

Council

Thursday, 23 January 2014

**BACKGROUND REPORTS RELATING TO MINUTES
RESERVED TO COUNCIL FOR DECISION UNDER
THE COUNCIL'S MANAGEMENT SCHEME**

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Budget Management 2012-13 and Draft Budget 2013-14

Cabinet

Date: 11th December 2013

Authors:	Cabinet Member for Finance and Board Director Resources
Wards:	All
Locality Affected:	All
Parishes Affected:	All

1. Purpose and Reasons

- 1.1. This report sets out the latest projected out-turn for 2013-14, the draft Budget proposals for 2014-15 and the context for the Council's Medium Term Financial Plan.
- 1.2. The Council's Constitution states that the Cabinet will publish initial Budget proposals no later than 2 months before the Budget is adopted.
- 1.3. The effective management of financial resources through robust financial management processes underpins the Council's ability to achieve its strategies, plans and priorities, including the corporate objectives.

2. Recommendations

In respect of the 2013-14 projected out-turn, Cabinet is requested;

To note:-

- 2.1. The Projected Out-turn By Service 2013-14 as set out in Appendix 1 and the projected in-year General Fund underspend as summarised in Table 1 and noting in particular;
 - 2.1.1. That officers expect to be able to manage the Council's in-year finances within the 2013-14 Budget and that there is no need to make an allowance in the 2014-15 Budget to replenish General Reserves; and
 - 2.1.2. The in-year financial forecasts for the Housing Revenue Account and Dedicated Schools Grant.
- 2.2. To approve:-
 - 2.2.1. The proposed virements set out in Appendix 2;
 - 2.2.2. That, in response to Minute 22 of Council (2013-14), up to £20k should be released from the Council's Corporate Contingency Fund to be spent on exploring the feasibility of a solar sound barrier along the A419.

In respect of the 2014-15 Budget, Cabinet is requested;

- 2.3. To note:-

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- 2.3.1. The financial implications of those proposals set out within Appendices 3 and 4 and which either result from decisions taken by Cabinet at previous meetings or which have been submitted to Cabinet earlier on this agenda and which, if approved, will be progressed to implementation;
 - 2.3.2. That the Local Government Finance Settlement for 2014-15 has yet to be published and therefore the funding assumptions in this report contain levels of uncertainty;
 - 2.3.3. The current gap between the assumed funding levels for 2014-15 and the current proposed cost of services set out in Table 3 and that work is continuing to identify further options to close this gap for consideration by Members once actual funding levels are confirmed and before the Final Budget is recommended to Council in February 2014;
 - 2.3.4. That the current draft proposals assume a level of contingency of £1.62m and that Council will need to take a view on the level of contingency it should hold to support the 2014-15 Budget in February 2014, based on the advice of the Section 151 Officer at that point;
 - 2.3.5. That severance payments in line with existing policy will be made to those individuals affected by the Budget proposals and that these will include payments to partner and external organisations where the payments will result in on-going savings for the Council;
 - 2.3.6. That the impact on minority groups has been considered for all savings proposals and a full diversity impact assessment has been undertaken where an impact was perceived;
 - 2.3.7. The work that is progressing on the 2014-15 Budgets for the Housing Revenue Account and the Dedicated Schools Grant;
 - 2.3.8. That a cost pressure of £1m has been included within the Draft Budget for 2014-15 to cover the cost of new borrowing to support capital expenditure that is being incurred in 2013-14 and the likely amount required for 2014-15 (subject to Members' decision on new schemes in February 2014) plus additional financing costs for new longer-term borrowing costs which are currently being financed through cheaper short-term loans.
 - 2.4. To recommend that Council agrees at its meeting on 23rd January 2014 that the Council Tax Support Scheme adopted by Council for 2013-14 should continue unchanged throughout 2014-15;
 - 2.5. To agree:-
 - 2.5.1. That consultation with service users, staff and other stakeholders on the detailed Draft Budget proposals affecting front-line services set out in Appendix 4 that have yet to be approved by Cabinet should commence,

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with feedback to be considered by Cabinet at its meeting on 6th February 2014 in advance of proposing the 2014-15 Final Budget to Council;

- 2.5.2. The passporting of £75k of Council Tax Support Grant from the Borough Council to parishes in 2014-15;
- 2.5.3. The proposed 2014-15 Fees and Charges set out in Appendix 5;
- 2.5.4. That at this stage the minimum level of General Reserves should be maintained at £5m, acknowledging that a decision on the level to be held to support the 2014-15 Budget will be taken in February 2014 with full knowledge of the details of the Local Government Finance Settlement and known risks at that time;
- 2.5.5. That £140k is set aside from the existing one-off Community Enterprise Fund, that was set-up to support local community initiatives in support of the Stronger Together programme, to act as an innovation fund which Ward Members could spend in their local area to support community capacity building activities;
- 2.5.6. The allocation of one-off funding from specific Council reserves set out in Table 4 to support the implementation of 2014-15 Budget proposals, noting that some of this funding will need to be spent in the 2013-14 Financial Year;
- 2.5.7. That officers be authorised to implement as soon as practicable those proposals for the 2014-15 Budget that represent efficiency measures, including those impacting on staff;
- 2.5.8. That the Board Director, Service Delivery, in consultation with the Cabinet Member for Highways, Strategic Transport and Leisure be authorised to enter into and conclude negotiations with Halcrow (CH2M), the current provider of Highways and Transport Consultancy services to the Council, for the extension of the existing contract for these services for a period of up to 12 months beyond the current contract expiry date of June 2014 and that the Director of Law and Democratic Services be authorised to enter into any relevant agreement or documentation on such terms and conditions as he considers necessary to protect the Council's interests.

3. Projected Out-turn 2013-14

General Fund

- 3.1. The expected out-turn position on Council services as at the end of October 2013 is a projected underspend of £318k, a worsening of £162k since the October Cabinet meeting. The main reason for the worsening is due to the increasing cost of Children's care costs as a result of a national spike in the number of young people requiring support.

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- 3.2. A summary of the projected out-turn by Department is set out below with full details and an explanation of variances by Service in Appendix 1.

Table 1 – Projected Out-turn By Department

Department	Budget 2013-14 £'000	Full-Year Projected Out-turn £'000	Projected Variance £'000	Movement since last report £'000
Chief Executive	1,548	1,518	(30)	(30)
Resources	360	125	(235)	(190)
Corporate	(10,504)	(10,821)	(317)	(67)
Commissioning	92,818	93,332	514	349
Service Delivery	63,818	63,568	(250)	100
Total General Fund	148,040	147,722	(318)	162

- 3.3. The starting position for the 2014-15 Budget is the current year's Budget for 2013-14. As the current forecast assumes that services will be delivered within Budget, no allowance needs to be made within the 2014-15 Budget to restore General Reserves to their minimum level.

- 3.4. Since the last report, there have been some virements to reflect changes to the allocation of costs across business units. Members are asked to agree these virements as set out in Appendix 2.

4. Council Tax Support

- 4.1. The Government's revised approach to Local Council Tax Support was introduced as part of the Welfare Reforms in 2013-14. The aims of the Welfare Reform Act 2012 are to reduce expenditure on Welfare, ensure families in work are better off than those on benefits and give greater local choice. As part of the changes, the national Council Tax Benefit scheme was abolished and the Council set its own 'Local Council Tax Support scheme' which was approved by Cabinet and Council in December 2013, following a wide consultation that included writing to all Benefits recipients. Councils are required to approve any amendments to the scheme by January each financial year. Rather than introduce further significant disruption to services and claimants by considering changes to the scheme at this early stage, Cabinet is asked to recommend to Council at its meeting on 24th January 2014 that the scheme continues unchanged during 2014-15.
- 4.2. Members will recall that the changes implemented for 2013-14 reduced the on-going level of Council Tax income for all billing and precepting bodies including parish and town councils and that part of this funding was replaced by a Government grant. The Council determined not to pass any of this grant to parishes as part of the 2013-14 budget. Subsequently, on 7th November

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2013, Council agreed a Motion that the decision not to pass on Council Tax Support grant to parishes should be reconsidered in the current year and at least 50% should be allocated in 2014-15 (Minute 61 of Council). To mitigate, in part, the effect on parishes, Cabinet Members have indicated that they are minded to recommend passporting £75k of grant funding to parish and town councils for 2014-15, representing 50% of the estimated grant to be received.

Solar Sound Barrier

- 4.3. Minute 22 of Council and Minute 46 of the Cabinet (2013/14) approved that a cross party Working Group should be established to development of an outline business case in relation to a solar sound barrier pilot scheme along the A419 trunk road and report its findings to the Cabinet by the end of the current Municipal Year 2013/14.
- 4.4. In order to advance this work, it is necessary to secure specialist external expertise from both Swindon Commercial Services Ltd and other parties. Officers are currently in the process of procuring the work required and Members are asked to approve that up to £20k can be released from the Council's Corporate Contingency Fund to progress this work.

Housing Revenue Account (HRA)

- 4.5. The HRA is currently forecasting an underspend of £333k. Previously an overspend of £150k was being reported against void property expenditure, however in recent months the Housing Repairs team have been working hard to bring the cost back within budget. Savings are now being forecast which relate to vacant posts within the HRA of approximately £150k. Further savings have come from a more robust review of budgets, which has identified additional savings relating to IT requirements and estate management.
- 4.6. The current level of rent arrears for 2013-14 as at week 31 is £720k (3.0% of rent due) compared to £637k (2.6% of rent due) at the same point last year, an increase in rent arrears of £83k or 0.4%. Officers are continuing to monitor the position closely.

Dedicated Schools Grant (DSG)

- 4.7. The Schools Budget is entirely funded by Government through the Dedicated Schools Grant (DSG). The total DSG for 2013-14 is £145.4m subject to in year recalculations of the early years element which is now linked to participation. In accordance with the Department for Education's (DfE's) school funding reform programme the majority of funding has been delegated to Schools and Academies. However, the Local Authority (LA) now retains a higher proportion of funding for Special Educational Needs (SEN) pupils which is paid over to specialist settings both within Swindon and outside the Borough, based on actual occupancy and the needs of individual pupils. The LA also retains funding for in year school expansion costs and nursery

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education, which is paid over to early years settings based on actual occupancy. The total of the 2013/14 retained budget approved by the Schools Forum is £26.7m.

- 4.8. From the start of this year, the scope of the DSG was expanded to include funding previously allocated to Local Authorities in the Early Intervention Grant to meet the costs of providing free nursery places for the Borough's 20% most disadvantaged 2 year old children. Initial forecasts were that costs would be considerably lower than the funding allocation, which included a relatively generous element for trajectory building, and £1m was reallocated to meet a post 16 high needs student cost pressure estimated at £1m arising from a new responsibility to fund provision in Further Education Colleges and Independent Specialist Providers. Latest indications are that spending on disadvantaged 2 year old nursery provision will be higher than anticipated by £0.31m. Fortunately, the anticipated cost of meeting the LAs new post 16 responsibilities is £0.29m lower than was initially estimated, although students may yet join courses which will commence this year. Overall projections at this stage are that across these two new areas of responsibility spending will be contained within the available budget.
- 4.9. Based on the latest information available the cost of external high need placements will be lower than the budget by £0.26m, although extra spend of approximately £0.15m will arise as pupils previously placed out of Borough are now in specialist settings in Swindon for which top up funding will be payable to the schools which take additional pupils. The LA is forecasting that the value of pupil based funding recouped from schools for excluded and dual registered pupils will be significantly higher than the budget. However, this is likely to lead to increased spending by the Education Other Than at School (EOTAS) and Tuition Services to meet the needs of additional pupils. Across the overall retained budget a net underspend of £0.30m is forecast at the end of October. A further update will be provided to the 21st January 2014 Schools Forum.
- 4.10. The DSG is a ring-fenced grant and local authorities are allowed to overspend their DSG allocation, with that amount being the first call on the DSG received in the following financial year. Underspends on the DSG must be carried forward for distribution subject to annual discussions with the Schools Forum. Proposals on how the projected underspend could be allocated in 2014/15 will be reported to the Forum in January and March 2014.

5. Budget Overview 2014-15

- 5.1. The 2014-15 Budget will be the fourth annual Budget set within the context of the current Coalition Government-led measures to reduce the country's borrowings. The level of funding reductions continues to be very challenging, with headline expected reductions in Government grant of 10% next year and, according to some respected commentators, for some years to come. Within that context, the Council is continuing to develop a very different model of

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service provision, which is being delivered through its six change programmes, to implement the Council's corporate priorities.

- 5.2. Building on the Council's agreed Stronger Together operating model, the 2014-15 Budget has a key theme of supporting people and communities to become more resilient and less reliant on Council services. Services continue to be reconfigured to give them a whole-system focus, with a shift away from single-service silos.
- 5.3. The Council decision to bring most of the services formally operated by Swindon Commercial Services Limited back into the Council on 1st November 2013 has been a key contributor to the 2014-15 Budget, with a number of proposals affecting services formerly managed by the limited company.

6. Funding Assumptions 2014-15

- 6.1. The local government funding system changed significantly for 2013-14 and less change is expected for 2014-15, bringing slightly more certainty to budget planning. Although the Government published indicative funding levels for 2014-15 and 2015-16 in the summer, the Local Government Finance Settlement has yet to be published at the time of printing this report and therefore the funding assumptions in the table below are estimates based on the high level information available.

Table 2 – Assumed Funding Changes 2013-14 to 2014-15

Description	Estimated Change in Funding (£'000)
Assumed reduction in General Grant	-4,100
Assumed net change in Education-related specific grants affecting the general fund resulting from a range of school funding reforms, most particularly the Education Services Grant (formerly the Local Authority Central Services Equivalent Grant (LACSEG))	-80
Net changes in Specific Grants (assumes Health Transfer Grant cost neutral after new responsibilities)	-24
Increase in Council Tax Income from growth in households	+945
Reduction in Council Tax Collection Fund Surplus	-145
Assumed Change in Base Budget Funding	-3,404

- 6.2. The current working assumption is that there will be no increase in Council Tax for 2014-15, although a final decision will need to be taken by Members at the February 2014 Council meeting. However, an increase in overall Council Tax income of nearly £0.8m has been assumed, linked to an anticipated rise in the tax base through a growth in household numbers (from 65,420.8 in 2013-14 to 66,245.8 in 2014-15, generating an extra £945k for the Borough

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Council) and a minor reduction in the level of Collection Fund Surplus (reduction from £2m for the Borough Council share in 2013-14 to £1.855m in 2014-15).

- 6.3. From 1st April 2013, local authorities have been passed additional risks and opportunities around retention of Business Rates within their areas. This includes the impact of appeals against rating valuations going back over many years, which are impossible to predict with any degree of accuracy. In this context, a specific reserve was created alongside the 2014-15 budget to cover the risk of future funding fluctuations. The latest indications are that income from Business Rates to support the Council's Budget is likely to be £28.7m, in line with that for 2013-14, which includes a surplus above the base-line of £450k. The total level of Business Rates income collectable is around £103m and Members are asked to note that around 5% of this is currently subject to an appeal and therefore this brings additional uncertainty in projecting accurately income levels for future years. The Board Director Resources will advise on the latest estimate of business rates to be collected as part of the February Budget report.

7. Draft Budget 2014-15

Process and Themes

- 7.1. As stated in December 2012's Cabinet draft budget report, recognising the scale of funding reductions facing councils in 2014-15 and the medium-term, there is a need to continue to reshape Council services in a way that enables them to be sustainable with less funding. This has led the Council to continue taking a much stronger "whole-Council" approach to the Budget setting process, with proposals for 2014-15 augmenting the work that was commenced for the 2013-14 Budget round. The process has been much more strategic, with a move towards a more "Stronger Together" approach. The key strategies to balance the 2014-15 Budget include the following:
- A strategic commissioner focus, with a number of more significant changes realising substantial savings rather than the more traditional small-scale "salami-slicing" seen in previous years;
 - Staffing restructures have been focused much more on whole-Council resources working across individual services, recognising the scope for economies of scale by bringing similar activities together, especially in relation to the re-integration of services formerly operated by Swindon Commercial Services Limited;
 - Taking a wider whole-Council approach to the demand management of services to vulnerable people rather than seeing this as an issue solely for Children and Adult Services to respond to. This has and will continue to involve reshaping Council services to support people within Swindon to live much more independently and be less reliant on the Council providing high-cost solutions; and

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- Building local capacity and working with communities for longer-term local benefits.

Proposed Budget 2014-15

- 7.2. The detailed Draft Budget proposals for 2014-15 are set out in Appendix 4. Based on the current funding assumptions summarised in Table 2 above, a gap still exists between the cost of services set out in the Draft Budget and the assumed level of funding available. This is set out in Table 3 below.

Table 3 – Current Level of Assumed Funding Gap

	Net Change	Assumed Funding Reduction	Total
	£'000	£'000	£'000
Cost Pressures	9,546	4,483	14,029
Savings/ New Income	-11,733	-1,079	-12,812
Estimated Gap before Council Tax Freeze Grant or Council Tax Increase			1,217

- 7.3. To date, £12.8m of savings proposals and new income have been identified and further work is continuing to balance the 2014-15 Budget pending confirmation of the final funding levels. An update on funding levels and savings identified will be provided at the meeting. A significant proportion of the savings have been generated by the service areas that are the focus of the Council's major change programmes together with stream-lining opportunities that have arisen from the reintegration of services formerly provided by Swindon Commercial Services Limited back into the Council.

Council Tax

- 7.4. The current Draft Budget proposals and funding assumptions allow for no additional income from Council Tax as this is an area of consideration for Members over the coming weeks.
- 7.5. Although no formal statement has been received from the Government over funding levels for 2014-15, in the consultation guidance issued earlier in the year it is suggested that the Government is minded to offer councils a further Council Tax Freeze grant similar to that payable in previous year. On this basis, it is expected that a grant equivalent to a 1% Council Tax increase will be paid for two years should councils freeze Council Tax levels for 2014-15. For Swindon Borough Council, this equates to £750k per annum. The guidance also suggests that the grant payable for previous year's freezes will also be built into future formula grants rather than being discontinued.
- 7.6. Councils are currently permitted to increase Council Tax by up to 2% without undertaking a referendum to seek support for an increase above this level.

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For Swindon, an increase of just below 2% would generate £1.473m in 2014-15, instead of the £750k freeze grant value. Over a two year period, the difference in the level of income generated from a 1.94% Council Tax increase compared to accepting a 1% Council Tax Freeze Grant is £2.229m.

Table 4 – Comparison of income generated from Council Tax Freeze Grant and an increase in Council Tax Level

	2013-14	2014-15	2015-16	2 Year Total
	£'000	£'000	£'000	£'000
<i>Base-line CTax Income after Tax Base growth</i>	74,979	75,925	76,965	
2014-15 CTax Freeze Grant		750	750	1,500
2015-16 CTax Freeze Grant			759	759
1.94% CTax Increase pa		(1,473)	(3,015)	(4,488)
Extra from a Council Tax Uplift				2,229

- 7.7. A 1.94% Council Tax increase equates to an average increase of £0.43 per week (£22 per annum) per Band D household not in receipt of Council Tax Support. Swindon Borough Council's Council Tax charge is currently slightly below average when compared to unitary councils nationwide and is 7% lower than neighbouring Wiltshire Council's. Although the Government has offered grant to incentivise councils to freeze tax levels for the last 3 years, 15% of councils increased Council Tax in 2012-13, rising to 41% in 2013-14. That proportion is expected to increase again for 2014-15.

Debt Charges

- 7.8. One of the significant cost pressures included in the detailed proposals set out in Appendix 4 is £1m of new debt charges. This is to cover the cost of new borrowing to support capital expenditure that is being incurred in 2013-14 and the likely amount required for 2014-15 (subject to Members agreeing the level of new schemes in February 2014) plus additional financing costs for new longer-term borrowing costs which are currently being financed through cheaper short-term loans. In recent years, the cost of short-term borrowing has been exceptionally low compared with historic trends. In order to protect the Council from significant cost pressures in later years as borrowing costs return to a more "normal" profile of short and medium-term rates, the Council needs to borrow on longer-term rates which will give a more balanced profile of loan maturity dates.

Tender Time-Line and Halcrow Contract

- 7.9. As part of the on-going work to reintegrate services, work will be undertaken in the coming months to review the cost effectiveness of services and consider whether any work should be subjected to a future tendering strategy. Whilst

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this work is undertaken and to avoid transferring simple savings opportunities to external providers, it is recommended that officers do not proceed to market for services until efficiencies have been driven out internally. Within this context, the tender time-line agreed by Cabinet in June 2011 (Cabinet Minute 10, 2011/12 refers), may no longer offer the best route to securing value for money. A revised time-line will therefore be presented as part of the final Budget report in February 2014.

- 7.10. In the meantime, the existing contract the Council has with Halcrow (now CH2M) for the provision of highways and transport consultancy services is due to expire in June 2014. In order to allow time for the operational highways services to be integrated successfully back into the Council and a future service strategy to be developed that covers both the operational work as well as the consultancy services to be formulated, Members are asked to agree that officers can enter into and conclude negotiations with Halcrow for the extension of the existing contract for a period of up to 12 months.

One-Off Funding

- 7.11. The Council's financial strategy for a number of years has focused on the early delivery of savings in order to create in-year underspends to allow a fund to be built up to cash flow the implementation costs of future savings. It is proposed that the following new one-off funding is approved from this source in order to allow the full implementation of the savings assumed in the Draft Budget for 2014-15. Members are asked to note that some of this funding will need to be incurred during 2013-14 in order for some savings to be implemented by 1st April 2014.

Table 4 – One-Off Funding

Description	One-Off Funding £'000
Implementation costs for changes to the Green Waste service	200
Cashflowing the purchase of wheeled bins to be received from charges to service users (subject to Cabinet's decision elsewhere on the agenda)	261
Additional legal and other professional costs to enable the transfer of Leisure and Golf assets to an external provider and wider work undertaken to realise savings in 2014-15 within Leisure and Culture	100

- 7.12. The Council currently holds a Community Enterprise Fund containing £500k of one-off funding that was set-up to support local community initiatives in support of the Stronger Together programme, to act as an innovation fund which Ward Members could spend in their local area to support community capacity building activities. Linked to the work that has been started by the Council's Locality Team, the Corporate Governance Review Working Group

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supported a proposal that some of this funding is set aside to pump-prime activities. Members are therefore asked to approve that £140k is released from the Community Enterprise Fund to be prioritised with local areas for this purpose. The design of how the fund will work will be developed through the Corporate Governance Working Group, ready to take effect from 1st April 2014.

Contingencies and Risks

- 7.13. The draft Budget incorporates a number of assumptions in terms of likely levels of expenditure and income in future years. The significant level of savings being driven out to balance the Budget means there are inevitably a number of risks inherent in the proposed Budget.
- 7.14. Each of the savings proposals put forward as part of the Budget setting cycle has been individually risk assessed and the levels of contingency built into the proposed Budget for 2014-15, alongside the level of general and earmarked reserves, reflect the overall potential risk identified at this stage associated with delivering the Budget proposals. The key material risks are as follows:-
- 7.14.1. Solid Recovered Fuel (SRF) / Refuse Derived Fuel (RDF) operating costs have high levels of volatility depending on when the dryer element of the facility becomes operational. It is currently anticipated that the dryer will be fully operational by 1st April, 2014. Each month's delay will add around £100k to net operating costs in 2014-15. The figures are based on an assumed level of SRF gate fee, which is currently being procured, for the disposal of the material coming out of the plant. For each £10 variance in the cost per tonne, operating costs will change by around £400k pa in 2014-15. As production at the plant increases in future years this variance would be up to £600k p.a. when the plant is fully operational;
- 7.14.2. Income due from external wholly-owned companies;
- 7.14.3. The rising cost of Children's Social Care due to an increase in the number of children requiring support nationally;
- 7.14.4. The results of the tendering process involving the Council's Leisure and Golf facilities will not be fully understood until after the budget is set by Council in February.
- 7.15. As a result, the draft proposals include contingencies against general and specific risks totalling £1.62m. This level will be reviewed as part of the final budget proposals.
- ## Equalities and Diversity
- 7.16. Achieving equality and diversity underpins the Council's aim of providing high-quality services, which reflect and support the needs of the wider community. Swindon Borough Council is committed to eliminating discrimination and promoting best practice in all areas of its work and the 2014-15 Budget has

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been prepared with this in mind. As part of the process to draw up budget proposals for 2014-15, each Director and Head of Service has considered equalities and other risk issues, including community safety, both in respect of investment and reductions in spend. Where it is perceived that a proposal impacts on a particular minority group, a full diversity impact assessment has been undertaken.

Fees and Charges

- 7.17. One of the key themes that emerged from the consultation process undertaken in September 2011 was a desire to focus discretionary funding on areas where they will have the biggest impact and to offer subsidies to those most in financial need. Incorporating this approach in the proposed fee structure will ensure that services accessed by a minority of service users will not typically be heavily subsidised in future.
- 7.18. Most charges will be increased in line with inflation but Members are asked to approve those that will receive a higher level of increase set in Appendix 5. The main area where it is proposed that charges are increased by more than the level of inflation is in respect of short-stay car parking charges. In order to maintain charges at ten pence intervals, the short stay charges are increased every three years. 2014-15 is a year for a triennial increase and therefore it is proposed that a number of short-stay charges are increased by 11.1%, reflecting three years' worth of inflation. The longer stay charges are unaffected by the inflationary increases proposed.

