group meetings.
- Overall progress against the Pledges is made available on the Swindon Borough Council website.

The Policy, Performance and Research Officer responded to members' questions and comments in respect of the following matters:

- Potential future additions to the report, including: identifying what resources are being used to deliver Pledges; future resource implications; a sense of where pinch points are; where delivery on Pledges is falling behind or moving ahead; and, how concerns are being addressed.

- Projects indicated within the report as currently being on track and which have previously had delays and amendments, such as the Bus Boulevard, Aspen House and Kimmerfields.
- How the responsibility for delivering Priority Three (Ensuring clean and safe streets and improving public spaces) has mostly been devolved to Parish Councils.
- The strategy for capitalising upon and enhancing the value of the land owned by the Council, particularly in the town centre, to attract investment and income.
- The importance of members of the Heritage Zone Board knowing the content and value of assets to attract borrowing and investment.

The Committee noted the report and asked that it be brought to the attention of the Chairs of the Overview and Scrutiny Committee's for potential inclusion in their Work Programmes for the 2019/2020 Municipal Year.

Summary

The Resources and Corporate Overview and Scrutiny Committee had a comprehensive and wide-ranging Work Programme for the 2018/19 year and it achieved its aims as set out at the beginning of the year. Through its work it supported members in having a better understanding of the pressures facing the Council in the context within which the Council operates.