General Reserves

- 7.19. The Comprehensive Performance Assessment 'rule of thumb' introduced for 2003-04 suggested that a level equivalent to not less than 5% of net revenue expenditure excluding School budgets should be considered, unless there is a formal risk assessment, which would justify a lower level. This implies a level of around £7m for Swindon, assuming a small reduction in the Net Budget for 2014-15.
- 7.20. Despite the significant level of savings identified since 2006-07, the Council has not overspent and is on track to deliver the Budget in the current year despite the challenging financial climate. Protection against budget risks is also provided through earmarked reserves and contingencies.
- 7.21. At present, the Council is holding general reserves of £6m. A decision will be taken in February 2014 over whether to maintain this for 2014-15 with the full knowledge of the local government finance settlement and the level of other risks being faced at that time.

Severance Costs

- 7.22. In recent years, the level of severance costs resulting from the annual Budget rounds have been in the region of £1m per annum and this sum has been built into the base budget. For this year, some of the changes being proposed affect staffing levels within our partner organisations and other external organisations as well as within the Council and it is expected that the total

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payments to staff to effect the proposed changes will exceed £1m. It is proposed that any shortfall in the £1m base budget for this purpose is met from the £1m specific reserve being held to meet future severance costs and that this reserve is topped up from any underspend in one-off resources in the current year.

Housing Revenue Account (HRA)

- 7.23. The 2014-15 HRA Budget will be considered by the Housing Advisory Forum on 23rd January 2014, and Cabinet on 6th February 2014. The draft budget is based on rent increases moving towards rent convergence targets, which, after funding the revenue costs of providing services to tenants, creates a surplus available for capital investment. There are a number of choices for Members around the level of debt repayment or new borrowing, specific rent levels and capital programme spend which will be informed by the 30-year business plan to ensure the budget is sustainable over the longer-term.

Dedicated Schools Grant (DSG)

- 7.24. The Local Authority (LA) reported indicative 2014-15 DSG funding assumptions to the Schools Forum in October although changes arising from the Department for Education's (DfE's) school funding reform programme mean that final figures will not be released by the DfE until the end of March 2014. In previous years, the overall level of DSG received was largely determined by a single calculation of the number of early years and school age pupils at a single census date and could therefore be estimated with a relatively high degree of certainty. The grant is now based on 3 separate calculations. The Early Years and Schools Blocks are still based on census data although the value of the Early Years element is now based on 2 census dates and is subject to an in year adjustment which could be an increase or decrease depending on local participation rates. LA estimates are that the Schools Block grant will be £113.722m whilst the Early Years block grant will be £10.607m
- 7.25. The main area of uncertainty is in the High Needs Block, which now includes funding allocated to the LA to meet post 16 provision for Special Education Needs (SEN) students in Further Education Colleges and Independent Specialist Providers. Over recent years Swindon has experienced significant increases in demand for SEN places at specialist settings and this is expected to rise again next year as an additional 22 places are forecast in Special Schools and Special Resource Provisions. The DfE has yet to agree the national value of high needs funding for 2014-15 and guidance is that LAs should plan on the assumption that next year's High Needs Block grant will be at the same level as the current year although grant adjustments may be made towards the end of March following a review of demand. Given that Swindon was detrimentally affected by the introduction of a national funding formula for post-16 high needs funding by approximately £0.7m when 2013-14 DSG allocations were agreed, uncertainty in this area for 2014-15 makes

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financial planning very difficult. The LA is estimating that the High Needs Block grant will be £22.551m.

- 7.26. The total DSG for 2014-15 is estimated at £146.880m although it is important to recognise that the three blocks are not individually ring fenced and it is for LAs in consultation with their Schools Forums to allocate funding to meet the needs of their pupils and students. The LA commenced a series of consultations with schools and other providers in September in order to agree how best to implement further changes required to comply with the DfE's school funding reform programme which include options to refine local funding formulas and on how pupil growth should be allocated to mainstream schools and Academies. The LA is also committed to the introduction of a simplified funding formula for all high need settings and further consultation events are scheduled during November and December 2013.
- 7.27. The LA must agree 2014-15 mainstream school and Academy funding allocations by the 21st January 2014 and for early years and specialist high needs settings by the end of March and updates will be provided to the 21st January 2014 Schools Forum. It is recognised by DfE that implementing formula changes will inevitably result in the redistribution of funding across schools although the Minimum Funding Guarantee requirement will provide a degree of protection by limiting individual schools from losing more than 1.5% of funding per pupil in 2014-15. No such protection is however available for early years or post 16 providers and it is probable that lower levels of protection will be in place for mainstream schools from 2015-16 onwards.
- 7.28. It is relevant to note that the DfE are committed to the introduction of a new national fair funding formula for mainstream schools in 2015-16 although details have yet to be proposed. This could result in DfE implementing a new formula for the distribution of DSG to local authorities or DfE actually determining the level of funding allocated to individual schools and Academies thereby bypassing the role of the LA and Schools Forum in managing the local fair funding formula. Historically the level of DSG per pupil received by Swindon has been significantly lower than the national average and it is possible that this could change when a national formula is introduced.

8. Alternative Options

- 8.1. The full range of options is set out in the body of the report.

9. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 9.1. Where there are financial implications these have been reflected in the body of the report and in the appendices.

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Legal and Human Rights Implications

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

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

- 9.3. There are no such direct implications.

Diversity Impact Assessment

- 9.4. A Diversity Impact Assessment (DIA) have been produced for each of the savings proposals that could impact on minority groups. These will be published on the Council's Internet alongside the Cabinet papers.

10. Consultees

- 10.1. The Board Director Resources (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted on all reports.

11. Background Papers and Appendices

Appendix 1 – Projected Out-turn By Service 2013-14

Appendix 2 – Virements 2013-14

Appendix 3 – Draft Budget 2014-15 – Summary of Proposals

Appendix 4 – Draft Budget 2014-15 – Detailed Proposals

Appendix 5 – Proposed Increases in Fees and Charges with effect from 1st April 2014

12. Key Decision/Decision in Forward Plan

- 12.1. This is a key decision and is included in the Cabinet Work Programme and Forward Plan for December 2013.

Budget Management 2013-14 - Projected Out-turn By Service

Appendix 1

Fund	Department	Service Area	Budget 2013/14 £'000	Full-Year Projected Out-turn £'000	Projected Variance £'000	Projected Variance - last report £'000	Movement since last report £'000	Commentary on Reasons for Variance
General Fund	Chief Executive	Stronger Together	200	200	0	0	0	Staff savings
		Internal Audit	411	381	(30)	0	(30)	
	Resources	Localities	553	553	0	0	0	Recovery of council tax benefit from previous years Additional commercial property rental income
		Communication & Insight	384	384	0	0	0	
		Finance	1,548	1,518	(30)	0	(30)	
		Revenues & Benefits	2,623	2,623	0	0	0	
		Property Assets	(1,680)	(1,780)	(100)	0	(100)	
		Design & Architecture	(2,880)	(3,005)	(125)	(35)	(90)	
	Commissioning	Corporate	1,310	1,310	0	0	0	Reprioritisation of in year resources to offset pressure arising from Strengthening Families programme in Children and Families as agreed by Cabinet in July. Reprioritisation of resources to offset the cost pressure related to street cleaning in the town centre.
		IT & HR	(10,504)	(10,821)	(317)	(250)	(67)	
		Law & Democratic Services	987	977	(10)	(10)	0	
		Management Children & Adults	(10,144)	(10,696)	(552)	(295)	(257)	
		Economy / Attainment	2,703	2,628	(75)	0	(75)	Underspends on Member's allowances, election costs and staffing and additional Registration of Births, Deaths and Marriages (RBDM) ceremonies income.
			799	799	0	0	0	
			60,961	61,025	64	104	(40)	
			2,411	2,114	(297)	(230)	(67)	Slippage on supported housing savings and increased demand and pressure on Learning Disability care packages partly offset by below budgeted levels of expenditure on care packages for older people with physical disabilities showing an overall improved position since the last report
								The underspend is mainly due to using £200k of rental income to offset the Forward Swindon Limited annual service charge, a further £15k of rental income being expected within the Growing Economy service area. The remaining underspend is made up of increased grant funding to support statutory education activities and through increased contributions towards officer time spent on grant

Fund	Department	Service Area	Budget 2013/14 £'000	Full-Year Projected Out-turn £'000	Projected Variance £'000	Projected Variance - last report £'000	Movement since last report £'000	Commentary on Reasons for Variance
		Public Health Children and Families	7,899 18,045	7,899 18,867	0 822	(8) 299	8 523	There has been a £92k increase this month in the cost of External Placements; this relates in the main to an increase in both Residential and Key2 placement demand. The full year cost pressure reported for External placements now exceeds £600k. The remaining full year projected cost pressure relates to agreed workforce investment to support the Strengthening Families (SF) Programme. Work completed to date as part of the SF Programme has demonstrated a full year cost avoidance in relation to External Placements of over £600k.
	Service Delivery	Commercial Services	92,818 33,420	93,332 33,484	514 64	165 0	349 64	Cost pressure due to increased street cleaning costs for the town centre
		Public Protection & Streetsmart Leisure, Libraries, Culture & Traded Services	1,682	1,543	(139)	(35)	(104)	Cremations Income (£50K) and staff savings (£91K)
		Housing Services	5,618	5,972	354	77	277	Income pressures £364K including £85k due to the temporary closure of the ice rink at the Link whilst the pad was replaced. Also other Link repairs costs pressure of £150K, partially offset by Staff Savings (£82K).
			343	247	(96)	(79)	(17)	There is currently a pressure on Private Sector Landlord (PSL) income which is being offset by a reduction in the bad debt requirement. There has also been additional income relating to Supported Lodgings and Bed & Breakfast
		Highways & Transport	4,925	4,728	(197)	(200)	3	Dial a ride and bus contracts unrealised savings of £66K and £53k respectively offset by reduced service levels in home to school transport (£162K). Car park Pay & Display income pressure £150K offset by staff savings (£77K) and car park season ticket income (£143K)
		Planning	276	40	(236)	(113)	(123)	Increased planning fee income due to higher number of large applications. (£200K) and increased building control applications (£24K)
		Business Services & Support	17,554	17,554	0	0	0	
General Fund Total			63,818	63,568	(250)	(350)	100	
			148,040	147,722	(318)	(480)	162	

Fund	Department	Service Area	Budget 2013/14 £'000	Full-Year Projected Out-turn £'000	Projected Variance £'000	Projected Variance - last report £'000	Movement since last report £'000	Commentary on Reasons for Variance
Health	Health Commissioning Health Service Delivery	Health Children and Adults Health Children and Families	0	0	0	0	0	
	Health Total		0	(11)	(11)	(11)	0	Small saving relating to the over achievement of the Vacancy factor across Health Budgets.
Dedicated Schools Grant	DSG Commissioning	DSG Economy / Attainment	0	(408)	(408)	(373)	(35)	The underspend is mainly due to funding for external placements and Post 16 provision not being as high as originally expected. This is mainly due to the Local Authority working with schools to make use of provision available at Swindon's specialist settings.
	Dedicated Schools Grant Total		0	(408)	(408)	(373)	(35)	
Housing Revenue Account	Housing Revenue Account	Supervision & Management Special Services Repairs	(34,890)	(35,106)	(216)	(115)	(101)	Various savings from IT and staffing budgets.
			327 8,073	210 8,073	(117) 0	(8) 150	(109) (150)	Savings on staff and utility costs. A pressure of £150K had previously been identified on Voids, the repairs team have confirmed that they have identified mitigating action to bring this back within budget.
	Housing Revenue Account Total	HRA Capital	26,490	26,490	0	0	0	
			0	(333)	(333)	27	(360)	
	Grand Total		148,040	146,970	(1,070)	(837)	(233)	

Budget Management 2013-14 - Projected Out-turn By Service

Appendix 1 ctd

Service Area Summary 2013-14	Budget 2013/14 £'000	Full-Year Projected Out-turn £'000	Projected Variance £'000	Projected Variance - last report £'000	Movement since last report £'000
Education and Other Children Services	23,908	23,646	(262)	(179)	(83)
Culture, Leisure & Libraries	5,835	6,185	350	61	289
Environmental & Regulatory	22,627	22,664	37	(31)	68
Highways & Transport	1,514	1,475	(39)	(45)	6
Housing GF	5,345	5,417	72	178	(106)
Planning & Development	(2,945)	(3,515)	(570)	(352)	(218)
Social Care - Adults	53,637	53,372	(265)	(208)	(57)
Social Care - Children	17,885	18,739	854	343	511
Public Health	7,899	7,899	0	(8)	8
Corporate & Support:					
Central Services	1,398	902	(495)	(239)	(256)
Contingency Split out	1,200	1,200	0	0	0
Debt Management (Debt Charges & Investments)	9,738	9,738	0	0	0
Total General Fund	148,040	147,722	(318)	(480)	162
Total DSG	0	(408)	(408)	(373)	(35)
Total PCT	0	(11)	(11)	(11)	0
Total HRA	0	(333)	(333)	27	(360)
Grand Total	148,040	146,970	(1,070)	(837)	(233)

	Chief Executive £'000	Resources £'000	Commissioning £'000	Delivery £'000	Contingency Fund £'000	Total General Fund £'000
Cabinet 23/10/13	1,548	(11,311)	92,785	63,818	1,200	148,040
1% pay award budget not not needed as services grant funded	0	6	(6)	0	0	0
Special Education Needs (SEN) reform monies held corporately allocated to service as required	0	(39)	39	0	0	0
Cabinet 11/12/2013	1,548	(11,344)	92,818	63,818	1,200	(148,040)

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Summary of Interim Proposed Budget Changes for 2014/15 by Function (Department)

Appendix 3

Funding Changes	<-----Inflation----->			Other	<-----Savings & New Income----->				Draft Changes for 2014/15
	Inflation - Pay	Inflation - Contracts	Inflation - Income		Back Office / Efficiency Savings	Front Office Transformation	New Income	Service Changes	
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
PP001 - Chief Executive									
PF100 - Stronger Together	0	2	0	0	0	0	0	0	2
PF110 - Internal Audit	0	4	0	(1)	0	0	0	0	3
PF400 - Localities	0	6	0	0	0	0	0	0	6
PF410 - Communication & Insight	0	3	0	0	0	0	0	0	3
Total for Chief Executive	0	15	0	(1)	0	0	0	0	14
PP002 - Resources									
PF200 - Finance	0	21	69	(4)	0	0	0	0	86
PF210 - Revenues & Benefits	0	5	6	0	(56)	0	0	0	(45)
PF220 - Property Assets	0	7	29	(16)	0	0	(170)	0	(150)
PF230 - Design & Architecture	0	0	46	0	0	0	0	0	46
PF240 - Corporate	3,204	71	39	(3)	(1,352)	(2,000)	0	0	1,981
PF240 - Corporate Contingency	0	0	0	0	0	0	0	0	0
PF240 - Debt Charges	0	0	0	0	0	0	0	0	0
PF250 - IT & HR	0	9	0	0	0	0	0	0	9
Total for Resources	3,204	113	189	(23)	(1,408)	(2,000)	(170)	0	1,927
PP005 - Commissioning									
PF310 - Law & Democratic Services	0	30	3	(14)	(64)	0	(16)	0	(61)
PF500 - Management	0	7	0	0	(45)	0	0	0	(38)
PF510 - Children & Adults	0	28	1,596	(106)	(352)	0	0	(1,613)	1,666
PF520 - Economy / Attainment	(208)	33	103	0	(45)	0	0	0	(37)
PF540 - Public Health	0	0	0	0	(481)	0	0	0	(481)
PF600 - Children and Families	0	99	322	(22)	0	0	(140)	(200)	1,179
Total for Commissioning	(208)	197	2,024	(142)	(987)	0	(156)	(1,813)	2,228

14-15 Function Summary

Funding Changes	<-----Inflation----->			Other Cost Pressure	<-----Savings & New Income----->				Draft Changes for 2014/15
	Inflation - Pay	Inflation - Contracts	Inflation - Income		Back Office / Efficiency Savings	Front Office Transformation	New Income	Service Changes	
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
PP006 - Service Delivery									
PF530 - Commercial Services	(31)	9	(28)	132	(700)	0	0	(1,206)	(1,120)
PF610 - Public Protection & Streetsmart	0	24	(53)	60	0	0	(50)	0	114
PF620 - Leisure, Libraries, Culture & Traded Services	0	87	(207)	0	0	0	(30)	(1,640)	(1,621)
PF630 - Housing Services	0	8	(1)	0	0	0	0	0	13
PF640 - Highways & Transport	0	28	(78)	200	(170)	0	(320)	(130)	(197)
PF650 - Planning	0	18	(7)	20	0	0	(65)	0	(33)
PF660 - Business Services & Support	0	24	(8)	0	(449)	0	0	0	(108)
Total for Service Delivery	(31)	198	(382)	412	(1,319)	0	(465)	(2,976)	(2,952)
Total for General Fund	2,965	523	(548)	5,747	(3,714)	(2,000)	(791)	(4,789)	1,217

Proposals previously approved by Cabinet

385

2,581

635

3,160

6,761

Proposals for approval by Cabinet elsewhere on this agenda

385

2,581

635

3,160

6,761

Proposals subject to consultation (December - January 2014)

3,350

523

3,824

(548)

5,747

(1,133)

(2,000)

(156)

(474)

9,133

2014-15 Budget - Detailed Proposals
Funding Changes Assumptions

Appendix 4

	Change 2014-15 £'000
Proposal	
<u>Cost Pressures (positive numbers)</u>	
Assumed Reduction in Government Grant	4,100
Estimated reduction in Collection Fund Surplus for the Council share of the fund used to support the SBC Budget	145
Change in level of Business rates income used to support the Council's Budget - this will be confirmed once the Council is notified of the 2014-15 base-line figure as part of the Local Government Finance Settlement	
Reduction in Extended Rights of Free Travel grant (part of LSAG)	158
Further loss of Education Services Grant, over and above that in previous years, based on potential Academy conversions - the Council loses £116 for each pupil in a school that transfers from Council control to Academy status	80
The Government is transferring an amount of Health funding to Local Councils to help fund the cost of rising social care costs. At this stage, it is unclear how much is new money and what additional responsibilities transfer to the Council from the Health Authority. This figure will be updated as the position becomes clearer.	
<u>Additional Income (negative numbers)</u>	
Increase in Council Tax income as a result of a rise in the number of households within the Borough increasing the tax base from 65,420.8 in 2013-14 to 66,245.8 in 2014-15.	(945)
Local Reform and Community Voices specific grant income above the current budgeted level	(134)
Total	3,404

2014-15 Budget - Detailed Proposals

Service Area - Adults and Children's Commissioning Services

Proposal	Financial Impact of Previous Decisions £'000	Change Proposed in December 2013 £'000	Total Change Proposed for 2014/15 £'000	Post Deletions 2014-15 (FTEs)	
				Filled	Vacant
Cost Pressures (positive numbers)					
Demand for services to Older People - based on latest information from population figures and trend analysis of recent activity		700	700		
Demand for services for people with Learning Disabilities - based on latest information from population figures, trend analysis of recent activity and known service users due to transition from Children Services.		1,304	1,304		
Children - Administration for independent assessment process		25	25		
Children - Additional Reviewing posts due to increase in Child protection cases (from 120 to 170) & higher numbers of children in care		77	77		
Additional resource for children's safeguarding (increase existing part-time post to full-time)		7	7		
Change Programme Savings (negative numbers)					
Targeted work to partly mitigate the rising demand for Social Care for people with Learning Disabilities (LD) (£1.3m) which will support potential service users to have access to the full range of services available to them as part of the Adult Demand programme. The current proportion of spend for learning disabilities compared to older people exceeds the national average. Although we have an historic number of adults in residential care, new packages also show a trend of above average costs. Commissioners are meeting weekly with Front-Line service managers and social workers reviewing care packages and providing coaching on personalisation. This in turn should reduce the cost of new packages of care thereby managing an element of the cost pressure based on historic demand.		(750)	(750)		

2014-15 Budget - Detailed Proposals

Service Area - Adults and Children's Commissioning Services

Proposal	Financial Impact of Previous Decisions £'000	Change Proposed in December 2013 £'000	Total Change Proposed for 2014/15 £'000	Post Deletions 2014-15 (FTEs)	
				Filled	Vacant
Targeted work to partly mitigate the rising demand for Social Care for Older People (£700k) which will support potential service users to have access to the full range of services available to them and help them to remain independent for as long as possible as part of the Adult Demand programme. Maximising reablement and prevention services including community based support and voluntary sector commissioning. Review of hospital discharge and appropriate place of assessment i.e. a step down service prior to longer term assessment. Full utilisation of the on-line information and advice directory. Service re-design for initial contact. Further work with providers on personal budgets and outcome based services. Increase in referrals to Extra Care provision.		(200)	(200)		
Improved commissioning of Supporting People contracts		(200)	(200)		
Domiciliary Care and Community Based support - manage budgets within 2012-13 cash limits including review of additional support hours		(273)	(273)		
Voluntary Sector Hub - savings on premises costs through creation of Voluntary Sector advice and information hub at Sanford House.	(25)		(25)		
Respite Care Firethorn Close - ensure maximum utilisation of facilities at Firethorn Close by rescheduling current provision for LD respite care as demand is limited during week days resulting in surplus places. Available capacity will be used for short term residential and crisis services. This may include a period of assessment with input from external organisations. These changes are the full implementation of the original business case and gateway paper regarding Firethorn Close and LD short break services in 2008/09.		(250)	(250)		

2014-15 Budget - Detailed Proposals
Service Area - Adults and Children's Commissioning Services

Proposal	Financial Impact of Previous Decisions £'000	Change Proposed in December 2013 £'000	Total Change Proposed for 2014/15 £'000	Post Deletions 2014-15 (FTEs)	
				Filled	Vacant
<u>Other Tactical Savings (negative numbers)</u>					
Reshape Commissioning staffing structures and deletion of vacant posts	(50)	(27)	(77)		2.0
Integration of Council and Public Health Services. Public Health outcomes became the responsibility of the Borough from 1st April 2013. The Council has been providing services that contribute to Public Health outcomes for some years however since the 1st April further progress has been made to integrate work between Public Health and existing Council services, refocus some relevant services on the role they can take in ensuring better outcomes can be achieved and that we maximise the return on our investment at an overall lower cost to the Council.	(481)		(481)		
Children's Centres - financial impact of changes agreed at Cabinet in September 2013 following detailed consultation to refocus Children Centres on the children with the greatest need. Full-year saving of £380k, with £180k assumed in 2013-14 with the balance in 2014-15	(190)		(190)		
VAT saving following a review of central support costs passed to and recovered from Seqol, the Council's provider of Adult Social Care services	(56)		(56)		
Total	(802)	413	(389)	0	2

2014-15 Budget - Detailed Proposals
Service Area - Children's Service Delivery

Proposal	Financial Impact of Previous Decisions £'000	Change Proposed in December 2013 £'000	Total Change Proposed for 2014/15 £'000	Post Deletions 2014-15 (FTEs)	
				Filled	Vacant
<u>Cost Pressures (positive numbers)</u>					
Additional legal costs resulting from changes to the judicial process that front loads work on the Legal system before cases get to court		300	300		
Increase in staffing resources in order to stabilise the current service and ensure safe working practices within children's social care services following an increase in the number of children requiring support. Also to increase Early Support Service capacity in order to mitigate demand for statutory social care service provision.		320	320		
Increase in the cost of Children's Care packages as a result in a national spike in the number of young people requiring support		500	500		
<u>Change Programme Savings (negative numbers)</u>					
Savings in the cost of disabled children's care packages linked to current levels of expenditure		(50)	(50)		
Reduction in the cost of Care and Placements support for Children in Care as a direct result of different approaches to support being adopted through the change programme - over £600k cost avoidance which is offset by demand led increases in the need for services		0	0		
Above budgeted levels of traded services income including Adoption Services, Education Welfare, Education Psychology, Speech and Language Therapy, Targeted Mental Health Services and On Trak.		(140)	(140)		
<u>Other Tactical Savings (negative numbers)</u>					

2014-15 Budget - Detailed Proposals
Service Area - Children's Service Delivery

Proposal	Financial Impact of Previous Decisions	Change Proposed in December 2013	Total Change Proposed for 2014/15	Post Deletions 2014-15 (FTEs)	
				Filled	Vacant
Reduction in Children and Families training budgets for the provision of higher education training and support for early years / child-minder settings reflecting recent trends in expenditure levels.	£'000 (100)		£'000 (100)		
Transport reduction due to a planned reduction in the provision of high cost transport provision i.e. taxi's and use of alternative transport provision at a lower cost. 20% planned reduction on 13-14 budget.		(50)	(50)		
Total	(100)	880	780	0.0	0.0

2014-15 Budget - Detailed Proposals
Service Area - Economy and Attainment

Proposal	Financial Impact of Previous Decisions £'000	Change Proposed in December 2013 £'000	Total Change Proposed for 2014/15 £'000	Post Deletions 2014-15 (FTEs)	
				Filled	Vacant
Cost Pressures (positive numbers)					
Creation of a new Education policy post to manage new responsibilities around Special Education Needs and to create capacity within the Growing Economy senior leadership which currently manages both Education and economy relates services		80	80		
Other Tactical Savings (negative numbers)					
Funding part of the Forward Swindon (FSL) contribution from rental income instead of base budget resources	(125)		(125)		
Savings arising from prioritisation of skills and employment commissioning activities including maximisation of the Adult Education Grant	(60)		(60)		
Deletion of part-time early years post		(17)	(17)		0.5
Deletion of provision for Special Education Appeals costs		(23)	(23)		
Deletion of provision for temporary staff in the Education Standards and Quality Team		(5)	(5)		
Recovery of premises costs chargeable to the Dedicated Schools Grant (DSG)-funded Tuition Service		(23)	(23)		
Total	(185)	12	(173)	0.0	0.5

2014-15 Budget - Detailed Proposals
Service Area - Leisure, Culture and Libraries

	Financial Impact of Previous Decisions	Change Proposed in December 2013	Total Change Proposed for 2014/15	Post Deletions 2014-15 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
<u>Change Programme Savings (negative numbers)</u>					
Wyvern Theatre / Arts Centre - financial impact of changes agreed at Cabinet in September 2013 following detailed consultation to extend the existing Wyvern contract to include both the Wyvern Theatre and the Arts Centre, which ensures that theatre provision within the Council's portfolio remains sustainable, provides best value and a reduced net cost.	(180)	0	(180)		
Transfer the assets and operation of leisure and golf provision within the Borough to an external provider(s) removing the current subsidy of £1.2m. The 2014-15 Budget assumes a part-year saving which is subject to a successful conclusion of the market exercise. This proposal impacts on approximately 154 full-time equivalent posts as well as casual staff		(750)	(750)		
Further reduce the operational costs of leisure and culture within the Borough by targeting reductions in support functions to these services and increasing the commercial viability of culture sites. Part of this saving is subject to a successful conclusion of the leisure and golf market exercise.		(150)	(150)		
Linked to the proposed transfer of assets to an external provider(s), remove the requirement to pay back prudential borrowing for historic leisure invest to save capital schemes from the base budget and fund any outstanding capital sums from either one-off resources or borrowing and is subject to a successful conclusion of the market exercise.		(180)	(180)		

2014-15 Budget - Detailed Proposals
Service Area - Leisure, Culture and Libraries

	Financial Impact of Previous Decisions	Change Proposed in December 2013	Total Change Proposed for 2014/15	Post Deletions 2014-15 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
Other Tactical Savings (negative numbers)					
Community facilities – financial impact of work that has already taken place to continue with the on-going programme of transferring the running of facilities to the community in line with the Council's over-arching strategy around community capacity building	(80)		(80)		
Libraries - Efficiencies within the library service including a staffing restructure and partnership working with Gloucester County Council. Consultation is to be carried out on an updated library strategy, previously agreed by Cabinet in 2011, which may generate further savings depending on the outcome. The £300k comprises; Streamlining the library management team from 3 to 2 FTE £46k; Procurement saving on library management system £36k; Stream-lining acquisition, events and outreach teams £128k; Reducing the stock fund by £50k from £400k to £350k; Reduction in publicity budget £9k; Other tactical back-office savings £31k.	(300)		(300)	6.3	
Traded services - revisit alternative delivery models following recent options appraisal with potential implementation in 15/16. Continue to maximise income from existing customers throughout 14/15.	(30)		(30)		
Total	(590)	(1,080)	(1,670)	6.3	0.0

2014-15 Budget - Detailed Proposals
Service Area - Other Services (not covered by Change Programmes)

Proposal	Financial Impact of Previous Decisions £'000	Change Proposed in December 2013 £'000	Total Change Proposed for 2014/15 £'000	Post Deletions 2014-15 (FTEs)	
				Filled	Vacant
<u>Cost Pressures (positive numbers)</u>					
Pay Inflation (at 1%)		526	526		
Contract Inflation (at average of 2% but some specific areas are different)		3,822	3,822		
Income inflation (at 3%)		(549)	(549)		
Increase in the level of employer contributions to the Pension Fund of 1% following the triennial actuarial review undertaken during 2013		747	747		
Increase in Debt Charges to cover the cost of schemes in the 2013-14 and 2014-15 capital programmes		1,000	1,000		
Car parking pay & display income - below budgeted income levels due to fewer cars in the town centre		100	100		
Events programme post for the Town Centre and Wharf Green		20	20		
Pressure on land charges income budget. Shortfall occurred in 11/12 and 12/13 and is continuing in 13/14		20	20		
Car parking penalty charge income - lower than budgeted income levels		100	100		
The Council's commercial property estate generates around £4.5m per annum in rental and service charge income each year. At present, two significant commercial lets are vacant creating a pressure of around £0.5m within the Budget but it is assumed that this will be managed in year by one-off property-related income streams or by letting the vacant properties		0	0		
Council Tax Support Grant - provision to allow for the passporting of funding to Parishes		75	75		

Other

2014-15 Budget - Detailed Proposals
Service Area - Other Services (not covered by Change Programmes)

Proposal	Financial Impact of Previous Decisions £'000	Change Proposed in December 2013 £'000	Total Change Proposed for 2014/15 £'000	Post Deletions 2014-15 (FTEs)	
				Filled	Vacant
<u>Other Tactical Savings (negative numbers)</u>					
Predicted savings from the retendering of transport contracts less the currently undelivered savings already assumed in the 13/14 budget relating to Dial A Ride		(130)	(130)		
Additional income from car park season tickets already achieved	(300)		(300)		
Additional Planning and Building Control Income	(65)		(65)		
Net reduction in running costs of ICT services mainly through PC and Telephony annual running and replacement cost savings partly offset by an increase in annual planned IT server shutdown costs, on-going Enterprise Agreement software licences and incidental ICT costs.		(99)	(99)		
Denominational Transport Saving - phased increase in saving agreed in 2011	(70)		(70)		
Sheppard St car park lease - the 2013-14 Budget assumed this income would be one-off but following the lease being renewed it is now being reflected in the base budget	(20)		(20)		
Redirection of DEFRA Capacity Building funding. There is resource for drainage improvements within the existing Capital Programme. Funding for further drainage schemes will be sought from the capital programme for 2014/15.	(100)		(100)		

Other

2014-15 Budget - Detailed Proposals
Service Area - Other Services (not covered by Change Programmes)

Proposal	Financial Impact of Previous Decisions	Change Proposed in December 2013	Total Change Proposed for 2014/15	Post Deletions 2014-15 (FTEs)	
				Filled	Vacant
	£'000	£'000	£'000		
Local Welfare Fund underspend reallocated to support welfare related expenditure as follows - One off payments to support children in need for day to day living, subsistence, and education support £100k; Purchasing equipment for those with disabilities to support them remaining in their homes £88k; Homelessness Prevention Fund £12k.	(200)		(200)		
Commercial rent income - above budgeted rental income linked to the acquisition of Pearl Assurance House	(170)		(170)		
Procurement saving from Cash Collection Service, Health and Well-being contracts and wider discretionary contracted expenditure	(189)		(189)		
Capita Contract - reduction in annual service charge reflecting the payment profile negotiated in 2006 before entering into the partnership	(150)		(150)		
Consultation budget reduction including Residents (Place) Survey which will be funded from one-off resources as and when there is a requirement to undertake this sort of exercise rather than tying up on-going resources that may not be spent		(12)	(12)		
Capita contract - targeted savings from the review of Business Support and other service savings within the contract		(200)	(200)		
Savings on pension liabilities within partner organisations due to staff turnover and replacement employee within local stakeholder pensions funds rather than the Local Government Pension Fund		(153)	(153)		
Reshaping the Audit and Financial Assessment of Benefits (FAB) teams resulting in the deletion of 2 posts	(56)		(56)		2.0

Other

2014-15 Budget - Detailed Proposals
Service Area - Other Services (not covered by Change Programmes)

Proposal	Financial Impact of Previous Decisions £'000	Change Proposed in December 2013 £'000	Total Change Proposed for 2014/15 £'000	Post Deletions 2014-15 (FTEs) Filled	Vacant
Estimated savings from the reintegration of services currently provided by Swindon Commercial Services Limited (SCS) back into the Council (Insurance premiums, management costs, staffing restructurings, external audit fees, operating costs etc.)		(2,000)	(2,000)	tbc	tbc
Savings in operational budgets across the Council following a review of 2013-14 expenditure budgets against 2012-13 actual expenditure by service area	(254)		(254)		
Saving identified following a review of election costs and cycle of elections. However, if IER are not fully funded by the Government there could be a cost pressure which will be updated in the Final Budget to be considered by Council in February 2014		(50)	(50)		
Reduction in budget for Member's Allowance in line with continued underspend		(10)	(10)		
Increased income due to an increase in the number of Register Office ceremonies		(16)	(16)		
Reduction in the Legal services publications budget as a result of moving to on-line resources		(4)	(4)		
Moving from an annual to a bi-annual One Swindon Conference to be funded by all partner organisations		(33)	(33)		
Reduction in corporate and specific contingency funds from £1.970m to £1.620k		(250)	(250)		
Total	(1,574)	2,904	1,330	0.0	2.0

2014-15 Budget - Detailed Proposals

Service Area - Streetsmart

Proposal	Financial Impact of Previous Decisions	Change Proposed in December 2013	Total Change Proposed for 2014/15	Post Deletions 2014-15 (FTEs)	
				Filled	Vacant
	£'000	£'000	£'000		
Cost Pressures (positive numbers)					
End of Section 106 funding for land adoptions (Haydon 3) resulting in grounds maintenance costs needing to be met from core Council resources		40	40		
Street Cleaning in the Town Centre		132	132		
Estimated additional running costs of the Solid Recovered Fuel (SRF) / Refuse Derived Fuel (RDF) facility at Waterside. However the operating costs have high levels of volatility depending on when the dryer element of the facility becomes operational. It is currently anticipated that the dryer will be fully operational by 1st April, 2014. Each month's delay will add around £100k to net operating costs in 2014/15. The figures are based on an assumed level of SRF gate fee, which is currently being procured, for the disposal of the material coming out of the plant. For each £10 variance in the cost per tonne, operating costs will change by around £400k pa in 2014/15. As production at the plant increases in future years this variance would be up to £600k p.a. when the plant is fully operational. This number will be refined as the gate fee price is secured and the opening date of the dryer is confirmed		200	200		
Change Programme Savings (negative numbers)					
Reshaping the Green Waste Collection Service. Moving from a restricted bag-based service to an optional wheeled-bin service at a cost of £40 per annum which will include the provision of the bin (or bags for properties not suitable for a bin).	(720)		(720)		3.0

Service Area - Streetsmart

Proposal	Financial Impact of Previous Decisions	Change Proposed in December 2013	Total Change Proposed for 2014/15	Post Deletions 2014-15 (FTEs)	
				Filled	Vacant
Consolidate all household collections into a single fortnightly service. This would result in fewer collection vehicles on the road, meaning fewer emissions and a rationalised fleet. Most households already have room in their recycling receptacles to cater for a fortnightly collection but those with higher levels of recyclates will continue to have the option of purchasing additional boxes from the Council.	(435)		(435)		13.0
Reduction in the number of refuse rounds through route optimisation and less travelling time to the disposal point. Part of saving already taken in 1314 budget, this is the full year effect.	(70)		(70)		
Contribution from Health towards the Clinical Waste collection and disposal service		(31)	(31)		
Review the requirement to open up and lock parks and crematoria each day to enable savings within the facilities management service as part of reintegrating services provided by Swindon Commercial services (SCS) with Council services		(11)	(11)		
Reduction in the subsidy of grounds maintenance costs for football pitches and leisure grounds by recovering the costs from within service user fees.		(40)	(40)		
Other Tactical Savings (negative numbers)					
Reduction in SRF/RDF gate fee paid to SCS to £79 (+ 2.5%) per tonne (from £92) on the assumption that all Hills penalties are funded from one of money (48,500 tonnes x £13) as agreed by Cabinet in October 2013	(630)		(630)		
Additional budget for landfill penalties put into base for 13-14 now being funded from one-off resources as agreed by Cabinet in October 2013	(450)		(450)		
Increase in crematorium income in line with current 2013-14 projections	(50)		(50)		
Total	(2,355)	290	(2,065)	0.0	16.0

Streetsmart

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Service	Service Manager Name & Number	Actual 2013-14	Proposed 2014-15	Increase £	Increase %	Reason for Increase above 3%
Cremations - Caskets	Jane Benson 822259	40.00	45.00	5.00	12.5%	Change in the variety and hence the purchase price offered to the bereaved.
Cremations - Recording a Service to CD	Jane Benson 822259	-	20.00	20.00		New service offered
Cremations - Brass Urn	Jane Benson 822259	-	90.00	90.00		New item to offer greater variety to the bereaved.
Cremations - Heart Keepsake	Jane Benson 822259	-	35.00	35.00		New item to offer greater variety to the bereaved.
Cremations - Token	Jane Benson 822259	-	30.00	30.00		New item to offer greater variety to the bereaved.
Purchase Fees - Kingsdown Cemetery - In white on plan - no selection	Jane Benson 822259	600.00	625.00	25.00	4.2%	Increase to maintain price differentials between types of plots.
Purchase Fees - Kingsdown Cemetery - Burial plot for cremated remains	Jane Benson 822259	250.00	260.00	10.00	4.0%	Rounded to the nearest £10.
Cemeteries - Monuments, gravestones - inscription additional to the first inscription	Jane Benson 822259	55.00	57.00	2.00	3.6%	Rounded to the nearest whole £
Cemeteries - Monuments, gravestones - vase - with inscription placed on existing base	Jane Benson 822259	55.00	57.00	2.00	3.6%	Rounded to the nearest whole £
Cemeteries - Monuments, gravestones - vase - search fee	Jane Benson 822259	22.00	23.00	1.00	4.5%	Rounded to the nearest whole £
Cemeteries - Baby memorial/headstone	Jane Benson 822259	-	80.00	80.00		Introduction of a lower fee for a headstone to reflect the restricted size of headstones in the baby section of the cemetery (Previously full adult price was payable)
Cemeteries - Ashes Memorial Wall - Permanent lease	Jane Benson 822259	-	900.00	900.00		New fee - 10 and 25 year leases no longer available.
Cemeteries - Tree of remembrance small	Jane Benson 822259	115.00	120.00	5.00	4.3%	Rounded to nearest £5
Land Charges - LLC1 - Certificate of Local Land Charges Search - Electronic - Residential	Lynn Markey 466245	12.00	13.00	1.00	8.3%	To bring fees for postal and electronic requests in line - very few postal requests these days
Land Charges - LLC1 - Certificate of Local Land Charges Search - Electronic - Commercial	Lynn Markey 466245	40.00	42.00	2.00	5.0%	To bring fees for postal and electronic requests in line - very few postal requests these days
Land Charges - Con29R - Required enquiries of Local Authority - Electronic - Residential	Lynn Markey 466245	41.00	43.00	2.00	4.9%	To bring fees for postal and electronic requests in line - very few postal requests these days
Land Charges - Con29R - Required enquiries of Local Authority - Electronic - Commercial	Lynn Markey 466245	129.00	133.00	4.00	3.1%	To bring fees for postal and electronic requests in line - very few postal requests these days
Land Charges - Optional Enquiries related to additional Local Authority information CON290 when submitted with a standard search - Q4. Road proposals by Private Bodies	Lynn Markey 466245	22.00	23.00	1.00	4.5%	Rounded to the nearest whole £
Land Charges - Optional Enquiries related to additional Local Authority information CON290 when submitted with a standard search - Q5. Public paths or byways	Lynn Markey 466245	15.00	16.00	1.00	6.7%	Rounded to the nearest whole £
Land Charges - Optional Enquiries related to additional Local Authority information CON290 when submitted separately - Q4. Road proposals by Private Bodies	Lynn Markey 466245	28.00	29.00	1.00	3.6%	Rounded to the nearest whole £
Land Charges - Optional Enquiries related to additional Local Authority information CON290 when submitted separately - Q5. Public paths or byways	Lynn Markey 466245	21.00	22.00	1.00	4.8%	Rounded to the nearest whole £
Highway Licensing - Street Works - Skip licence	Steve Sanders 466386 / Mo Shafie 466363	30.00	31.00	1.00	3.3%	Rounded to the nearest whole £
Highway Licensing - Street Works - Express skip approval fee	Steve Sanders 466386 / Mo Shafie 466363	55.00	57.00	2.00	3.6%	Rounded to the nearest whole £
Highway Licensing - Street Works - Banners - 1 site - Week 2	Steve Sanders 466386 / Mo Shafie 466363	55.00	57.00	2.00	3.6%	Rounded to the nearest whole £
Highway Licensing - Street Works - Banners - 2 sites - Week 3	Steve Sanders 466386 / Mo Shafie 466363	150.00	155.00	5.00	3.3%	Rounded to the nearest whole £
Highway Licensing - Street Works - Banners - 3 sites - Week 3	Steve Sanders 466386 / Mo Shafie 466363	225.00	232.00	7.00	3.1%	Rounded to the nearest whole £

Service	Service Manager Name & Number	Actual 2013-14	Proposed 2014-15	Increase £	Increase %	Reason for Increase above 3%
Highway Licensing - Street Works - Scaffolding licence	Steve Sanders 466386 / Mo Shafie 466363	85.00	88.00	3.00	3.5%	Rounded to the nearest whole £
Highway Licensing - Street Works - Hoarding licence	Steve Sanders 466386 / Mo Shafie 466363	85.00	88.00	3.00	3.5%	Rounded to the nearest whole £
Highway Licensing - Street Works - Crane licence	Steve Sanders 466386 / Mo Shafie 466363	85.00	88.00	3.00	3.5%	Rounded to the nearest whole £
Highway Licensing - Street Works - S50 - existing connection	Steve Sanders 466386 / Mo Shafie 466363	225.00	232.00	7.00	3.1%	Rounded to the nearest whole £
Highway Licensing - Street Works - Drop kerbs domestic	Steve Sanders 466386 / Mo Shafie 466363	95.00	98.00	3.00	3.2%	Rounded to the nearest whole £
Highway Licensing - Street Works - Drop kerbs commercial	Steve Sanders 466386 / Mo Shafie 466363	125.00	129.00	4.00	3.2%	Rounded to the nearest whole £
Highway Licensing - Street Works -Section 171 licence	Steve Sanders 466386 / Mo Shafie 466363	220.00	227.00	7.00	3.2%	Rounded to the nearest whole £
Highway Licensing - Street Works - Materials placement on highway	Steve Sanders 466386 / Mo Shafie 466363	31.00	32.00	1.00	3.2%	Rounded to the nearest whole £
Highway Licensing - Street Works - Non-Standard letter with above and up to 8 standard questions	Steve Sanders 466386 / Mo Shafie 466363	61.00	63.00	2.00	3.3%	Rounded to the nearest whole £
Utility Companies Call Out Charge	Steve Sanders 466386 / Mo Shafie 466363	-	125.00	125.00		New charge
Highways Adoption Queries - Highway Extent + up to 8 additional inquiries	Tim Price 466254	61.00	63.00	2.00	3.3%	Rounded to the nearest whole £
Street Café Licences - Street Café licence Renewal or Transfer <10 sq. metres seasonal	Mo Shafie 466363	337.50	348.00	10.50	3.1%	Rounded to the nearest whole £
Street Café Licences - Street Café licence Renewal or Transfer 10-20 sq. metres seasonal	Mo Shafie 466363	702.50	724.00	21.50	3.1%	Rounded to the nearest whole £
Street Café Licences - Charge for Use of Patio heaters	Mo Shafie 466363	50.00	52.00	2.00	4.0%	Rounded to the nearest whole £
Private Hire - Hackney Carriage & Taxi licencing - Drivers licence - renewal	Mike Shears 466208	44.00	45.50	1.50	3.4%	Rounded to nearest £0.50
Private Hire - Hackney Carriage & Taxi licencing - Knowledge Test	Mike Shears 466208	25.00	30.00	5.00	20.0%	The amount of administration involved with this function has increased. There is around an hour and a half of officer time involved in invigilation of the test, together with admin time in the production and marking of tests.
Private Hire - Hackney Carriage & Taxi licencing - Private hire vehicle licence (incl. MOT)	Mike Shears 466208	156.00	161.00	5.00	3.2%	Rounded to the nearest whole £
Private Hire - Hackney Carriage & Taxi licencing - Operators licence - 10 to 19 vehicles	Mike Shears 466208	250.00	258.00	8.00	3.2%	Rounded to the nearest whole £
Private Hire - Hackney Carriage & Taxi licencing - Extra 10 Vehicles over 20 vehicles	Mike Shears 466208	10.00	10.50	0.50	5.0%	Rounded to nearest £0.50
Car Park Charges - Season Tickets (Mon - Sunday)	Dawn Woollard 463771	1,880.00	1,940.00	60.00	3.2%	Rounded to nearest £10.00
Car Park Charges - Season Ticket - Bulk Purchase (50 or more)	Dawn Woollard 463771	650.00	670.00	20.00	3.1%	Rounded to the nearest whole £
Car Park Charges - Long Stay Old Town - 3 to 4 hours	Dawn Woollard 463771	2.80	2.90	0.10	3.6%	Rounded to nearest £0.10
Car Park Charges - Long Stay Old Town - 4 to 6 hours	Dawn Woollard 463771	6.30	6.50	0.20	3.2%	Rounded to nearest £0.10
Car Park Charges - Long Stay Old Town - 0 to 2 hours AFTER 6PM	Dawn Woollard 463771	0.90	1.00	0.10	11.1%	Rounded up to next £0.10
Car Park Charges - Long Stay Old Town - 2 hours or more AFTER 6PM	Dawn Woollard 463771	1.80	2.00	0.20	11.1%	Rounded up to next £0.10
Car Park Charges - Long Stay Town Centre - 4 to 6 hours	Dawn Woollard 463771	6.30	6.50	0.20	3.2%	Rounded to nearest £0.10
Car Park Charges - Long Stay Town Centre - 0 to 2 hours AFTER 6PM	Dawn Woollard 463771	0.90	1.00	0.10	11.1%	Rounded up to next £0.10
Car Park Charges - Long Stay Town Centre - 2 hours or more AFTER 6PM	Dawn Woollard 463771	1.80	2.00	0.20	11.1%	Rounded to the nearest whole £
Car Park Charges - Short Stay Car Parks - 0 to 2 hours AFTER 6PM	Dawn Woollard 463771	0.90	1.00	0.10	11.1%	Rounded up to next £0.10
Car Park Charges - Short Stay Car Parks - 2 hours or more AFTER 6PM	Dawn Woollard 463771	1.80	2.00	0.20	11.1%	Rounded to the nearest whole £
Car Park Charges - Short Stay Car Parks Premium - 0 to 2 hours AFTER 6PM	Dawn Woollard 463771	0.90	1.00	0.10	11.1%	Rounded up to next £0.10

Service	Service Manager Name & Number	Actual 2013-14	Proposed 2014-15	Increase £	Increase %	Reason for Increase above 3%
Car Park Charges - Short Stay Car Parks Premium - 2 hours or more AFTER 6PM	Dawn Woollard 463771	1.80	2.00	0.20	11.1%	Rounded to the nearest whole £
Car Park Charges - Short Stay Car Parks Premium (Pay on Foot) - 0 to 2 hours AFTER 6PM	Dawn Woollard 463771	0.90	1.00	0.10	11.1%	Rounded up to next £0.10
Car Park Charges - Short Stay Car Parks Premium (Pay on Foot) - 2 hours or more AFTER 6PM	Dawn Woollard 463771	1.80	2.00	0.20	11.1%	Rounded to the nearest whole £
Car Park Charges - Contractors Permits (Builders)	Dawn Woollard 463771	12.00	12.50	0.50	4.2%	Rounded to nearest £0.50
Pest Control - Rats, Mice etc.	Paul Simmonds - x6097	50.00	55.00	5.00	10%	For pest treatments such as bedbugs the complexity and amount of work involved has not previously been taken into account when setting fees. The increase reflects this however we remain cheaper than neighbouring LA's and in the case of pest control, considerably cheaper than private sector competition.
Pest Control - Bed bugs	Paul Simmonds - x6097	60.00	70.00	10.00	17%	
Pest Control - Bed bugs subsequent treatments	Paul Simmonds - x6097	25.00	30.00	5.00	20%	
Pest control - Wasps, Fleas etc.	Paul Simmonds - x6097	50.00	55.00	5.00	10%	
Pest control - Specialist Services per hour(Pigeon Cull)	Paul Simmonds - x6097	80.00	85.00	5.00	6%	
Initial HMO Licence up to 5 letting units	Paul Simmonds - x6097	400.00	440.00	40.00	10%	
Initial HMO Licence up to 5 letting units - additional units	Paul Simmonds - x6097	75.00	85.00	10.00	13%	
Re Issue of Licences - Unchanged circumstances	Paul Simmonds - x6097	220.00	240.00	20.00	9%	
Re Issue of Licences - Changed circumstances	Paul Simmonds - x6097	330.00	360.00	30.00	9%	
Transfer of Licences	Paul Simmonds - x6097	330.00	360.00	30.00	9%	
Equipment Hire at Link Centre	Di Milner - 465454	Various	Various			
Climbing Birthday Parties	Di Milner - 465454	120.00	125.00	5.00	4.2%	To recover higher cost of equipment
Climbing Groups - Concession	Di Milner - 465454	7.60	8.00	0.40	5.3%	Increased to give flat rate, previously fluctuated with number of children
Climbing Groups	Di Milner - 465454	9.50	10.00	0.50	5.3%	Increased to give flat rate
Skate Hire	Di Milner - 465454	1.60	1.80	0.20	13%	To recover higher cost of equipment
Disco Birthday Parties	Di Milner - 465454	90.00	100.00	10.00	11.1%	Increased to give flat rate
Golf 7 day Passports	Dave Maine - 864933	635.00	660.00	25.00	3.9%	Round to Nearest £5
Golf 5 day Passports	Dave Maine - 864933	491.00	515.00	24.00	5%	Round to Nearest £5
Golf Corporate Passports	Dave Maine - 864933	815.00	850.00	35.00	4.3%	Round to Nearest £5
Golf Tiny Tigers	Dave Maine - 864933	6.25	6.65	0.40	6%	Rounded up to next £0.05
Golf Tiny Tigers - Concession (Off peak)	Dave Maine - 864933	3.75	4.00	0.25	6.25%	Rounded up to next £0.05
Bulky Waste - Fridge/ Freezers - Concession Rate	Phil Thomas - 466146	8.50	8.80	0.30	4%	Rounded to nearest 10p
Bulky Waste - Other Items (max 3 per collection) - Concession	Phil Thomas - 466146	8.50	8.80	0.30	4%	Rounded to nearest £0.10
Fishing - Day Ticket - Junior Rate	Phil Thomas - 466146	2.80	2.90	0.10	4%	Rounded to nearest £0.10
Fishing - Day Ticket - Standard Rate	Phil Thomas - 466146	5.50	5.70	0.20	4%	Rounded to nearest £0.10
Fishing - Day Ticket (Specimen) - Concession Rate	Phil Thomas - 466146	2.80	2.90	0.10	4%	Rounded to nearest £0.10
Fishing - Day Ticket (Specimen) - Junior Rate	Phil Thomas - 466146	5.60	5.80	0.20	4%	Rounded to nearest £0.10

General note regarding Public Protection and Streetsmart Fees & Charges: As agreed by Cabinet on 12th December 2012 the Leisure Card is now focussed on Leisure provision and non-leisure services have been disconnected from the scheme. As this is no longer deemed suitable for use as evidence of concession for wider services it is proposed that the fee structure for services provided by Public Protection and Streetsmart is changed to three rates, a full rate, a junior rate (where applicable) and a concession rate. Qualification for the concession rate should be evidenced by proof of eligibility for Council Tax Support. Swindon Card and Concession 1 rates will no longer be available. Fees and charges relating to football, cricket and bowls are subject to a separate budget proposal which proposes a reduction in the level of subsidy for use of outdoor Bowls, Cricket and Football grounds.

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Swindon Heritage Strategy

Cabinet

Date: 11th December 2013

Author:	Cabinet Member for the Economy, Regeneration and Culture Board Director, Service Delivery
Wards:	All
Locality Affected:	All
Parishes Affected:	All

1. Purpose and Reasons

- 1.1 Swindon has a unique heritage and history which defines our town and our culture. The One Swindon primary strategic framework sets a specific priority that “Everyone is enjoying sport, leisure and culture opportunities”. The development of a Heritage Strategy for Swindon recognises that focusing on heritage can contribute to a number of One Swindon Outcomes bringing about many social and economic benefits.
- 1.2 This report summarises the findings of the public consultation on the draft Swindon Heritage Strategy and presents an updated strategy, which reflects the feedback received, for formal adoption by Cabinet.
- 1.3 It was agreed by Cabinet in December 2012 (Cabinet Minute 74, 2012/13 refers) to bring a further report at this time.

2. Recommendations

Cabinet is recommended to:

- 2.1 Note the outcomes of the consultation undertaken with local and regional residents, stakeholders and partners.
- 2.2 Adopt the Swindon Heritage Strategy, as set out in Appendix 1, as the key document that will guide all future decisions affecting the heritage of Swindon.
- 2.3 Support the Board Director, Service Delivery and the Swindon Heritage Board to enable the effective delivery of the Swindon Heritage Strategy.

3. Detail

- 3.1 In December 2012, the Cabinet considered a draft Swindon Heritage Strategy and endorsed that the draft strategy to go forward for public consultation.
- 3.2 Following the Cabinet’s decision, a working group of the Swindon Heritage Board was established to oversee and manage the public consultation process.
- 3.3 The group devised and agreed a Consultation Briefing Document (Background Paper 1).

Further information on the subject of this report can be obtained from Helen Miah, Direct Dial Telephone Number 07766368261, hmiah@swindon.gov.uk.

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- 3.4 A questionnaire was designed, promoted and distributed both online via Survey Monkey and in hard copy via a wide range of outlets including Swindon Libraries and Museums, Swindon Borough Council website, Facebook, Twitter, local press and media and all the partner organisations of the Swindon Heritage Board. (Background Paper 2).
- 3.5 The working group was impressed by the excellent response to the survey with 335 individual responses received. It was agreed by the group that analysis of the results should therefore be undertaken by a specialist consultation professional and Phil Back Associates were commissioned by the Swindon Heritage Board to undertake this work.
- 3.6 The detailed Consultation Analysis Report prepared by Phil Back was presented to the Swindon Heritage Board in June 2013 (Background Paper 3). The overarching findings from the consultation were that there was overwhelming support for the development of a heritage strategy for Swindon and a high level of consensus on the key priorities as set out in the draft strategy.
- 3.7 However, there were key recommendations in the responses to the consultation about the use of language, the definition of heritage, a requirement for an accompanying Action Plan, clear structure for the strategy and need to undertake further work to engage with young people. All of these have been addressed in the strategy now recommended for endorsement.
- 3.8 The Board accepted the findings of the Consultation Report and tasked a further working group to redraft the strategy to reflect these recommendations.
- 3.9 The updated Strategy was presented to the Swindon Heritage Board in September 2013 and the Board agreed to recommend this version to Cabinet for formal approval and adoption. (Appendix 1)

4. Alternative Options

- 4.1 The Council could choose not to adopt a Heritage Strategy and the various organisations across the Borough could continue to attempt to improve and enhance the impact of our heritage without a detailed overarching framework with which to coordinate and prioritise efforts. In times of reduced resources it would seem appropriate to seek to maximise any investment through a co-ordinated and targeted approach.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 Adoption of the Swindon Heritage Strategy does not have any immediate, direct financial implications. However, delivery of the accompanying Action Plan will require appropriate resources to be available. It is anticipated that resources will be sought, subject to business case development, from a number of different

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sources including Swindon Borough Council revenue and capital budgets, Lottery and grant applications, trusts, foundations and private donations for all elements of the strategy to be successfully delivered.

- 5.2 Any actions that will require Swindon Borough Council resources will either be managed within delegated budgets or be subject to further Cabinet Reports.
- 5.3 A separate report on this agenda details a proposed approach to the Swindon Museum and Art Gallery and sets out a requirement for feasibility money to further develop the proposal.

Legal and Human Rights Implications

- 5.4 Legal and Human Rights implications have been taken into account in the drafting of this report and it is believed its recommendations are compatible with Convention rights.

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

- 5.5 There are no other implications identified at this time. The Council has recently signed a Memorandum of Understanding on the Prevention of Heritage Crime with English Heritage.

Links to One Swindon, Strategic Objectives, Plans and Policies

- 5.6 The Swindon Heritage Strategy has been developed to align with the One Swindon objectives specifically “I Like Where I Live” and “Everyone is Enjoying Leisure and Culture Activities”. It also responds to the key strategic objective to make the best use of resources inside and outside the Council as well as having key social and economic benefits and outcomes.

5.7 Diversity Impact Assessment

A Diversity Impact Assessment has been completed and does not identify any adverse impacts of adopting this strategy. Copies can be obtained from the report author.

Risk Management

- 5.8 The main risk that the Heritage Strategy faces, apart from a lack of funding for delivery of the action plan, is that it is not widely adopted and supported by all of the various groups and individuals who have a passion for enhancing Swindon’s heritage. This would restrict its’ ability to act as a prioritisation plan to maximise the scarce resources that might be available particularly from Lottery distributors. For the strategy to be a success it is also vital that it is regularly monitored and reviewed by the Swindon Heritage Board with continuous input from across the

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heritage sector. Activities need to be properly resourced and owned with appropriate levels of challenge.

6. Consultees

- 6.1 The Board Director, Resources (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.
- 6.2 The Swindon Heritage Board

7. Background Papers

All background papers are available from the Report Author and online.

- 7.1 Paper 1 – Consultation Briefing Document
- 7.2 Paper 2 – Consultation Questionnaire
- 7.3 Paper 3 – Consultation Analysis Report – A Future for our Past?

8. Appendices

- 8.1 Appendix 1 Swindon Heritage Strategy

9. Key Decision/Decision in Forward Plan

- 9.1 This is a Key Decision and is included in the Cabinet Work Programme Forward Plan for December 2013.



C.W.R. WORKS SWINDON.
SCALE OF FEET

SWINDON HERITAGE STRATEGY

Our heritage defines who we are, where we have come from, and shapes our view of our future. Swindon has a rich and diverse heritage, much of which is unknown and hidden from view. Whilst our rich railway heritage is well publicised and known about, few people realise that the history of human settlement in the borough can be traced back to prehistoric times and there has been human settlement here ever since.

I am delighted that this strategy has been developed to raise the profile of heritage across the town and with our communities.

Below: Medical Fund Hospital

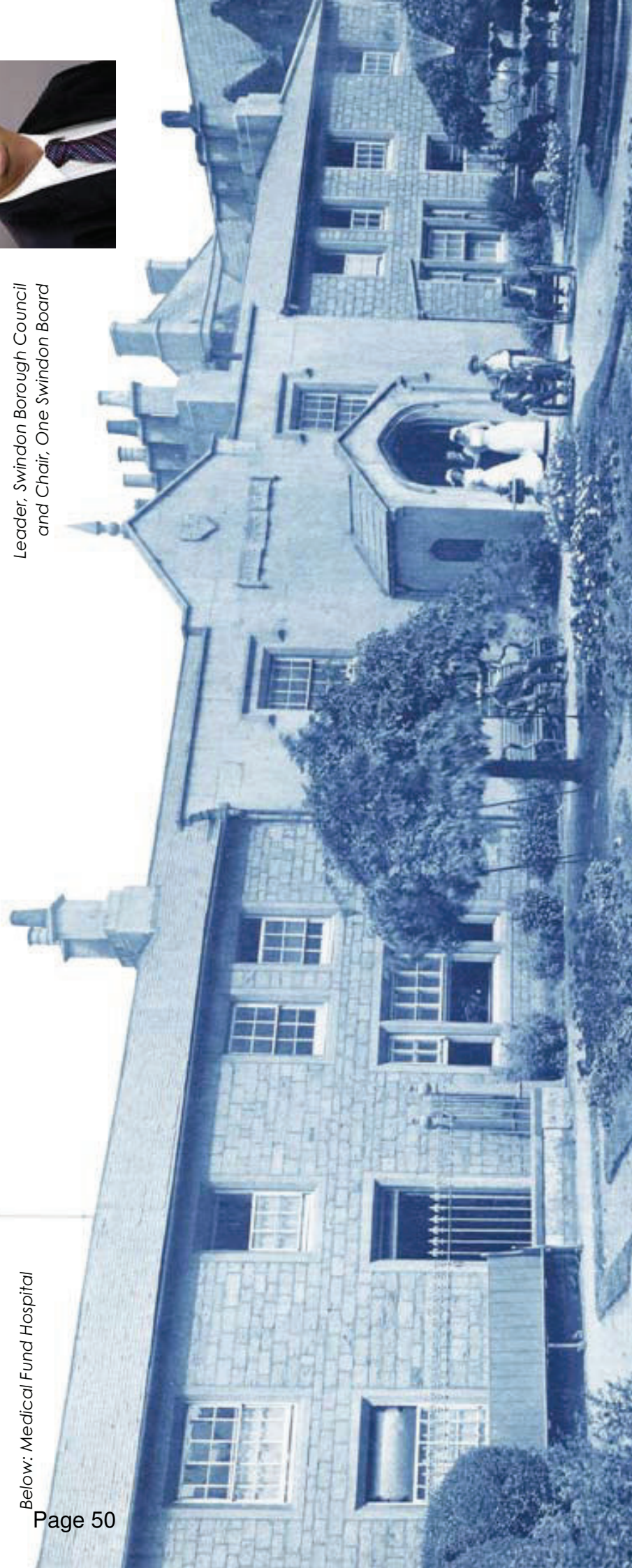
Page 50

A clearer focus on our heritage will undoubtedly have a big impact on our regeneration plans; it will provide the backbone of our identity and can help us feel pride in our towns and villages. I believe it is vital that we find new and exciting ways to fund and engage with our heritage in all its different forms, from visiting museums, to enjoying our historic parks, protecting our special buildings and places and educating our young people about the history of their town.



Councillor David Renard

*Leader, Swindon Borough Council
and Chair, One Swindon Board*



2

Pages 8/11 - THE HERITAGE OF SWINDON

“Everything of value that has been inherited from previous generations.”

Page 12 - ONE SWINDON PRIORITIES

The priorities of One Swindon: the primary framework which guides this Strategy

Page13 - ONE SWINDON PRINCIPLES

Outline of the principles of One Swindon which inform this Strategy.

Pages 14/15 - OVERNANCE

Responsibilities and relationships for the Strategy, its partners and stakeholders.

Pages 16/17 - DELIVERY OF OBJECTIVES

Outline of how the Action Plan process has been informed and will be delivered.



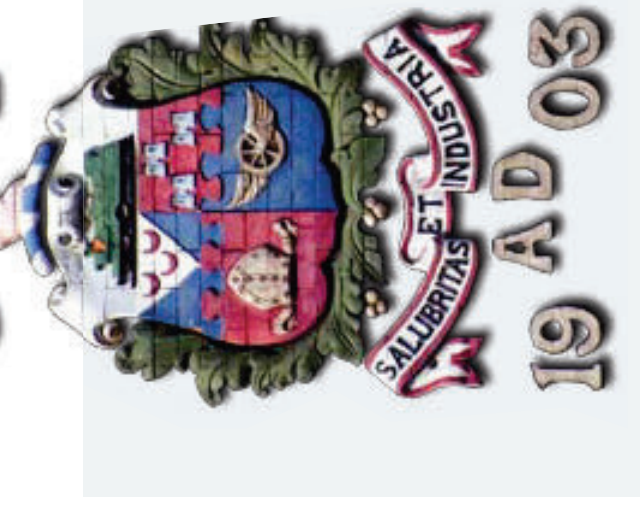
SWINDON HERITAGE STRATEGY

The Borough of Swindon was first formed in 1900 with the joining of the Old Town and the New Town under the first Mayor of Swindon George Churchward of GWR fame. In 1974 it was designated in its current extent as the Thamesdown District of Wiltshire, and became independent of Wiltshire County Council in 1997, as a new unitary authority. It is over 230 km² in area, bordering Oxfordshire to the north-east, Gloucestershire to the north-west and Wiltshire to the south and west.

Swindon Borough covers not just the town of Swindon, but includes the surrounding countryside from the River Thames in

the north to the Marlborough Downs in the south. The Borough boundary also includes the town of Highworth and the villages of Badbury, Bishopstone, Blunsdon, Chiseldon, Hannington, Hinton Parva, Inglesham, Liddington, Lydiard Tregoze, Sevenhampton, South Marston, Stanton Fitzwarren, Stratton St Margaret, Wanborough and Wroughton.

The heritage of each of these places is important, and helps to define their individual character. Taken together it is a reflection of the wider heritage, both natural and cultural, of much of the south of England.



Far left: The Evening Star
Left: Outside the GWR Railway Works
Above: Swindon Coat of Arms

It is the industrial heritage and history of Swindon by which it is best known; synonymous in many people's minds with the pioneering engineering works of Isambard Kingdom Brunel and the Great Western Railway.

As the Alfred Williams Society puts it:

“Railways are to Swindon what the Royal Navy is to Portsmouth and shipbuilding is to Belfast”.

But this history of industrial strength has continued to be written and developed over the years, with Swindon producing everything from Garrard's record players and Supermarine Spitfires, to computer chips and superconductors.

Today, Swindon still attracts state-of-the-art engineering, with the modern car industries of Honda and BMW, plus a multitude of other industries and their award-winning sites, such as the Cellular Operations building, known locally as the “Glass Banana”, and the Renault distribution centre (left), used in a James Bond movie and now given Grade II* listed status by English Heritage.



Type 21 Spitfire, LA 198, built in Swindon

“The historic environment is central to Swindon’s cultural heritage and sense of identity, and people clearly value it greatly for this reason. Whether through its traditional building styles, street patterns, historic green spaces and landscapes, its industrial past and 20th-century buildings, heritage provides the Borough’s communities with a sense of continuity and a source of distinctiveness, giving meaning and quality to the place in which we live. The historic environment is a social and economic asset and a resource for learning and enjoyment. All these considerations should ensure that the Heritage Strategy sustains the borough’s heritage assets for the benefit of present and future generations.”

English Heritage response to Swindon Core Strategy and Development Plan Policies.

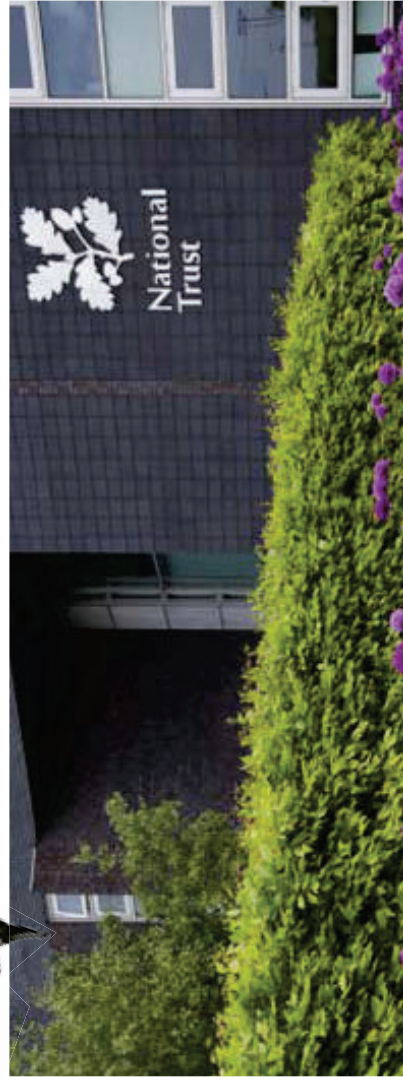
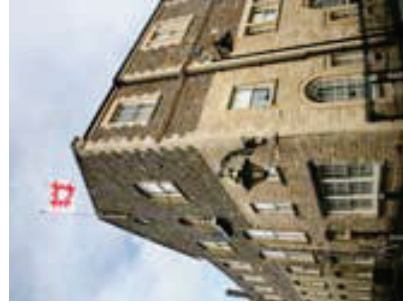
This is the first ever Heritage Strategy for Swindon. It recognises that responsibility for understanding and enhancing our heritage is shared by many different groups that have a valid interest, as well as by the Swindon Borough Council, English Heritage and Natural England, with their statutory responsibilities, and heritage bodies such as the National Trust and the Heritage Lottery Fund.

Indeed, the care and enhancement of the heritage of Swindon is a matter of interest and concern not just to Swindon residents, but also to those who work in Swindon but live beyond its boundaries, visitors to the Borough, and professional and business communities who appreciate the benefits to the public realm that flow from the inward investment that heritage can provide.

The desire to communicate and consult with these different communities of interest and to encourage their active participation in the heritage of Swindon is one of the key drivers of this strategy.

Swindon is home to the National Trust, one of the largest conservation organisations in Europe, and to English Heritage. Additionally, the National Museum of Science and Industry has its national storage centre at Wroughton. The presence of these key organisations in the Borough provides a real opportunity for Swindon to develop a national centre of excellence in heritage services, if collaborative working arrangements can be developed, for the greater good of Swindon and the heritage sector. There are clearly significant opportunities in developing a strong partnership across these organisations as well in embracing the array of independent private and third sector heritage organisations in Swindon.

The Strategy has been developed by Swindon Heritage Board with input from key local, regional and national heritage organisations as well as different groups from across the community heritage sector in Swindon. A list of key stakeholders is given in Appendix V.



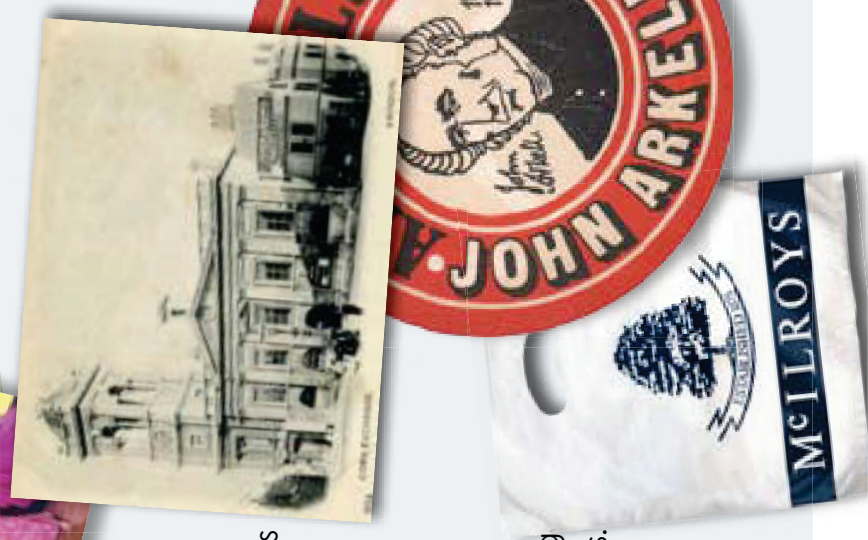
Left to right: Science Museum (and, above, one of the many artefacts stored there); English Heritage; National Trust.

“Swindon’s heritage will be celebrated and enjoyed by local communities, visitors and businesses alike. It will stimulate pride in and respect for places within the Borough, and lead to improved quality of life, enhanced sustainable development, a growing visitor economy and greater opportunities for and deeper understanding through learning and participation.”

Aims

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1. To create and promote an exciting, informative and accessible heritage offer for all.
 2. To establish a strong heritage sector in Swindon, developing and working in partnership.
 3. To develop a greater understanding of Swindon’s Heritage, promoting its protection.
- ## Objectives
- a. Develop a plan for a united museums offer across the borough.
 - b. Develop the town’s reputation as a hub for heritage expertise with bodies such as English Heritage and the National Trust.
 - c. Develop partnerships between voluntary, public and business sectors to develop the action plan.
 - d..Promote Swindon as a heritage destination.
 - e. Increase understanding and awareness of Swindon’s heritage for residents and visitors.
 - f. Encourage the engagement of young people with Swindon’s heritage through activities and partnerships with schools and youth organisations.
 - g. Promote Swindon’s heritage in development and regeneration.
 - h. Create a deeper understanding of Swindon’s heritage assets, their importance, issues and ways to respond.



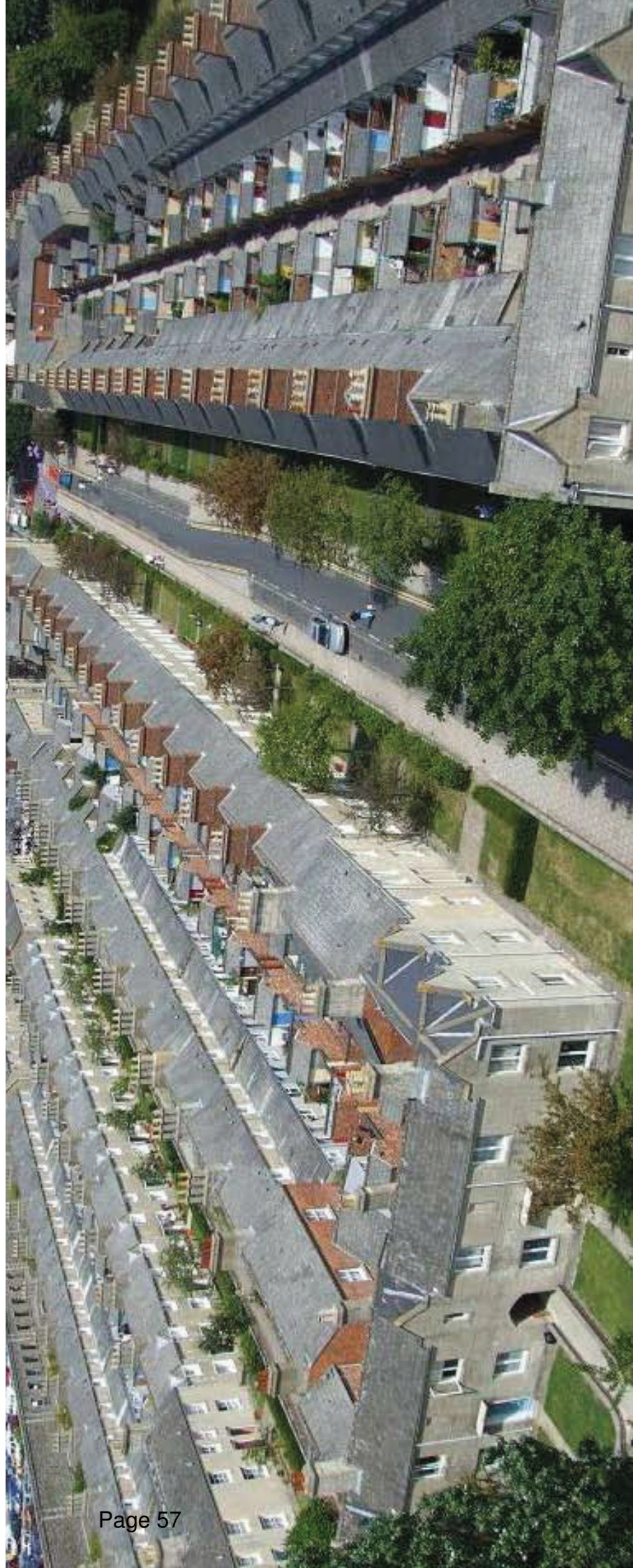
The definition of Heritage is everything of value that has been inherited from previous generations that we want to share today and pass on to future generations. It can include anything that contributes to a community or region's identity.

The term 'heritage' means different things to different people and can be interpreted in a variety of ways. The heritage of Swindon in all its different forms provides us with links to our past.

Whilst the value of some of our heritage is recognised and protected by being designated, be it at national or local level, much of our heritage is undesignated and requires identification, recording and additional support to ensure its protection.

A summary of the designated assets for Swindon is included at Appendix III.

The GWR Railway Village



THE HERITAGE OF SWINDON

9

The Strategy has not tried to draw a distinction between heritage and culture, recognising that the cultural attributes often associated with heritage, represent associated and sometimes intangible values that help to make a sense of place.

Nevertheless, the importance of Swindon's culture must not be underestimated, and needs to be identified, nurtured and encouraged. This must include the cultures of the many ethnic groups who live in and visit Swindon, as it has been since the GWR brought such a legacy of diversity to Swindon.

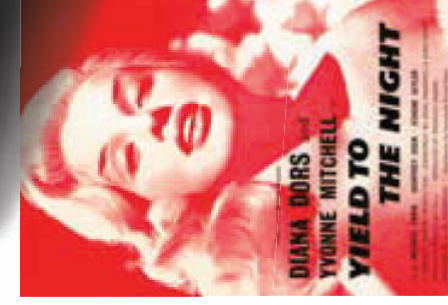
Part of this culture is represented by the number and diversity of voluntary heritage groups active within the Borough. This is a very positive advantage for Swindon and should be embraced to develop and contribute towards the outcomes of the Heritage Strategy. The role of local groups in decision-making is crucial and it is, again, the intention of this plan to promote that richness of experience in taking the plan forward.



Right: Mechanics' Institute
Far right, top to bottom:
Technical Schools; GWR Park;
Old Town station.

This Strategy acknowledges the wonderful contributions of many local people, and the multitude of different events that have created Swindon's heritage. It also recognises the important collections of art, ceramics and local artefacts held in Swindon's museums and art gallery.

The Strategy also recognises the importance of Swindon's historic record, including the literary offerings of writers such as Richard Jefferies and Alfred Williams, and the eight hundred years of the borough's history captured in the archives held at the Wiltshire and Swindon History Centre.



Top row, left to right: the Duchess of Cornwall at Swindon's art gallery; David Murray John; Richard Jefferies; 'A Procession' by L.S. Lowry.
Bottom row: Daniel Gooch; Egyptian mummy; Swindon Museum; Diana Dors; William Gosling VC; Garrards Record Player; Alfred Williams.

Although much of our heritage requires recognition and protection to ensure that it can be carried into the future, new heritage is emerging and traditional industries such as engineering are continuing, albeit in new guises such as the motor car industry, alongside a growth in other industries such as IT and the Financial sector e.g. Intel, Allied Dunbar/Zurich Insurance and the Nationwide Building Society.

Swindon's culture is likewise growing and needs to be celebrated and developed. It is the intention of this strategy to promote opportunities for this through activities such as literary, art and music festivals, the rediscovery of historic events such as the GWR Children's Fete, Heritage Open Days, the national Festival of Archaeology, and through sporting activities. After all, Swindon Town Football Club has its own important history since it became professional in 1894.



Swindon Town FC 1910
and, opposite, the
Children's Festival in the
GWR Park



One Swindon is the primary strategic framework for Swindon. The One Swindon Board is made up of representatives from the voluntary, community, business and public sectors and has produced an overarching public service plan for Swindon with four priorities and an agreed set of principles (next page) that guide its development and delivery.

This strategy will adopt the same principles, and, through aligning to the overall vision, will play a key role in delivering the One Swindon priorities:

- 1. I like where I live**
- 2. We can all benefit from a growing economy and a better town centre**
- 3. Everyone is enjoying sports, leisure and cultural opportunities**
- 4. Living independently, protected from harm, leading healthy lives and making a positive contribution**



Local and Lasting

We will focus on local and lasting benefits for communities and organisations in Swindon. We will ensure that long-term implications are fully considered in our local decision-making. We will encourage local people to get involved in decisions affecting their lives, to make the most of the opportunities available to them, and to help themselves, so they in turn can contribute to the place they live.



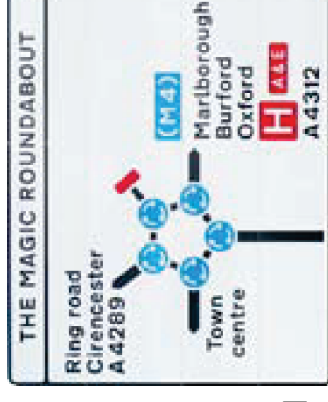
Left: Medal presented to suffragette Edith New. Above: Road sign for Swindon's Magic Roundabout.

Stronger together

Organisations in Swindon like the Council, Police, NHS Swindon, Voluntary and Community sector are working together more effectively than ever before – but have to get even better. We are facing the most severe challenges to public sector funding in recent history and so One Swindon must drive joined up resource and investment decisions within and across organisations. Attention to an organisation or the public sector's role is just one piece of the puzzle though and we need to work more with businesses, communities and people in Swindon. It is the relationships between all of these contributions that will make a real difference.

Prioritisation & Leadership

One Swindon sets out our shared priorities and their delivery will require clear prioritisation and leadership in its widest sense. There are leaders in all areas of organisations in all of our communities and we must enable them to flourish. Leadership will be about being open minded, being flexible, showing humility and knowing when to let go as well as when to get involved. Collectively we need to be committed to our priorities and follow through on delivery, disciplined about how we use resources and honest at all times about the scale of the challenge.



Trust & Bravery

One Swindon signals our readiness for change. We know that bringing this about will require bravery alongside a shared and sustained commitment. Individuals, communities and organisations will need to trust each other and create a common purpose and shared endeavour. We need to open up opportunities for engagement, share our ambitions, respect our differences and build on the things that bind us together. Creativity, enterprise and the freedom to innovate must underpin the way we work.

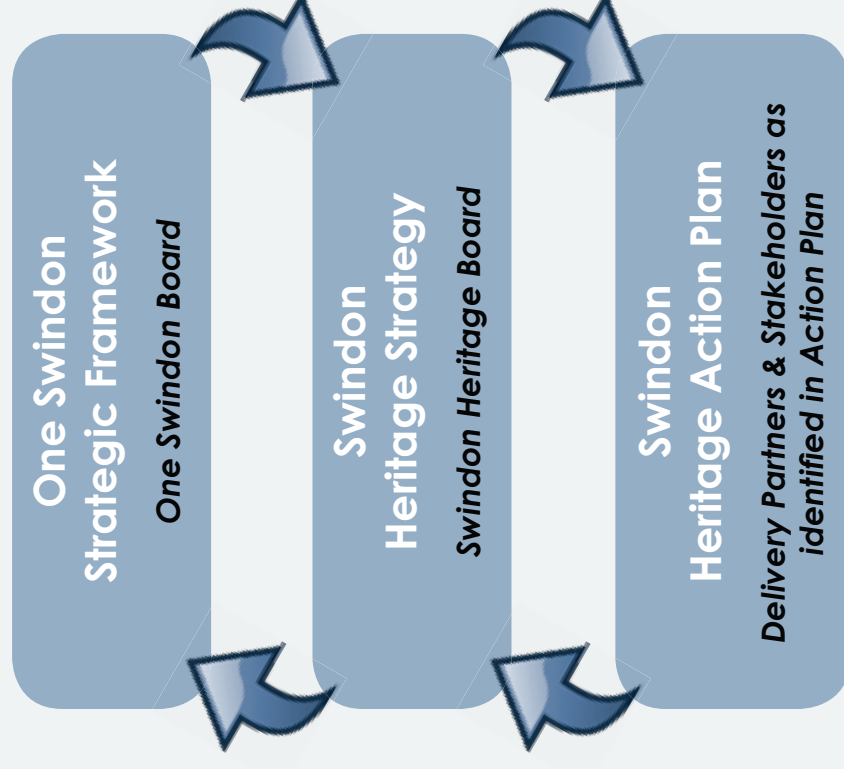
Swindon Heritage Board

The Swindon Heritage Board was established in 2010 to help steer the development of the Heritage Strategy. (Appendix VII Terms of Reference for the Heritage Board). Its membership aims to reflect the many communities of heritage interest in Swindon, with representatives of the national heritage bodies based in the Borough, Swindon Borough Council and Wiltshire Council, Swindon and District History Network and local heritage organisations. The Board is committed to acting in an open and transparent way and will seek wide consultation on the development and implementation of this Strategy.

The Swindon Heritage Board will have responsibility for the overall development, monitoring and delivery of the Swindon Heritage Strategy and will develop stakeholder engagement plans to ensure delivery of the action plan.

The Swindon Heritage Board will report in to the One Swindon Board as necessary.

The Swindon Heritage Strategy will also be cross referenced to, and act as evidence for, other key documents and plans such as The Councilled Local Plan, Community Infrastructure Plans, the Economic Strategy and any changes to Planning Guidance.



Strategy Review

It is anticipated that this strategy will be reviewed, revised and updated at least every three years or sooner if necessary.

The accompanying Action Plan will be continuously monitored and progress reported at the Heritage Board meetings.

Commitment to Equalities

A Diversity Impact Assessment has been completed for this strategy which is attached as Appendix IX.

Action Plan

The Action Plan will be reviewed on a regular basis by the Swindon Heritage Board, which will coordinate further development of the objectives and updating of the actions and involve consultation with community groups. It will continue to grow as priorities emerge.

For inclusion within the evolving action plan, projects need to be able to demonstrate that relevant criteria have been addressed:

- An appropriate project delivery team has been set up.
- An outline timetable has been prepared.
- An indication of resource requirements and where they are to be sought.
- Where Swindon Borough Council support is required, a Statement of Significance for straightforward cases has been prepared together with a Statement of Need in order to assess priorities.
- For cases that will be seeking grant support, e.g. from Heritage Lottery Fund, there will be a requirement for a Conservation Statement or a Conservation Management Plan.

“Swindon’s heritage will be celebrated and enjoyed by local communities, visitors and businesses alike. It will stimulate pride in and respect for places within the Borough, and lead to improved quality of life, enhanced sustainable development, a growing visitor economy and greater opportunities for and deeper understanding through learning and participation.”

Swindon skating rink



Ownership of the Swindon Heritage Strategy needs to be taken across the whole Swindon community and involve all Stakeholders through partnerships with the voluntary, public, private and business sectors.

However, Swindon Borough Council's responsibility is very considerable, with a number of key heritage assets in its ownership and operational management. These include the Swindon Museum and Art Gallery, the Central Library with its important Local History Collection, the STEAM Museum and Lydiard Park and House. The Council also jointly funded the building of the Wiltshire and Swindon History Centre, which houses the Wiltshire and Swindon Archives, and continues to co-fund the service in partnership with Wiltshire Council. It also has key responsibilities to deliver benefits to all other communities of interest in Swindon.

Recent investments at STEAM and Lydiard (Park and Garden) have led to increased visitors, improved access and earned income potential. STEAM has a key role in promoting the outstanding industrial heritage of the town. Together they provide an excellent example of what investment in culture can achieve for a strong foundation on which to build a lasting heritage offer.

The Swindon Heritage Board is responsible for the development of and accountable for the Swindon Heritage Strategy, and will take responsibility for its coordination and development through the agenda of actions and timetable. It will however be essential that the Strategy is adopted by Swindon Borough Council following endorsement by the Board. Heritage initiatives identified in the Action Plan will be delivered on a project by project basis by all relevant stakeholders working together through the Swindon Heritage Board.



Local people engaged in their heritage

In addition to the initial actions identified under each objective, this strategy takes account of the following current immediate priorities for Swindon:

- Requirement to find a new home for the Swindon Museum and Art Gallery Collections.
- 'One Swindon' plan for Swindon public services.
- The ongoing financial challenge to reduce the cost of delivering services through innovation and income generation
- The rescue and future of our Heritage at Risk, such as the Mechanics Institution, needs to be urgently considered. This building offers many vital opportunities for the Heritage of Swindon and could potentially unlock other difficult issues.

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As the Strategy was developed a SWOT Analysis was undertaken as part of a heritage community consultation event where representatives from across the Heritage sector came together to share ideas and develop a consensus of the Strengths, Weaknesses, Threats and Opportunities facing the sector. The analysis is included at Appendix IV.

This work identifies and recognises that there are tensions between stakeholders, given the scale of heritage requiring support and investment across the Borough, and a key to success for the delivery of the objectives within the Strategy will be how stakeholders can work together to define and support a programme of activity around our collective assets.



The Avenue at Coate Water Country Park

APPENDIX 1: Draft Action Plan

Context

This is a **draft**, high level Action Plan which needs further development and detail to be added by the Swindon Heritage Board, including prioritisation, Board sponsorship and resource allocation.

Aims

The Action Plan responds to the Aims of this strategy, outlined earlier and repeated here for convenience:

1. To create and promote an exciting, informative and accessible heritage offer for all.
2. To establish a strong heritage sector in Swindon, developing and working in partnership.
3. To develop a greater understanding of Swindon's Heritage, promoting its protection.

DRAFT

Aim(s)	Objective	Action/Activity	Stakeholders/Delivery	Progress & Monitoring
1, 2, 3	a. Develop a plan for a united museums offer across the borough.	Develop a strategy for the future of Swindon Museum and Art Collections. To include public access, promotion, conservation and storage.	SBC, HLF, ACE, Friends of SM&AG, SHB	Regular updates will be presented to the SHB
		To work towards Accreditation standard (Arts Council England) for all Swindon's museums.	ACE, Museums Development Officer, Richard Jefferies Museum, Computer Museum	SM&AG, Lydiard and STEAM all have full Accreditation
		Complete the transferral of Richard Jefferies museum to Trust status.	Richard Jefferies Museum Trust, SBC, Richard Jefferies Society	SBC have agreed to provide lease document
		Develop a strategy for storage of heritage artefacts to satisfy the needs of current and anticipated finds.	SBC	Awaiting outcome of Options Appraisal Report commissioned autumn 2013.

Aim(s)	Objective	Action/Activity	Stakeholders/Delivery	Progress & Monitoring
2, 3	b. Develop the town's reputation as a hub for heritage expertise with bodies such as English Heritage and the National Trust.	To prepare and establish a stakeholder engagement programme. Develop a programme of activities promoting training, skills and career opportunities related to the heritage sector.	SHB, LEP	SHB need to determine how this will be taken forwards.

Aim(s)	Objective	Action/Activity	Stakeholders/Delivery	Progress & Monitoring
2	c. Develop partnerships between voluntary, public and business sectors to develop the action plan.	Ensure appropriate support is in place to further the aims of the Heritage Board as exemplar partnership working. Identify those principles within 'One Swindon' to inform all partnership work. Create a programme to develop active partnerships within the public, voluntary and business sectors, including Localities and parishes and a network of volunteers.	All	On-going

Aim(s)	Objective	Action/Activity	Stakeholders/Delivery	Progress & Monitoring
1, 2, 3	d. Promote Swindon as a heritage destination.	<p>Develop a communications strategy that will increase public understanding of Swindon's heritage and culture.</p> <p>Create a series of information leaflets and support current/established activity to promote specific areas of Swindon's Heritage.</p> <p>Develop a cross promotional programme for Swindon's heritage attractions.</p> <p>Explore resources/partnerships from visit England and visit Wiltshire to enhance Swindon tourism.</p>	Visit Wiltshire, WC, Forward Swindon, SBC, local media, voluntary and community sector, S&DHN	<p>Swindon is part of the Wiltshire application to ACE for Cultural Tourism funding.</p> <p>SHB is supporting the Swindon Heritage magazine</p>

Aim(s)	Objective	Action/Activity	Stakeholders/Delivery	Progress & Monitoring
1, 2, 3	e. Increase understanding and awareness of Swindon's heritage for residents and visitors.	Find opportunities to share and celebrate Swindon's heritage through a range of community centred events. Support and seek further co-ordination of established activities and events.	All	Use of Council properties: e.g. Apsley House and Radnor Street for community run Great War Commemorations

Aim(s)	Objective	Action/Activity	Stakeholders/Delivery	Progress & Monitoring
1, 2, 3	f. Encourage the engagement of young people with Swindon's heritage through activities and partnerships with schools and youth organisations.	Develop opportunities to promote the heritage and cultural diversity of Swindon as part of formal and informal learning.	Swindon Youth Partnership? Education Officers at venues including the Wiltshire & Swindon History Centre, the Richard Jefferies Museum Trust etc.	Successful HLF bid for educational projects at Richard Jefferies museum

Aim(s)	Objective	Action/Activity	Stakeholders/Delivery	Progress & Monitoring
2, 3	g. Promote Swindon's heritage in development and regeneration.	<p>Publicise specific examples of where aspects of Swindon's heritage have been successfully incorporated to the benefit of the development.</p> <p>Have an on-going programme of engagement with Elected Members and the public regarding role of heritage in planning.</p> <p>Ensure that development impact(s) are mitigated for the enhancement and protection of heritage assets, including storage. Where appropriate Swindon's Heritage assets are enhanced and protected through the appropriate planning mechanisms e.g. planning conditions and development contributions.</p>	<p>Forward Swindon, developers, SBC, voluntary and community sector</p> <p>SBC, Swindon Civic Voice</p> <p>SBC as local planning authority</p>	<p>Member training is on-going by Officers. Swindon Civic Voice have delivered a series of public training events.</p> <p>A charging policy for archaeology boxes will be introduced in April 2014.</p> <p>Objectives of the Heritage Strategy are written in to Community Infrastructure Levy (CIL)</p>

Aim(s)	Objective	Action/Activity	Stakeholders/Delivery	Progress & Monitoring
1, 2, 3	h. Create a deeper understanding of Swindon's heritage assets, their importance, issues and ways to respond.	Sign up to the EH Alliance to Reduce Crime Against Heritage (ARCH) and promote to partners.	SBC	Complete
		Heritage Board to understand and adopt the 'At risk' register (EH) as a mechanism for prioritisation.	Heritage Board	Board Agenda item Dec 13
		Working group to develop solutions for the Mechanics' Institution.	SBC Members & Officers, Mechanics Institution Trust, EH	Working Group established comprising representatives from SHB and the Overview & Monitoring Group
		Promote the HER as a mechanism of recording and disseminating data from/to local heritage groups.	SBC, WiltsC, S&DHN	Maintain funding to maintain the HER for Swindon
		Seek to update the 'local list' of heritage assets in partnership with local heritage groups.	SBC and all	
		Establish Heritage At Risk data for those sites not included on EH register	SBC and all	

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Appendix 1

Swindon Heritage Strategy

Public Consultation Briefing Document

Date of Brief: February 2013

Project Owner: Swindon Heritage Board

Working Group: Daniel Rose, Helen Miah, Michelle Matthews/Andy Reeves, Sophie Duncan, Sharon Soutar, Elizabeth Neathey

Business Objective:

To understand local views on the draft heritage strategy to ensure that the document is representative of local needs and aspirations for heritage and therefore the final strategy gains maximum public support.

Background (Situational Analysis):

The Swindon Heritage Board has developed a draft Heritage Strategy taking evidence from Board Members, local groups and individuals as well as strategies from other authorities.

The draft strategy was approved by Cabinet in December 2012 to go to formal public consultation.

This research brief sets out the objectives and process for this public consultation.

Research Objectives

- To gauge public opinion regarding the overall vision and purpose of the strategy;
- To understand the appropriateness and relative importance of the priorities outlined in the strategy and highlight what may be missing;
- To understand what people consider heritage to be and what makes Swindon significant;
- To understand levels and types of engagement in heritage issues/ organisations / visiting / volunteering etc and potential growth and barriers.
- To ensure the strategy is aligned to the statutory planning frameworks.

Target audience

- Local residents;
- Relevant local businesses;
- Heritage Board Member organisations (where appropriate);
- Local voluntary heritage and history group committees;
- Members and volunteers of voluntary heritage and history organisations;
- Elected Members;
- Relevant public sector bodies;
- Young people

Stimulus Material

- Draft Heritage Strategy.

Action Standards

- Consultation will inform and influence the final version of the strategy and action plan for the Heritage Board;
- Consultation will inform and influence the priorities, challenges and opportunities that the Swindon Heritage Board could take forward;
- Findings give the Board a snapshot of levels of engagement in heritage locally by audience in order for the Board to plan and target resource effectively.

Swindon Heritage Strategy

Public Consultation Briefing Document

Approach

The following approach is envisaged:

- Online survey segmented by target audiences identified;
- Paper version of survey segmented by target audiences identified;
- Written feedback will also be accepted such as a letter from a local history group.

Timing

An example:

14 th January	Working Group agree brief
19 th February	Working Group sign off
25 th February	Survey live for 6 weeks
15 th April	Survey close
15 th April	Start analysis
29 th April	Analysis complete
6 th May	Draft report

Budget:

Minimum budget available from SBC for paper copies of survey

Circulation:

Swindon Heritage Board

Swindon Heritage Strategy Public Consultation

1. Introduction

The Swindon Heritage Board is interested in your views about the draft Swindon Heritage Strategy.

The Swindon Heritage Board is made up of representatives from local, regional and national organisations that support and care about heritage from the public, voluntary, community and business sectors.

This survey will take you approximately fifteen minutes to complete.

If you would like to read the entire draft strategy please visit

www.swindon.gov.uk/heritagestrategy

If you would prefer to send us your comments in writing please email

heritagestrategy@swindon.gov.uk

or post to:

Tammy Reeve
Swindon Borough Council
Civic Offices
Euclid Street
SWINDON
SN1 2JH

You can also complete a paper version of this survey available from The One Stop Shop, Swindon Libraries and Museums, or we can post a copy to you on request.

The information and opinions you provide will be treated in the strictest confidence by the Consultation Team and used in compliance with data protection legislation. Individual organisations and their responses will not be named in any report.

Your opinions are really important to us and will help the Swindon Heritage Board understand how to develop and action this strategy. Please encourage your friends and family to also complete this survey.

The consultation will close on **Monday 15th April 2013**. The outcomes of this consultation will be considered by the Swindon Heritage Board and reported to Swindon Borough Council in the summer of 2013.

We thank you for your time and interest.

Swindon Heritage Board Consultation Team

Swindon Heritage Strategy Public Consultation

2. About you

Please tell us some information about yourself.

1. I am completing this survey as a

(Please tick one)

- ☐ Local resident
- ☐ Member or volunteer of a local voluntary or community group
- ☐ Member or volunteer of a local history or heritage organisation
- ☐ Paid member of staff in the public heritage sector
- ☐ Paid member of staff in the voluntary heritage sector
- ☐ A representative of a national organisation
- ☐ Member of the local business sector
- ☐ Elected representative
- ☐ Other (please specify)

2. If you are completing this survey as a member or representative of an organisation, please let us know which one:

3. How many years have you lived in Swindon?

4. Please tell us which age band you fall into?

(Please tick one)

- | | | |
|--------------------------------|-------------------------------|-------------------------------|
| <input type="radio"/> Under 18 | <input type="radio"/> 35 - 44 | <input type="radio"/> 65 - 74 |
| <input type="radio"/> 18 - 24 | <input type="radio"/> 45 - 54 | <input type="radio"/> 75 + |
| <input type="radio"/> 25 - 34 | <input type="radio"/> 55 - 64 | |

5. Please provide us with your full postcode:

Swindon Heritage Strategy Public Consultation

3. What is heritage?

Heritage is all those things of value that we have inherited from previous generations and that we wish to pass on to our children and share with others.

It can include anything that gives a community its special identity.

6. To what extent do you agree with this meaning of heritage?

(Please tick one)

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

7. What do you think the meaning of heritage should be?

4. A heritage strategy

The aim of the Swindon Heritage Strategy is to deepen understanding and enhancement of our heritage as an inspiration for social, environmental and economic regeneration within the Borough.

8. To what extent do you agree with this aim?

(Please tick one)

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

Swindon Heritage Strategy Public Consultation

5. Heritage objectives

9. The Swindon Heritage Strategy has 9 draft objectives.

To what extent do you agree with each of them?

(Please tick one column for each)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Understanding Swindon's heritage To ensure that we have as full an understanding as possible for all the aspects that make up Swindon's heritage and their importance for residents, visitors and businesses alike.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protecting Swindon's heritage To ensure that all identified heritage assets of local and national importance have protection measures recorded, together with a plan for measures such as improvement works; funding sources and timescales.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using heritage as a driver for sustainable development To ensure that Swindon's heritage underpins and acts as a driver for sustainable development and regeneration.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sharing heritage To promote Swindon's heritage to increase public understanding and awareness for residents and visitors of all ages, but targeting young people, through schools and other educational activities, to help develop pride and a sense of place that will be an enduring influence for the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Swindon as a visitor destination To promote Swindon's heritage for visitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working together To develop strong partnerships between the voluntary, public and business sectors working collaboratively and sharing knowledge and skills, to develop and deliver an Action Plan for Swindon's heritage.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Swindon heritage hub For Swindon to have a national reputation as a hub of heritage expertise, drawing together the national heritage bodies based in the town, such as English Heritage and the National Trust, and ensuring excellent training, skills and career opportunities for the sector.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Swindon museums To develop proposals for the relocation to the town centre of the existing Swindon Museum and Art Gallery. This will house the nationally important Modern Art and Ceramics collections.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding To understand the funding requirement for the achievement of all of the above and to seek to prioritise resources and maximise opportunities for external funding through grant aid, sponsorship, philanthropy and other fundraising.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Swindon Heritage Strategy Public Consultation

5. Heritage objectives (continued)

10. Overall, to what extent do you agree with the objectives of the strategy?

(Please tick one)

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

11. Do you have any further comments about the objectives of the strategy?

6. Significance

The term 'heritage' means different things to different people and can be interpreted in different ways.

The heritage of Swindon, in all its different forms, links us to the past and can be a valuable and exciting resource for the future.

12. What is significant about Swindon's heritage to you?

Swindon Heritage Strategy Public Consultation

7. Priorities

13. To what extent do you agree with the following priorities for Swindon's heritage?

(Please tick one column for each)	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Develop options for the future of the Swindon Museum and Art collections	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop options for a storage facility for Swindon's historic artefacts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop options for the future use of the Mechanics' Institution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop options for the future use of the Old Town Hall and Corn Exchange (The Locarno)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identify and understand our local historic environment (buildings, landscapes, streetscene)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Find ways to increase public understanding of Swindon's heritage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consult with local residents to identify how to prioritise investment in local heritage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensure that local young people are given opportunities to learn about Swindon's heritage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support a range of events and activities that share Swindon's history	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop marketing and promotional materials (guides/leaflets/online) about Swindon's history and heritage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Are there any other priorities?

Swindon Heritage Strategy Public Consultation

8. Benefits

15. What do you think are the top 3 benefits in focusing on heritage for Swindon?

(Please tick just once in each column)

	1	2	3
Economic development (skills and employment/attracting business)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing opportunities for community involvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attracting visitors to Swindon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making Swindon an enjoyable and attractive place to live	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing a sense of local pride and community identity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improving the quality of life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protecting heritage for future generations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contributing to the regeneration of the town centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing knowledge and understanding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bringing local history and stories to life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Are there any other benefits?

Swindon Heritage Strategy Public Consultation

9. Understanding

17. What is your favourite place in Swindon and why?

18. To what extent do you feel you understand Swindon's heritage?

(Please tick one)

- ☐ I have an excellent understanding
- ☐ I have a good understanding
- ☐ I have some understating
- ☐ I have little understanding
- ☐ I have no understanding

19. Please give reasons for your answer:

Swindon Heritage Strategy Public Consultation

10. Thank you

20. If you would be willing to take part in further research regarding heritage in Swindon, please tell us your email address:

Thank you for taking part in the Swindon Heritage Strategy consultation

A future for the past?



photo © Phil Back 2013

Consultation on a Heritage Strategy for Swindon

A research report for Swindon Heritage Board

by Phil Back Associates Ltd

June 2013

Phil Back Associates
Boston House
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WETHERBY
LS23 6AD

1 Executive Summary and recommendations

1. This is a summary of the results of a consultation, conducted by the Heritage Board in Spring 2013, about the contents and direction of the draft Heritage Strategy for Swindon. It summarises the responses of 335 different respondents. The report sets out people's views, but is not itself a review of the contents of the strategy from an outside perspective.
2. Three quarters of contributors to the survey are local residents. There are also small numbers who represent local voluntary and history societies, and paid staff from organisations in the heritage sector, but the numbers of these are probably understated as the question did not allow people to identify multiple roles. One group, focussed on inland waterways, is prominent in the response.
3. The survey covers a good spread of time spent in Swindon, from newcomers to long-standing residents. It includes people in all adult age-groups, but under 35s are under-represented, and under 25s are not well represented at all; children and young people's views have not been secured. Gender and ethnicity information was not requested from respondents. The majority of respondents are from Swindon, and most of the rest from the rural area around the town; there are a small number of respondents from further afield.
4. The draft strategy suggests a definition of heritage, and almost all respondents accept this definition, with three in five (59%) agreeing strongly. There are nevertheless suggestions aimed at improving the definition, particularly as regards strengthening the place of community identity, and of protection of heritage assets. It is also suggested that the word 'things' be reconsidered to demonstrate the inclusion of cultural assets such as traditions, values and cultural heritage.
5. The stated aim of the strategy also attracts widespread agreement, with most people (87%) agreeing to at least some extent, and half (51%) agreeing strongly. Concern is expressed in some responses elsewhere in the survey about a focus on economic outcomes, but the aim includes social and environmental outcomes as well.
6. All nine strategic objectives attract support, with protection and sharing heritage attracting the most agreement. Views on the museums objective are positive, but much more circumspect; responses elsewhere in the survey indicate some concern over the future of museums in the Borough, which is influencing this result. Even allowing for this, though, disagreement with the objectives is limited throughout, and overall almost half of respondents (46%) strongly agree with them, whilst most of the rest (48%) agree to some extent.

7. Concern is raised over some elements that are currently missing, that would improve the strategy. These include a wider definition of resources, specific actions and timescales. It is also clear that people would like to see their own enthusiasms given prominence within the document.
8. Swindon's heritage is seen predominantly in railways, and in the impact the railway has had in shaping the layout and architecture of the town; but it is also seen in many other ways, including the area's pre-Conquest and prehistoric history, other aspects of transport, its social history, and the values and social fabric associated with an enlightened employer. There is concern that, whilst the rail heritage is widely known and displayed, other aspects are hidden, including the significance of the art collection and the pioneering role of the town in modern art and in bringing the arts to new audiences.
9. All ten suggested priorities enshrined in the draft strategy attract strong support; the priority most strongly endorsed is the future of the Mechanics' Institution, and the Locarno complex also attracts strong support, though it is clear from other comments elsewhere in the survey that there is limited consensus on the future of these buildings. The least well supported priority relates to storage; although this gets reasonable support, it is clear that many people would prefer to see a public access priority, and there are also calls for widening involvement and engaging people more actively in heritage. Nevertheless, disagreement on priorities is very limited, even minimal.
10. Asked to indicate which three of a list of ten suggested benefits from heritage, people prioritise protecting heritage for future generations, and making Swindon an enjoyable place to live, alongside the development of local pride and community identity. Economic benefit emerges as the fourth preference, prominent in the list but ranked some distance behind the top three, all of which are chosen by around half of those taking part.
11. The locations most often suggested as people's favourite places are the Old Town, particularly the Old Town Gardens; Coate Country Park and its Jeffries associations; and Lydiard House and Country Park. However, it is clear that people find a wide diversity of places to enjoy in the borough, and for a variety of reasons. Aspects of these locations that are valued include a sense of history, memories of a personal and family nature, tranquility, the enjoyment of nature, and feeling part of the community.
12. Three in five respondents (62%) claim a good or excellent understanding of Swindon's heritage; most of the rest claim some understanding. The result is to be expected in a survey of this nature, which will tend to appeal more to a more knowledgeable audience. However, it contrasts with the view that much of Swindon's heritage is hidden from view, which would in turn suggest that some claims to understanding may be being overstated. People have gained understanding largely through reading, research, involvement, visiting museums, and a lifetime spent in the locality.

13. The strategy as presented receives general approval and agreement with both its principles and its more detailed considerations.
14. Nevertheless, in the light of the comments made, we recommend consideration be given to these changes, and changes of emphasis, in the strategy:
 - greater emphasis to the vision (this was not included in the consultation);
 - strengthening the place of community identity in the definition;
 - developing the definition to embrace intangible heritage;
 - consideration of the need to include reference to the present, as well as the past and future, within the definition;
 - reviewing whether the protection/conservation dimension needs to be given a higher profile - at present it is an objective, also expressed as part of the strategy's purpose in the summary section, but several respondents would like to see it incorporated in either the definition or the overall aim;
 - replacing words such as 'our children' with more inclusive language that embraces new arrivals into Swindon as well as the direct heirs of the town;
 - developing the understanding of 'funding' to embrace the full range of resources available to the strategy, which include not only finance but also skills, volunteer enthusiasm and effort, and local specialist knowledge (both professional and amateur);
 - integration of the draft strategy with associated documents such as the local planning framework, to ensure heritage assets are adequately protected from inappropriate development; and the cultural strategy, to ensure that opportunities for synergy are maximised;
15. We recommend further research to ensure that young people's views on issues such as the importance of heritage to them, their understanding of Swindon, their favourite places, and their views on accessibility are allowed to inform the strategy. Young people are an important focus of heritage work and their absence from this study weakens its impact. We also see value in qualitative research that will allow further exploration of issues and concerns, exploring the tensions between storage and display, to explore future use of old buildings, or to discuss priorities in the light of resource availability.

2 Objectives and methodology

2.1 Introduction

The Swindon Heritage Board was formed in 2010, under the One Swindon partnership, which represents the primary strategic framework for Swindon. The Heritage Board brings together key organisations within the Borough to work together in preparing and implementing a shared strategy for managing, enhancing, conserving and promoting the considerable heritage of the Borough, including its architecture and streetscapes, its industrial history and heritage, and its historic environment and green space.

The Board's first Draft Heritage Strategy was published in November 2012, outlining the strategic objectives of the Board and its proposed action plan and delivery framework. It builds on feedback obtained through a Network Event involving a wide range of local organisations with a variety of interests and emphases.

The strategy was then put out for wider consultation with a range of target audiences including businesses, voluntary heritage groups and their trustees, local elected representatives, public sector bodies and organisations, national heritage bodies, and the general public. This consultation closed on 15th April 2013, and the report that follows sets out the results of this exercise.

2.2 Methodology and questionnaire

The draft strategy was published in an area of the Swindon Borough Council website, and a link was provided to an online questionnaire for those wishing to respond in this way. It was also possible to download a copy of the questionnaire from the website for manual completion, or to request a paper copy to be sent out by post. Paper copies were also made available at the Council's One Stop Shop and at Libraries and Museums throughout the Borough. The questionnaire was designed, though, in a way that allowed people to respond even if they had not read the draft strategy in detail.

The website also made clear that any respondents who wished to contribute their views outside the structure of the questionnaire could do so by sending in either an e-mail response, or a letter. Those accessing the website were invited to encourage friends and family to participate in addition to themselves. A copy of the survey questionnaire is included as an appendix to the report.

An undertaking was given in the introduction to the questionnaire that all data would be treated in strict confidence, and that no organisation would be named in any report. Our analysis adheres to

this undertaking; no organisation, regardless of standing or significance, can be named, and we have tried to ensure that no comment is provided that would allow any person or organisation to be identified as the source.

A total of 394 questionnaires were submitted (this includes both online and paper copies). However, on closer examination it transpired that 59 of these were either completely blank, included only basic demographic data with no response relating to the strategy itself, or were 'spoof' entries where the person concerned had obviously not intended their response to be taken seriously. These responses have been excluded from our analysis and this means that the report discusses a total of 335 valid contributions made through the survey.

Our report is structured in line with the questionnaire; two email responses which do not follow this structure have also been considered, and the observations made in these (though not their source) have been included alongside the more general discussion.

The client has also noticed a significant contribution from one organisation in particular (which your confidentiality undertaking does not allow us to name); this amounts to around 10% of the total valid response. Whilst this contribution is highly valued, and is a completely valid contribution to the overall discussion, the volume of this response, and its emphasis on one specific aspect of heritage, demand that we ensure that the overall result is not distorted by a disproportionate representation of one particular viewpoint. We have therefore looked at these responses both as part of the totality of response, and also separately, to ensure that this is checked and, where necessary, commented upon. In fact, there is little or no distortion to the numerical results arising from this source, and we have therefore not adjusted the response in any way; each contribution is treated with equal weight and merit. In the qualitative analysis, however, the significance of this contribution sometimes gives prominence to issues relating to waterways, and where this arises we make comment accordingly.

2.3 Research objectives

The objectives of this study are:

- to provide an analysis of the answers to each question, overall and by key subgroup (e.g. by age, geography, type of respondent, length of time spent in Swindon);
- to analyse open ended questions to isolate key themes and findings, and to provide insight into quantitative data;
- to distinguish between general observations and specific ones, especially as regards priorities
- to produce an engaging written report appropriate to the required audience, including recommendations in relation to the strategy

3 Respondent profile

The questionnaire includes some information about the respondent, including the basis on which they have responded, the length of time they have lived in Swindon, their age, and their postcode. The answers to these questions provide background data for the discussion that follows and help to understand the nature of the response received.

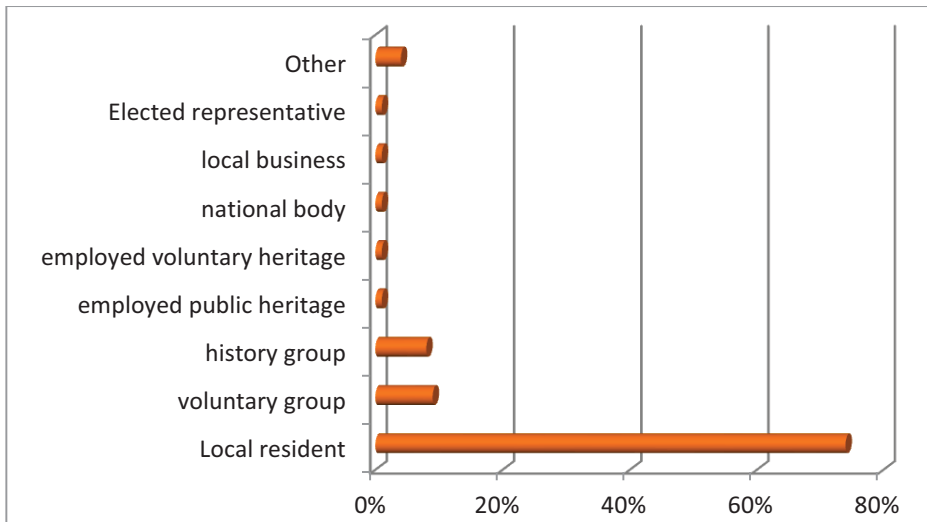
3.1 Basis of response

This table shows the basis on which people in the survey have made their contribution.

Table 1: Basis of response

	Proportion of respondents
Local resident	74%
Member or volunteer in local voluntary group	9%
Member or volunteer in local history or heritage group	8%
Paid staff in public heritage sector	1%
Paid staff in voluntary heritage sector	1%
Representative of national organisation	1%
Member of local business sector	1%
Elected representative	1%
Other	4%
<i>N (=100%)</i>	335

Chart 1: Basis of response



Unfortunately, the question only allowed a single answer, and this meant that a number of people who might have fitted into more than one category did not have the opportunity to say so. Some people commented on this elsewhere in the questionnaire.

The main bulk of opinion in the survey comes from people who describe themselves as local residents. These make up three-quarters of the total response. A further 9% are members of a local voluntary group, and a further 8% belong to a local history group. Although there are people from all the other categories listed in the question, they add up to just 5% of the total, meaning that this survey appears to be one of the public at large, rather than of formal representatives of bodies and organisations specifically. However, we believe the proportions of group members may be understated because respondents could only provide a single response to this question.

The 'other' category includes a number of people who live in the region around Swindon, or who have lived locally in the past. They do not consider themselves 'local', but are nevertheless actively interested in local heritage. There are also professionals not described in the question itself, such as teachers, with an active engagement in heritage and culture, and this category also includes some enthusiasts who are not 'members' or volunteers but who nevertheless pursue a particular area of interest.

The questionnaire asked respondents to indicate which group they belong to or represent (the question again assumes that any given respondent will only belong to one group). A wide range of organisations is mentioned here, including historic transportation groups (waterways and railways), local history societies, arts groups, archaeological interests, museums, environmental interests and historic buildings; the emphasis is on history and heritage.

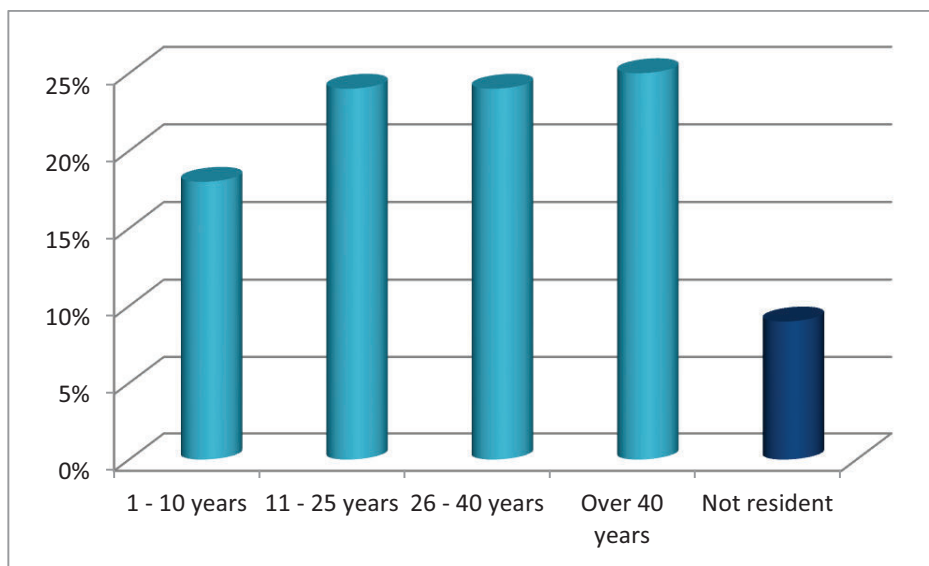
3.2 Years lived in Swindon

This table shows how long people responding to the survey have lived in Swindon.

Table 2: Years lived in Swindon

	Proportion of respondents
1 - 10 years	18%
11 - 25 years	24%
26 - 40 years	24%
Over 40 years	25%
Not resident	9%
<i>N (=100%)</i>	335

Chart 2: Years lived in Swindon



There is a good spread here; just under a quarter of respondents have lived in Swindon for less than ten years, whilst a quarter of respondents are local respondents of more than 40 years' standing. Some respondents indicate that they have lived here all their lives, whilst others' total years in Swindon represent more than one spell spent in the Borough.

One in eleven respondents have never lived in Swindon, however. These include several respondents who live in the area around Swindon, but not in the town itself; and also some who live further afield but whose interests encompass aspects of Swindon's heritage. More than half of those who live outside Swindon are people interested in historic waterways.

There is of course a correlation between length of residence and age; but it is also important to remember that people who have lived here all their lives can be residents of long standing, without necessarily being elderly. Thus it may usefully be noted that only a quarter of those who have lived in the area for more than 40 years are over 65; and that half of this group are under 55 years of age. However, very few new arrivals are people of pensionable age; a quarter are young people under 35, and two in five (39%) are aged 35-44. Two in five under 35s (39%) have lived locally for more than 25 years.

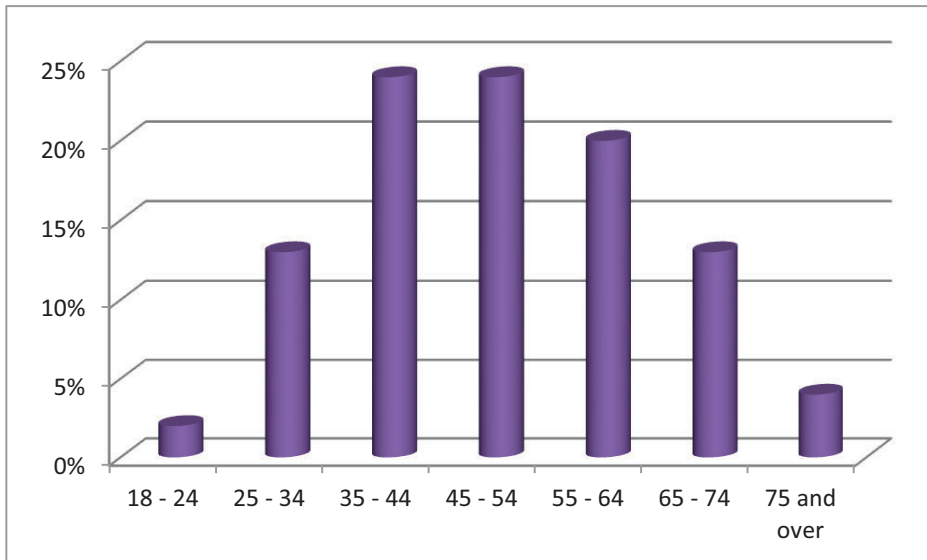
3.3 Age

The age spread of respondents is shown in this table:

Table 3: Age-group of respondent

	Proportion of respondents
18 - 24	2%
25 - 34	13%
35 - 44	24%
45 - 54	24%
55 - 64	20%
65 - 74	13%
75 and over	4%
<i>N (=100%)</i>	335

Chart 3: Age-group of respondent



There is a clear concentration of response here in the middle age-ranges; half of all respondents are in the age range from 35 to 54. Involvement in the survey from people under the age of 35 is more limited, and this is especially true of people below 24 years of age; one in seven respondents is under 35, but only 2% are under 24 and none at all are under 18.¹ One in five respondents is aged 55-64, but again involvement at the upper end of the age-range falls away; one in six respondents is aged over 65, but interest in the strategy falls away rapidly after the age of 75, and just 4% of respondents are above this age.

Whilst there are participants from all adult age-groups, the bulk of the response is from people of working age; two thirds of respondents are between the ages of 35 and 65. This does not, of course, mean that younger and older people are less interested in heritage matters; the customer bases of many major heritage attractions include large numbers of young people and of retired people, and many voluntary heritage groups rely on support from all ages.

Because of the small numbers in the 18-24 age-group, these responses are included with those in the 25 - 34 age-group in our analysis. We have also conflated the over 75s into a new combined age-group including all those over 65 in the analysis that follows.

¹ There is a response from someone who claims to be under 18 but it has been excluded from analysis as it is clearly a false entry.

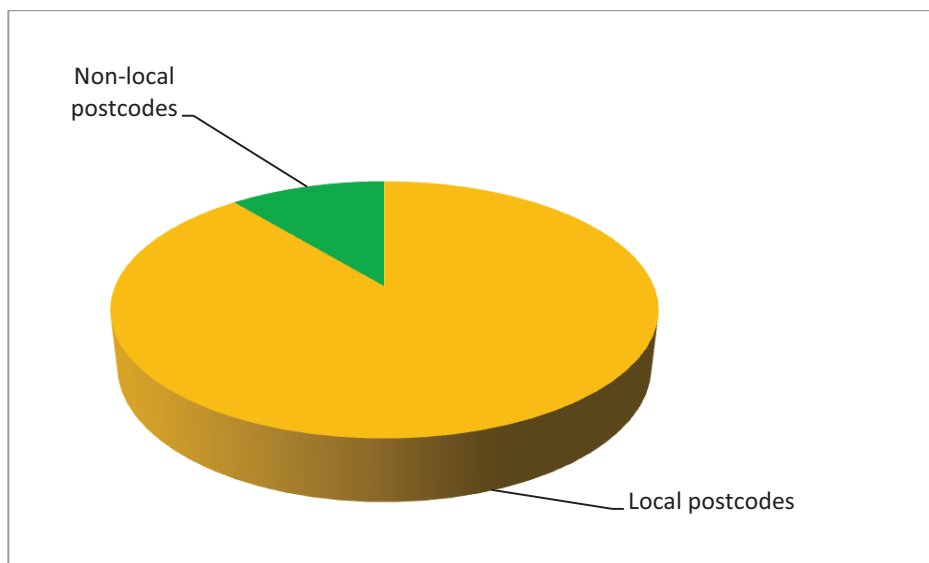
3.4 Geography

Respondents were asked to provide a postcode, and most did so. We have classified the postcodes according to their proximity to Swindon. This table shows the split between 'local' postcodes - those where the respondent is likely to live within the Borough - and those postcodes further afield.

Table 4: Local and non-local postcodes

	Proportion of respondents
Local postcodes	89%
Non-local postcodes	11%
<i>N (=100%)</i>	333

Chart 4: Local and non-local postcodes



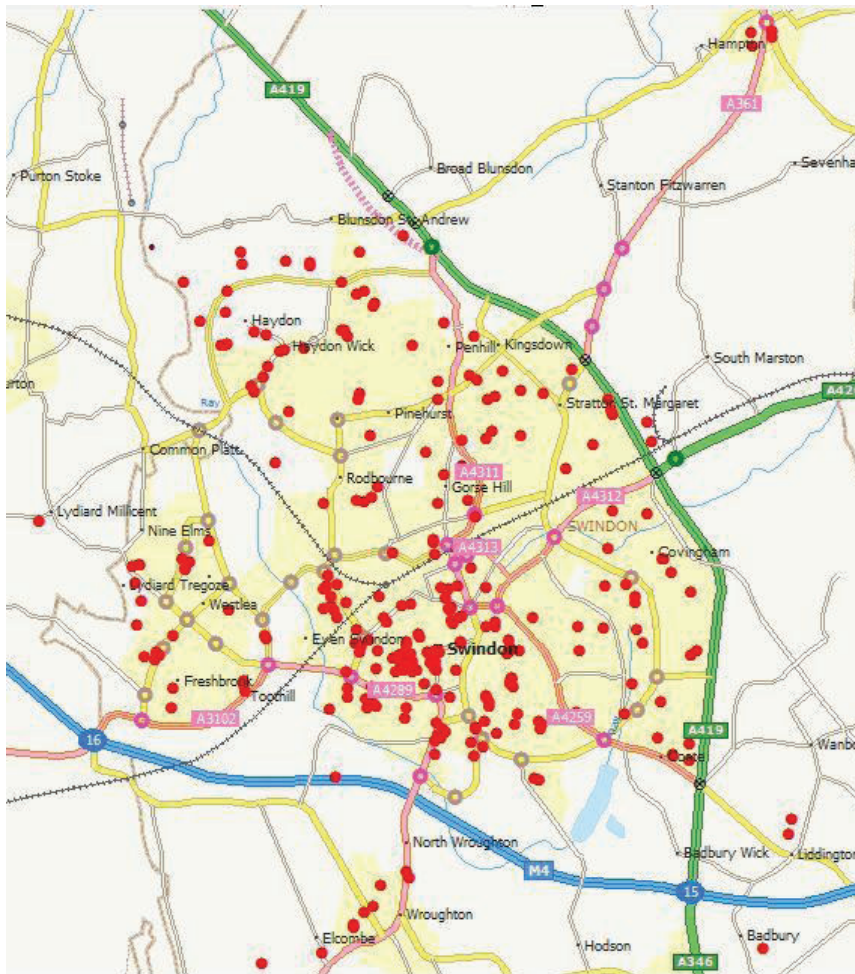
The vast bulk of the response is from people who live reasonably locally to Swindon. Although postcode areas are not contiguous with those of local authorities, most residents of postcode areas SN1, SN2, SN25, SN3, SN4 and SN5 live within the urban area of Swindon, whilst those in SN6 live primarily within the rural area included inside the Borough boundary.

Responses from further afield include several from north Wiltshire, for whom Swindon would be a local large town - places such as Devizes or Wootton Bassett, for instance - and also some from

further away, in the Bristol, Exeter and Torquay areas for example. Those responding from outside the Borough include several whose interest focusses on historic waterways, though (as has already been noted) not all long-distance respondents fall into this camp.

Within Swindon itself, the response is shown on this map:

Map 5: Response to the survey by postcode



Responses come from all areas of Swindon, including the more outlying rural communities of the Borough. However, there is a distinct concentration of response from the Old Town and Central areas of the Borough, with a much denser pattern of dots in this part of town than elsewhere. Mannington and Eastcott are also prominent areas for response. Conversely, response is much more thinly spread around areas such as Walcot, Park North and Park South, and north of the railway from Gorse Hill, Pinehurst and Penhill. There is also a lower level of interest from the West Swindon area and from Covingham and Stratton.

4 The heritage strategy

4.1 The meaning of heritage

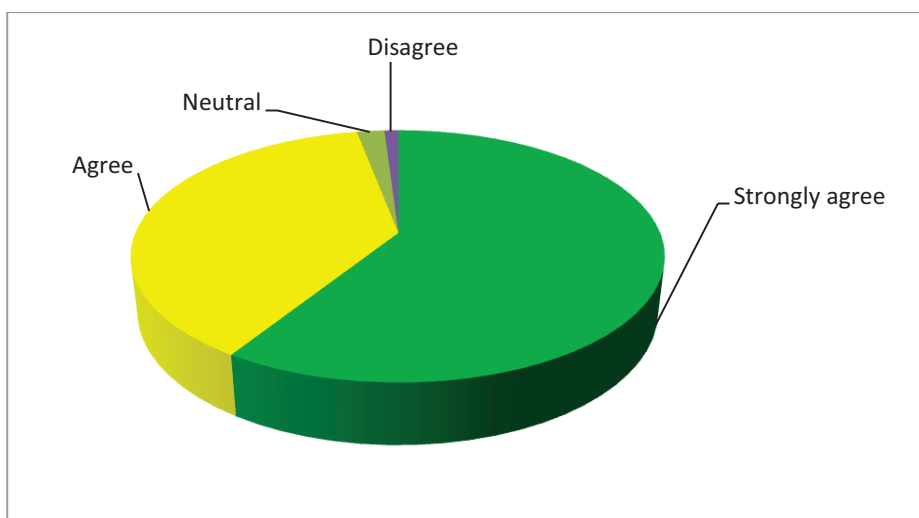
The heritage strategy defines heritage as 'all those things of value that we have inherited from previous generations and that we wish to pass on to our children and share with others.' The strategy also notes that heritage can include anything that gives a community its special identity.

Respondents were asked to indicate the extent to which they agree with this definition, and respond as follows:

Table 6: Agreement with the definition of heritage

Definition	Proportion of respondents
Strongly agree	59%
Agree	38%
Neutral	2%
Disagree	1%
Strongly disagree	0%
<i>N (=100%)</i>	335

Chart 6: Agreement with the definition of heritage



Overall, there is widespread agreement with the definition suggested in the strategy; three in five respondents agree strongly, and almost everyone else agrees to at least some extent. The number disagreeing to any extent is very small indeed.

Although people from all age-groups agree with the suggested definition, it is interesting to note that the strength of agreement varies according to age; the older a person is, the stronger their agreement with this definition. Agreement also tends to be stronger among those who have lived in Swindon for longest.

Agreement with the suggested definition is especially strong among those who belong to local historical societies, and is also high among the small number of elected representatives taking part. Local residents, who make up the vast bulk of responses, echo the overall result. However, the small numbers of paid staff, and those responding from national organisations, are more equivocal; they too agree, but do so less strongly than local residents. Those interested in canals are more strongly in agreement than those with other interests, but do not distort the result to any significant degree.

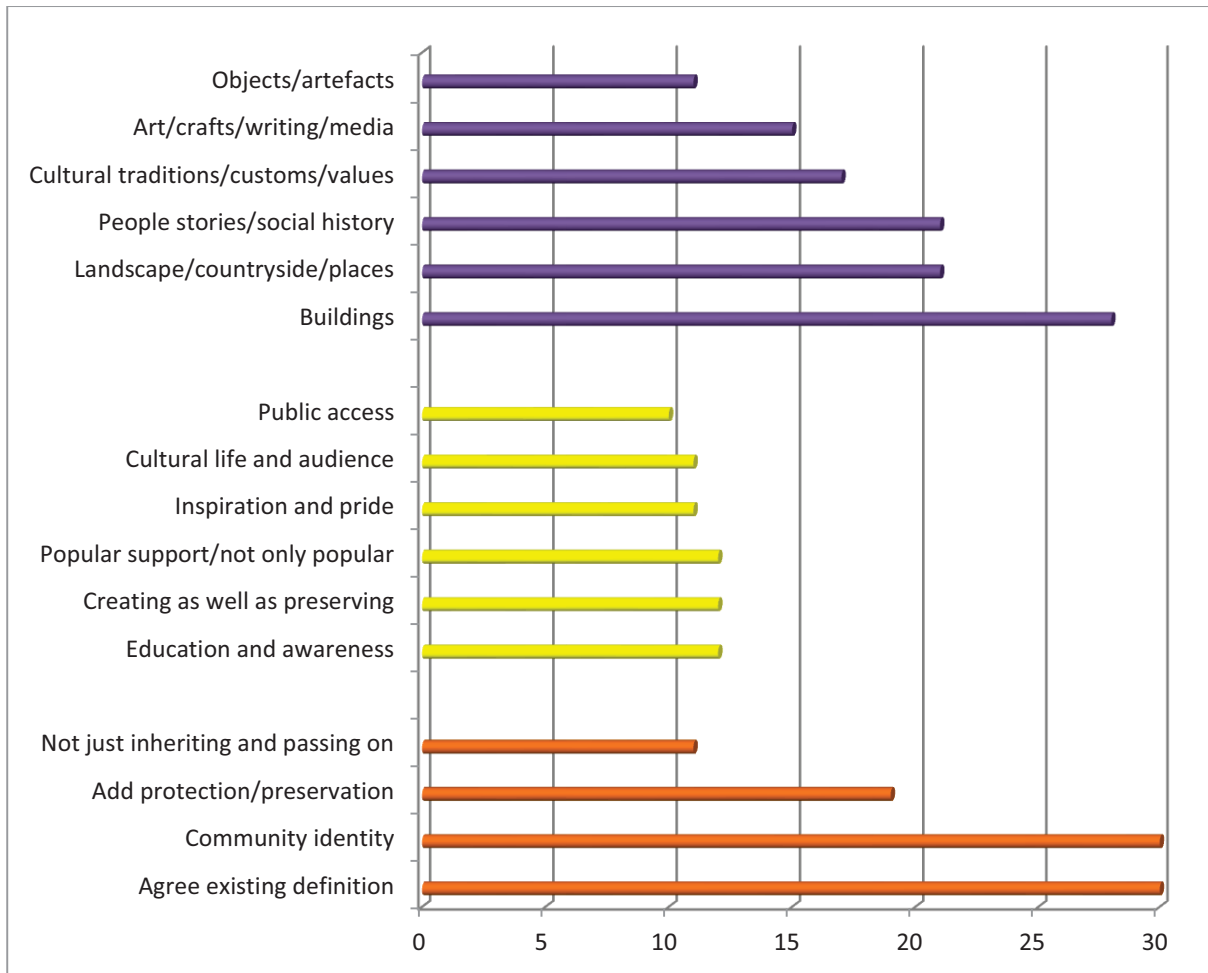
Agreement is stronger from residents in Swindon itself than from those in more outlying parts of the Borough; but is stronger still among those who take an interest from further afield, perhaps suggesting that the definition is particularly resonant for those whose commitment (as expressed in their interest from such distances) may be greatest. As the profile has shown, there is an overlap between this group and those who are interested in canals.

The survey also asks respondents for their own understanding of the meaning of heritage. The responses have been analysed into broad themes, and the results are shown in this table:

Table 7: Broad themes on meaning of heritage

Broad thematic area	Area of comment	No. of comments
Variations on proposed definition	Agree existing definition	30
	Community identity	30
	Add protection/preservation	19
	Not just inheriting and passing on	11
Alternative/additional concepts	Education and awareness	12
	Creating as well as preserving	12
	Popular support/not only popular	12
	Inspiration and pride	11
	Cultural life and audience	11
	Public access	10
Breadth of definition	Buildings	28
	Landscape/countryside/places	21
	People stories/social history	21
	Cultural traditions/customs/values	17
	Art/crafts/writing/media	15
	Objects/artefacts	11
Total no. of comments		160

Chart 7: Broad themes on meaning of heritage



The definition of heritage proposed in the strategy receives a good level of support, and further support could be inferred from the numbers of people who do not answer the question; a total of 160 responses were offered, so half of those taking part in the survey have nothing they wish to add.

Community identity is noted as a rider to the definition, but receives some prominence in the response which may suggest that it should occupy a more central position, asserting the idea that heritage should incorporate, if not be defined by, those things that have helped to create and define the community of today and its existing values and cultural traditions.

Several people suggest minor variations in the existing definition, and two areas of suggestion are prominent here. One is the idea that the definition of heritage should include some recognition of the desire to **protect or preserve our inheritance**, exercising stewardship and conservation as

well as simply receiving it and passing it on. The other point made repeatedly is that the strategy definition recognises both the past and the future, but says nothing about the present, and the importance of including **our own interaction with heritage** in the definition alongside our custodianship of the past for the benefit of the future. This then requires us to ensure that the ways we act in the present respect the legacy we receive and pass on.

One other observation that is perhaps helpful under this heading is the note that the words 'our children' in the definition might be better expressed as 'future generations', since many people do not have children, and many of those who inherit this legacy may be from other cultures and not only our own.

Although the definition is widely accepted, there are several respondents who take the opportunity to suggest alternative wordings or additional concepts that might usefully be considered. A number of people argue that simply **inheriting and passing on** is an inadequate definition, and that it needs to incorporate a dimension in which we appreciate, grow in understanding, learn from and interpret what we have inherited, rather than simply handing it on intact.

An interesting point is that heritage is not only the things we inherit from past generations, but also the **legacy we ourselves are creating today** and which will become heritage for future generations. It is difficult to appreciate, from this vantage point, what aspects of life today may be valued by future generations - and there are some who suggest that we create little today that is of lasting value - but there are some things of limited vintage that might be identifiable as potential heritage and which could be managed with that status in mind.

There is dispute about whether heritage should be those things which have **popular support**, or whether it should be independent of popular interest and enthusiasm; to what extent should popular support guide resource allocation, for instance? There are more people in this survey who argue against popular support as a guideline, than those who argue in favour; the latter tend to be those with particular aspects of heritage in mind.

Several people point out that we should not necessarily only value the things we are proud of; but there are many who suggest that the definition could usefully recognise the **inspirational value** of heritage. It is also pointed out that heritage has a role to play in **augmenting cultural life** in the present, not only for local people but also as a visitor attraction with repercussions for the local economy and community vitality. Alongside this is the recognition that heritage requires at least some measure of **public access** if it is to be fully appreciated, and this may be in the form of interpretation making heritage more intelligible in the present day, or by providing showcases or showplaces where heritage can be put in public view.

Several respondents challenge, either directly or implicitly, the use of the word 'things' in the strategy definition, and seek a **broadier definition**. Heritage is most commonly thought of in terms of structures such as buildings, but clearly also encompasses landscapes, and social

history, including oral traditions. It also includes intangible items such as traditions, customs and values, as well as objects and artefacts, and embraces the **cultural heritage** of art, crafts, writing, and other media through which we perceive the past, both the distant past and the more recent.

Finally, one respondent draws attention to the definition of heritage used by the Amherst Center for Heritage and Society at the University of Massachusetts, which encapsulates many of the issues raised in this discussion and which is therefore replicated below:

'Heritage is the full range of our inherited traditions, monuments, objects, and culture. Most important, it is the range of contemporary activities, meanings, and behaviors that we draw from them. Heritage includes, but is much more than preserving, excavating, displaying, or restoring a collection of old things. It is both tangible and intangible, in the sense that ideas and memories--of songs, recipes, language, dances, and many other elements of who we are and how we identify ourselves--are as important as historical buildings and archaeological sites. Heritage is, or should be, the subject of active public reflection, debate, and discussion. What is worth saving? What can we, or should we, forget? What memories can we enjoy, regret, or learn from? Who owns "The Past" and who is entitled to speak for past generations? Active public discussion about material and intangible heritage--of individuals, groups, communities, and nations--is a valuable facet of public life in our multicultural world. Heritage is a contemporary activity with far-reaching effects. It can be an element of far-sighted urban and regional planning. It can be the platform for political recognition, a medium for intercultural dialogue, a means of ethical reflection, and the potential basis for local economic development. It is simultaneously local and particular, global and shared. Heritage is an essential part of the present we live in--and of the future we will build.'

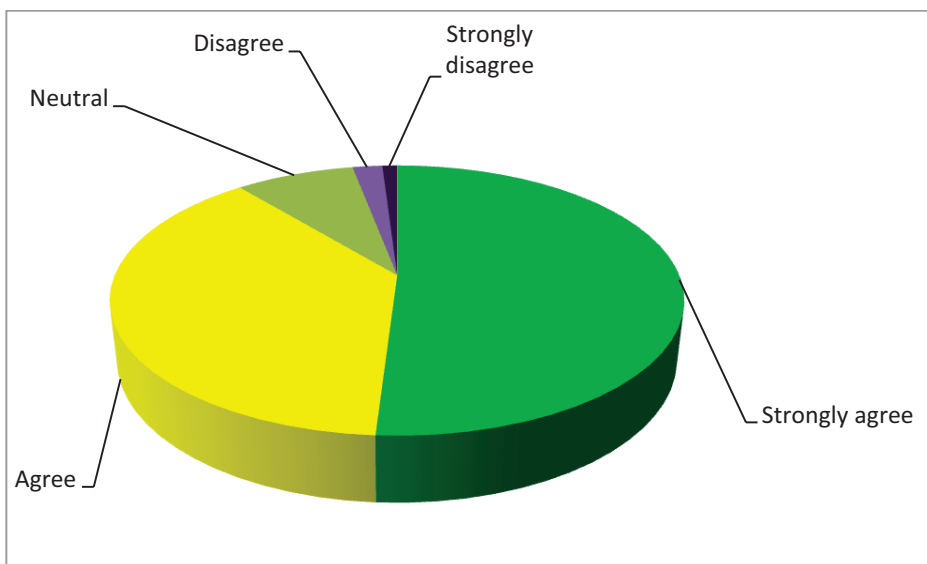
4.2 The aim of the strategy

The stated aim of the heritage strategy is 'to deepen understanding and enhancement of our heritage as an inspiration for social, environmental and economic regeneration within the Borough'. The table below shows the extent to which respondents share this aim:

Table 8: Agreement with the aim of the strategy

Aim	Proportion of respondents
Strongly agree	51%
Agree	38%
Neutral	8%
Disagree	2%
Strongly disagree	1%
<i>N (=100%)</i>	331

Chart 8: Agreement with the aim of the strategy



Agreement is again strong, with nine out of ten respondents agreeing to at least some extent with this aim. However, there is a slightly lower level of agreement on the aim than there is about the definition of heritage in the preceding question, with a smaller proportion of respondents agreeing strongly and a substantially greater degree of neutrality. Having said that, the proportion who express any disagreement with the aim of the strategy is very small indeed.

The strength of agreement again rises with age, and although only 38% of under 35s agree strongly with this aim, this proportion rises to two thirds (67%) of over 65s. Disagreement is low in all age-groups though; the corresponding difference among younger respondents is the proportion who 'agree', which is much higher for younger adults than for those in the oldest age-group.

The same pattern is evident when analysing the result according to the length of time lives in Swindon; the longer a person has lived in the Borough, the stronger their agreement is likely to be. However, the strongest agreement of all is among those who live outside Swindon altogether.

Members of local history groups are especially strong in their agreement with this aim (61% agree strongly), as are those who belong to local voluntary groups (55% agree strongly). Those who are more likely to agree, rather than agree strongly, include paid staff in heritage organisations, and elected representatives. People with an interest in waterways agree especially strongly but again do not distort the overall result to any significant degree.

Agreement with this aim is much stronger in Swindon itself (52% agree strongly) than among those in more outlying areas of the Borough (41% agree strongly). Those living at a greater distance from the town are particularly strongly in agreement (53% agree strongly).

4.3 Strategic objectives

The draft strategy sets out nine strategic objectives, and the survey asked respondents to indicate the extent to which they agree that each of these should be included; this detailed question was then followed by a question enquiring as to the extent of overall agreement with the objectives.

The analysis moves from the general to the specific, dealing first with the objectives collectively, and then looks at each one in turn, exploring both overall results and the views of different subgroups.

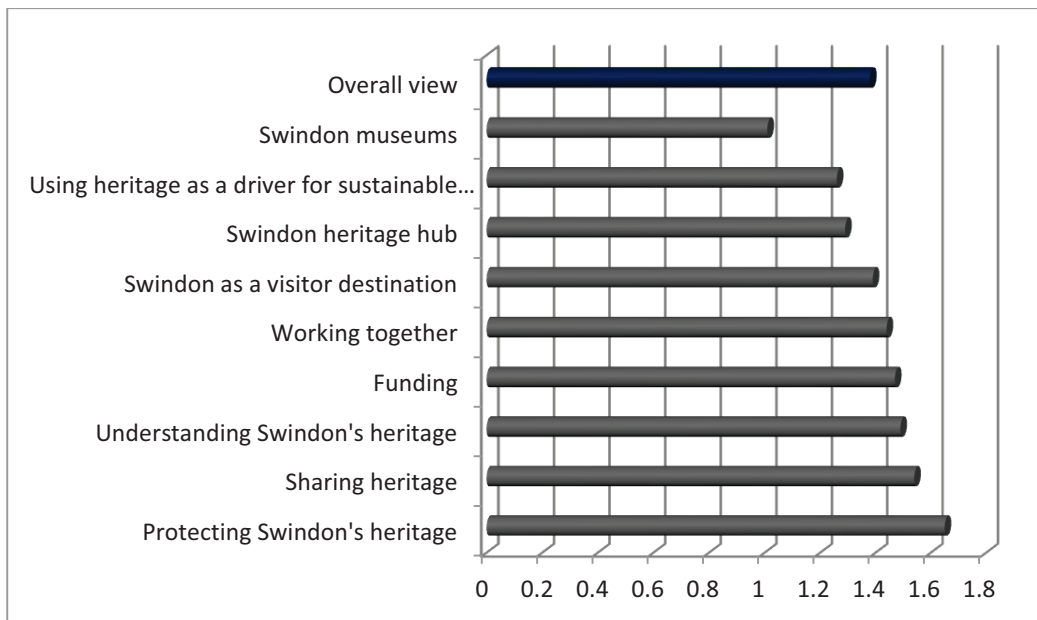
It is useful to compare perceptions of each of these objectives, alongside the overall result. For ease of comparison, the responses have been converted into mean scores², which are shown in this table:

² The mean score is calculated by assigning a value to each response: a 'strongly agree' attracts a value of +2, with +1 for each 'agree' response. 'Strongly disagree' attracts a score of -2, and 'disagree' gets a score of -1. Neutral responses are scored at zero, and blanks and don't knows are ignored. The resulting score is averaged across the total number of scored responses, and produces a result that indicates both the direction of opinion (positive or negative) and also its strength (ranging from -2 to +2).

Table 9: Mean scores for objectives

Objective	Mean score
Protecting Swindon's heritage	1.65
Sharing heritage	1.54
Understanding Swindon's heritage	1.49
Funding	1.47
Working together	1.44
Swindon as a visitor destination	1.39
Swindon heritage hub	1.29
Using heritage as a driver for sustainable development	1.26
Swindon museums	1.01
Overall view	1.38
<i>N (=100%)</i>	<i>291</i>

Chart 9: Mean scores for objectives



Every objective listed attracts a positive score, and even the lowest score is above 1.00, which is the equivalent of an overall 'agree' result. This means that there is substantial and solid agreement with every objective.

Whilst all the results are positive, however, there is a fairly wide variance in the strength of the results. The highest score, indicating the strongest level of support, is for 'Protecting Swindon's heritage'; the mean score of 1.65 is a high one in a question of this type, and reinforces the desire to see this aspect reflected in the definition. Also prominent among the higher scores are those for 'Sharing heritage', 'Understanding Swindon's heritage', 'Funding', and 'Working together'.

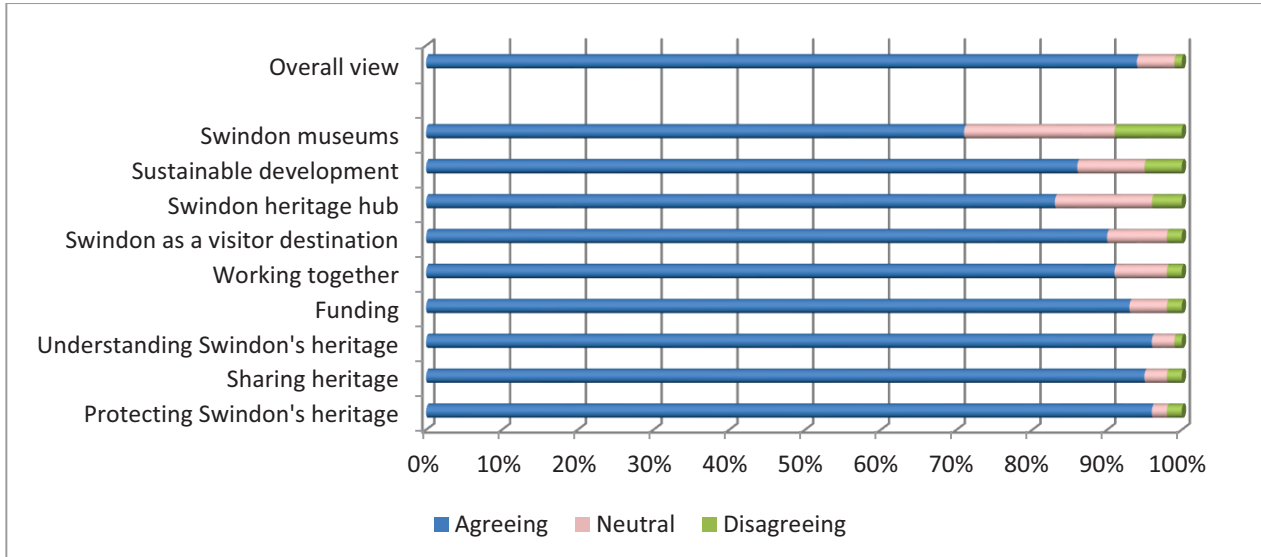
The lowest score is for the objective relating to 'Swindon museums', which gets support equivalent to an 'agree' score. Also towards the lower end of this table, and thus with similarly qualified support, are 'Using heritage as driver for sustainable development', and 'Swindon heritage hub'. The scores here are all positive, but their position in the table relative to other objectives suggests that support is more cautious, and that more convincing may be needed.

Interestingly, the overall average is almost exactly the same as the average of the nine distinct objective scores, suggesting that no one dimension of the strategy is exerting a particular influence on the overall view. The extent of agreement or disagreement in these figures is shown in this table:

Table 10: Agreement and disagreement with objectives

Objective	Proportion of respondents		
	Agreeing	Neutral	Disagreeing
Protecting Swindon's heritage	96%	2%	2%
Sharing heritage	95%	3%	2%
Understanding Swindon's heritage	96%	3%	1%
Funding	93%	5%	2%
Working together	91%	7%	2%
Swindon as a visitor destination	90%	8%	2%
Swindon heritage hub	83%	13%	4%
Using heritage for sustainable development	86%	9%	5%
Swindon museums	71%	20%	9%
Overall view	94%	5%	1%
<i>N (=100%)</i>	291		

Chart 10: Agreement and disagreement with objectives



The chart illustrates graphically the extent of agreement, which is considerable.

There is widespread agreement on **Protecting Swindon's heritage**, which aims to ensure that all recorded heritage assets have appropriate protection measures in place, alongside plans for improvement; 96% of respondents agree to some extent, and three quarters agree strongly. Hardly anyone disagrees at all with this objective, and neutrality is also low.

Agreement is strong in all age-groups, but those resident in the town for less than ten years show a slightly weaker level of agreement; those resident for longer show stronger agreement. Non-residents are also a little stronger in their agreement.

Members of local history groups agree more strongly with this objective, than those in voluntary organisations; paid staff are more likely to agree strongly, while elected representatives are divided on this objective with one in strong disagreement. Agreement is strongest among Swindon residents, and reduces with distance, although even among more remote respondents agreement is high.

The **Sharing Heritage** objective, which aims at wider public understanding for all, and especially at increasing pride and a sense of place in younger people, attracts strong agreement; two thirds (62%) of respondents agree strongly and, in all, 95% agree. Disagreement is very limited on this objective, as is neutrality.

Agreement is high in all age-groups, but the older a person is the stronger their agreement is likely to be. A similar pattern is evident according to how long a person has lived in Swindon; the longer a person has lived in the town, the more supportive they are likely to be of this objective.

Members of local history groups agree to a greater extent than those in voluntary groups; paid staff are more likely to agree than to agree strongly, and there is a lack of consensus among elected representatives. There is little difference in strength of agreement between those living in Swindon and those in the surrounding area, but agreement is much less strong among more remote respondents.

There is widespread agreement on **Understanding Swindon's heritage**, which aims to increase understanding across all aspects of local heritage and their importance for local people, for visitors and for businesses. In all, 96% of respondents agree to some extent with this objective, with over half (56%) agreeing strongly; hardly anyone disagrees at all.

Agreement does not vary widely by age, but the strength of agreement does; under 35s are more circumspect in their agreement than their older counterparts. The longer a person has lived in Swindon, the stronger their agreement is likely to be.

Members of local history groups are more strongly in agreement than those who belong to local voluntary groups; paid staff are more likely to indicate agreement than strong agreement. Swindon residents agree more strongly than those living in outlying areas or further afield.

Agreement is also strong on the **Funding** objective, which looks to prioritise resources and seek external support to achieve the other strategic objectives in the document. Well over 90% agree with this objective, and nearly three in five respondents (57%) agree strongly. There is very little disagreement on this objective at all.

This level of support is found in all age-groups apart from under 35s, where agreement is more muted; those aged 35-44 and over 65s are the most enthusiastic backers of this objective. There is, however, only limited variation by length of residence in Swindon.

Local history groups back this strongly but voluntary groups a little less so; paid staff are more equivocal in their support, as are elected representatives. Residents of Swindon itself are more supportive than their counterparts in outlying and remoter locations.

The **Working Closer** objective, which aims at ensuring collaboration between partners and across sectoral boundaries, and the sharing of knowledge and skills, attracts strong agreement; nine out of ten respondents agree, and nearly three-fifths of all respondents (57%) agree strongly with this objective. There is very little disagreement, and just 7% are neutral.

There are variations by age-group on this objective; generally speaking, the younger a person is the less strong their agreement is likely to be; the over 65s are especially committed to this idea of working together. Variations also exist according to length of residence, but the pattern is less clear and the differences less pronounced.

Local history groups are more supportive than voluntary groups; paid staff are more disposed to agree strongly, and there is no disagreement from any elected representative on this point. People living in Swindon itself, and those living remotely, see more merit in this objective than those who live in the areas around the edge of the Borough.

The **Swindon as a visitor destination** objective, which aims to promote Swindon's heritage for visitors, attracts significant support; nine out of ten (90%) of respondents agree with it, and over half (53%) do so strongly. Disagreement is muted on this objective, but one in twelve respondents is neutral.

There is some variation by age-group on this objective, and as with other objectives, under 35s tend to be less supportive than over 65s; but support fluctuates more between age-groups. The same lack of a pattern is evident in the analysis by length of residence, although those who are non-resident are more intense in their support than any of the resident groups.

Local voluntary groups tend to give higher levels of support than their counterparts in history groups; paid staff are more cautious in their agreement, and there is a difference of view among elected representatives. Those who live in Swindon, and those who live around the town, are supportive, but less so than those who live remotely.

The **Heritage Hub** objective aims at promoting Swindon as a centre of excellence in heritage management, building on the prominent national bodies based in the Borough. It attracts strong support, with six out of seven people (83%) agreeing to at least some extent; but the level of support here is not as high as in some other objectives. Overall, just over half of respondents (51%) support this aim strongly. Although there is little overt disagreement, one in seven people is neutral on this aim, suggesting that they are not sufficiently clear about the idea to be able to express a clear view.

Agreement with this objective does not vary widely by age-group, but is noticeably higher among the most long-standing residents of Swindon than among newer arrivals; non-residents are less strongly supportive of the idea, though they still back it overall.

Local history and voluntary groups are both equally supportive of this aim, but paid staff are markedly less so; elected representatives vary in their support. Residents of Swindon itself are more enthusiastic than those in the outlying areas; those who live outside the Swindon area are less supportive overall.

The **sustainable development** objective targets the use of heritage to underpin sustainable development and regeneration in Swindon. Agreement falls back a little here, both in volume (although agreement is still high at 86%, this is lower than most other objectives) and in intensity (less than half of respondents (49%) agree strongly, again lower than for most other objectives). Neutral responses are also a little more commonplace here, suggesting perhaps a higher proportion of people who, whilst not disagreeing, found it hard to understand this objective or how it might work. Having said that, there is still broad support for this objective, and little disagreement at all.

Agreement is again a little lower among under 35s; disagreement is focussed in this group more than any other age-group, but even so is far from significant in extent. Agreement is also a little lower among newer residents of Swindon, and rises with the length of time spent in the Borough.

Agreement is higher among local voluntary group members than in local history groups; paid staff are more likely to agree, than to agree strongly, and elected representatives are divided. Agreement is lower in the rural areas around Swindon than in either the central area or among the more remote respondents.

Support is more muted for the **Swindon Museums** objective, which looks towards a possible relocation of existing collections into the town centre. Although levels of support are still high, this objective attracts lower levels of support, and higher levels of disagreement, than the other objectives listed in the question. Overall, just under three-quarters (71%) of respondents agree, but only 43% agree strongly. Moreover, although disagreement is low in comparison to levels of support, it is higher than for other objectives, at one in eleven respondents, with a further one in five respondents taking a neutral position.

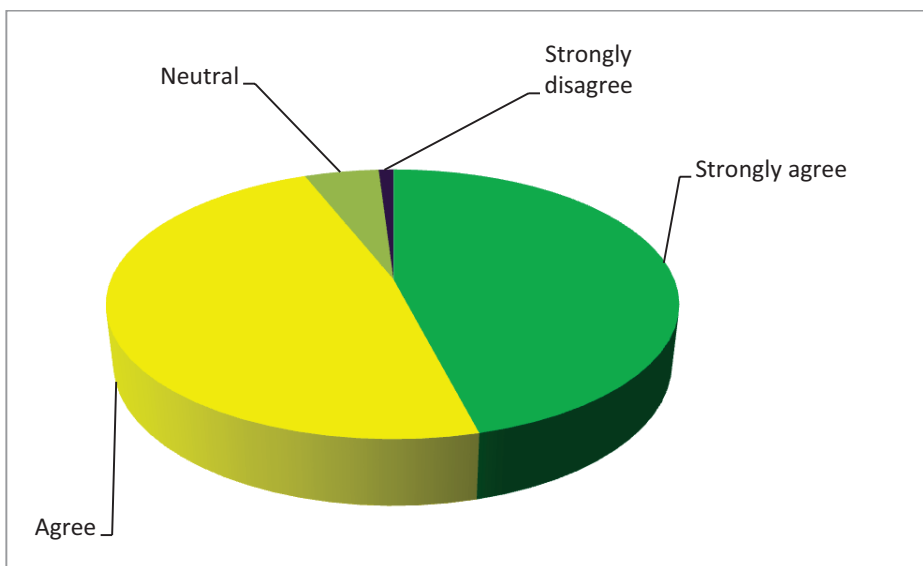
There is variation according to the age of the respondent; under 35s in particular are less likely to agree strongly, and also a little more likely to disagree, or to take a neutral position; in contrast over 65s tend to agree strongly with this objective. Those who have lived in Swindon for the longest are much more supportive than more recent arrivals; non-residents also have more doubts.

Agreement is much stronger among local history groups than among local voluntary groups; paid staff are also cautious on this, but elected representatives are supportive. Swindon residents are much more supportive than their more outlying and remoter counterparts.

Table 11: Overall agreement with strategic objectives

Overall agreement	Proportion of respondents
Strongly agree	46%
Agree	48%
Neutral	5%
Disagree	0%
Strongly disagree	1%
<i>N (=100%)</i>	291

Chart 11: Overall agreement with strategic objectives



Overall, people agree with these objectives; neutrality and disagreement are very small proportions of the response. However, although 94% agree, only half of these agree strongly.

Agreement overall is strongest among over 65s and weaker among under 45s, where there is a greater tendency towards agreement rather than strong agreement. There is also stronger agreement among the most long-standing residents of Swindon than among more recent arrivals, and also than those who live outside Swindon.

Overall agreement is stronger with local history groups than with voluntary groups. Paid staff are more likely to agree than to do so strongly. Elected representatives are also equivocal as to their

agreement, though none disagrees. Residents of the Swindon urban area are more positive than those from the rural hinterland, who are in turn more positive than those living further afield.

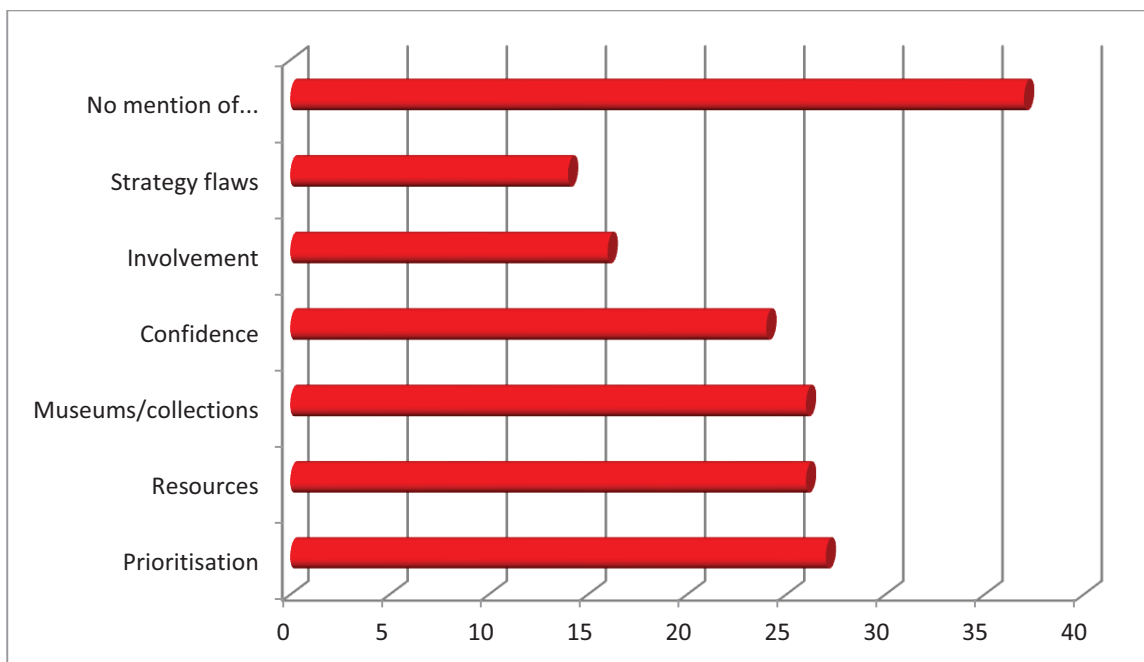
4.4 Further comments on objectives

The invitation to make further comment on the objectives is taken up by a number of respondents, and their comments range across a number of issues. they are summarised in this table:

Table 12: Further comments on objectives

Area of comment	No. of comments
Prioritisation	27
Resources	26
Museums/collections	26
Confidence	24
Involvement	16
Strategy flaws	14
No mention of...	37
Total no. of comments	130

Chart 12: Further comments on objectives



Although the strategy includes some proposed strategic priorities, the opportunity is taken at this point in the survey to comment on aspects of **prioritisation**. The most commonly mentioned aspect of this is the need to **prioritise heritage value** ahead of economic value, both in terms of resisting development that might be detrimental to heritage assets (Coate is an example mentioned here) and in the wider sense of not allowing heritage priorities to be dictated by **economic imperatives**, comments which echo recent ministerial statements in this area. There is also a call to prioritise those heritage assets that are most vulnerable, and to promote those features of heritage that are **distinctive to Swindon** ahead of those which replicate collections elsewhere. A small number of respondents who disagree with their counterparts above urge prioritisation of those features of heritage that will promote visitor numbers and hence economic gain for the town.

Resources are frequently mentioned here. **Funding** is already included as a strategic objective but gets a fresh airing under this heading, emphasising its importance and the recognition that little may be achievable without it, however good the strategy itself is. But funding is not the only resource, and several people suggest that this objective could be developed further to embrace **other resources** such as voluntary effort, knowledge and skills, which will be vital in supporting partners' implementation of the strategy, and which have not been assessed or explored. There are also plenty of calls for deployment of heritage properties as a resource to enable delivery of other objectives, and it is clear that at least some people see solutions for derelict heritage buildings as showplaces for other heritage assets or activities.

The **future of the museum**, and of the service's collections, is also aired here; although there are those who support relocation, and who would argue that a new home would enable better use to be made of the assets, the balance of opinion is to keep the museum in the Old Town, added to which people suggest that there is a great deal more to be done with the collections and that these are not being used to their full potential.

There is **limited confidence** that the Heritage Board can deliver fully; respondents refer to examples in the past where the Council (and others) appear to have relaxed their view on heritage in order to secure other gains, economic or political, and as a result have lost or missed opportunities to secure the future of an aspect of heritage. This also leads many to press for **action following** the strategy, not least in respect of vulnerable assets such as the Mechanics' Institution and the Locarno.

Some people draw attention to elements that they believe are **missing from the strategy**. In particular, they highlight the absence of an **overarching vision**, binding the objectives together and setting an agreed goal that all partners can commit to. There is also concern, linked often to a perceived need for action, that **timescales are missing**, and a desire for more specific focus (which is sometimes linked to favourite projects, discussed below). Some respondents would like to see the strategy linked more closely to the **cultural strategy**, so that the two work in harmony,

and there are also those who want to see a commitment to supporting projects that deliver the strategy's aims and objectives, and, by implication, to standing apart from those projects which do not echo strategic priorities.

Finally, this space is used extensively to promote specific **projects, not mentioned specifically** and unlikely to make it into a list of strategic objectives, but which nevertheless have advocates who want to see them better recognised in an important document. The most prominent of these is **the canal**, which accounts for more than half of the comments under this broad heading, but there are also people who think the **rail heritage** of Swindon is sufficiently important to warrant discussion in the strategy, as a strategic asset. Other points raised here include the possible integration into the strategy of the Science Museum library and archive at Wroughton, the Council's own archives service, and the need for a collections policy.

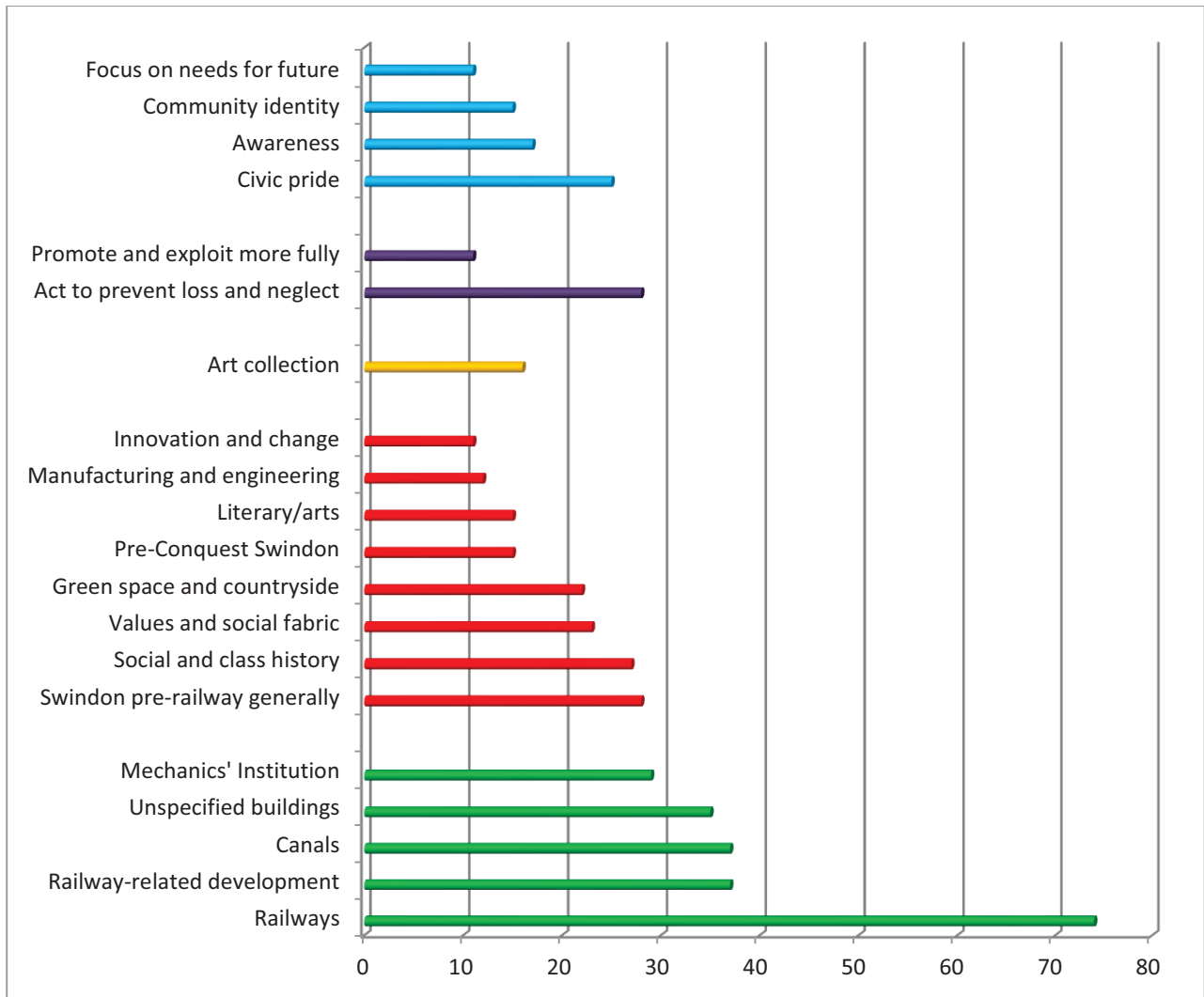
4.5 The significance of Swindon's heritage

Asked what is significant about Swindon's heritage to them, respondents' most frequent answers are shown in this table:

Table 13: The significance of Swindon's heritage

Broad thematic area	Area of comment	No. of comments
Transport and structures	Railways	74
	Railway-related development	37
	Canals	37
	Unspecified buildings	35
	Mechanics' Institution	29
Other aspects of Swindon's past	Swindon pre-railway generally	28
	Social and class history	27
	Values and social fabric	23
	Green space and countryside	22
	Pre-Conquest Swindon	15
	Literary/arts	15
	Manufacturing and engineering	12
	Innovation and change	11
Objects	Art collection	16
Activity	Act to prevent loss and neglect	28
	Promote and exploit more fully	11
Outcomes	Civic pride	25
	Awareness	17
	Community identity	15
	Focus on needs for future	11
Total no. of comments		260

Chart 13: The significance of Swindon's heritage



The most common response to this question comes in the form of observations about visual heritage in the form of **buildings or structures**, or (unsurprisingly in the context of Swindon) the impact of **transport** on the town. The single most commonly mentioned facet of significant heritage is the **railway**, both in itself and also in terms of what came with it - the engine works, the railway village, and other aspects of the legacy of the GWR. **Canals** are also prominent under this heading, but this is largely due to the presence of a large number of canal enthusiasts in the response; it is also worth noting in passing that other aspects of transport are also mentioned, though not in sufficient numbers to appear in this table - these include roads, roundabouts, and the motorway.

Several people note, though, that Swindon's history consists of far more than the transport legacy of Brunel and the GWR. They especially draw attention to the pre-railway era; where they refer to any period in particular, it tends to be pre-Conquest, and especially prehistoric Swindon, as evidenced by Neolithic and later sites in the vicinity. There are also many who see heritage not just in terms of transport and structures, but also as **the social history** of the people who lived and worked in these communities, and (in the context of Swindon) the working-class lives of those who adopted the town as home. Alongside this sit the **values and ethical fabric** of the major employers, as expressed in mutuality and benevolence and in the origins of an employee-focussed health service.

Many people mention old buildings, without always expanding on this, but where they do give examples the **Mechanics** is prominent among them; the Locarno, Lydiard House and other buildings in the Old Town also appear. There are also a small number of people who suggest modern, or at least **more recent, buildings** that are exemplars of the architectural heritage created during Swindon's expansion, and needing to be identified for possible heritage relevance.

Green space is an important dimension of heritage, and as well as parks and gardens we also have countryside and woodland mentioned here. Coate is of course prominent under this heading, and is also closely bound to the interest in **arts and literature**, not least through the connection between Richard Jeffries and the town. The **art collection**, and especially the modern art collection, has enormous significance for many people, as do the arts generally; several point out the pioneering role of Swindon in popularising modern art and the arts in the provinces.

Manufacturing and engineering go well beyond the railways, both in scope and in time, and are an important facet of significance; so too are **innovation and change**, aspects that have characterised Swindon for many years and which continue today.

There is also anger and sadness in these comments, focussed on the **loss of heritage** that has already taken place and for the need to act to prevent further depredation. Part of the solution is a promotion of heritage to the wider population; there is a widespread feeling that much of Swindon's **heritage is unknown** to local people, let alone to a wider audience, and needs to be exposed, and celebrated, more clearly.

For several respondents, heritage centres on outcomes, and especially an increase in **civic pride** as people become more aware of what their community has accomplished over the years, and less committed to the stereotypical negatives about Swindon. A **greater awareness** would also help to strengthen **community bonds**, already in place through family history but in danger of being eroded. Paradoxically, what is needed in looking after Swindon's heritage is an **eye on the future**, and on what will be of value to children and young people as they inherit this heritage.

4.6 Priorities for Swindon's heritage

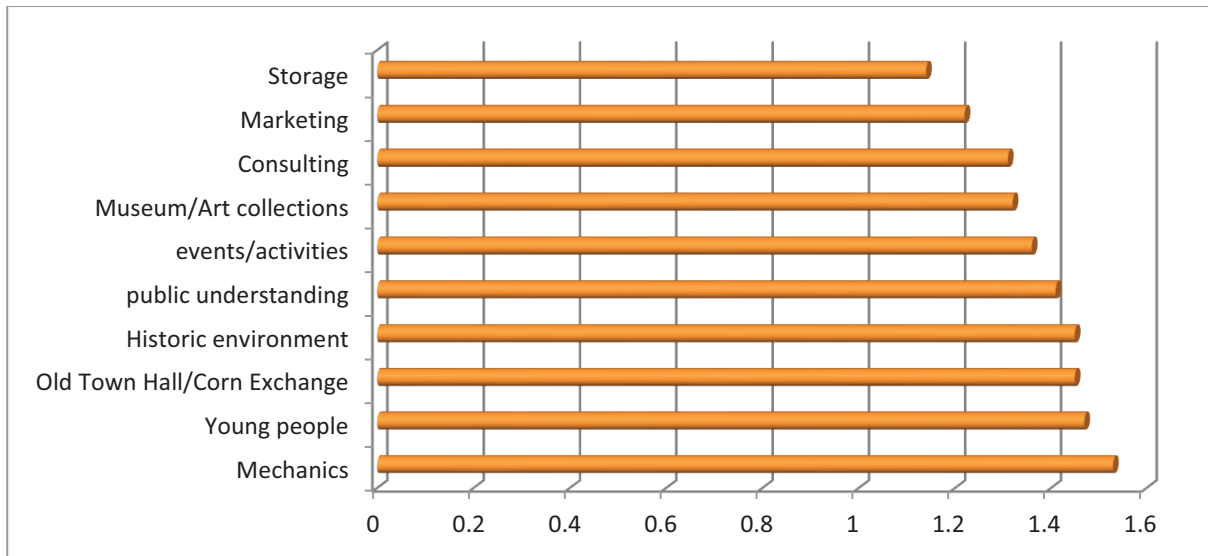
A list of ten priorities has been developed within the strategy, and respondents were asked to indicate the extent of their agreement with each one. As with the objectives, the full range of priorities is examined side by side, with each individual priority then being considered in turn.

The table below uses mean scores to enable an easy comparison of the results on strategic priorities.

Table 14: Mean scores for priorities

Priority	Mean score
Develop options for the future use of the Mechanics' Institution	1.53
Ensure that local young people are given opportunities to learn about Swindon's heritage	1.47
Develop options for the future use of the Old Town Hall and Corn Exchange	1.45
Identify and understand our local historic environment	1.45
Find ways to increase public understanding of Swindon's heritage	1.41
Support a range of events and activities that share Swindon's history	1.36
Develop options for the future of Swindon Museum and art collections	1.32
Consult with local residents to identify how to prioritise investment	1.31
Develop marketing and promotional materials about Swindon's heritage	1.22
Develop options for a storage facility for Swindon's historic artefacts	1.14
<i>N (=100%)</i>	259

Chart 14: Mean scores for priorities



All the scores are positive, and all quite strongly so, indicating support for each of these priorities. The highest score, of 1.53, equates to an answer lying midway between 'agree' and 'strongly agree', and is a strong result in a question of this type; it places the Mechanics' Institution at the top of the priority list as far as respondents are concerned. However, the Old Town Hall and Corn Exchange are also scored strongly, and end up in third place in terms of support, indicating that the future of some of the town's historic buildings is a prominent local heritage issue.

The two building-related priorities are separated by a desire to see increased opportunity for young people to learn about the town's heritage; this also attracts a strong score and is clearly an important priority for a large proportion of the response. The local historic environment also features prominently in the list, as do increasing public understanding, and the use of events and activities - two elements that may actually have a close relationship in practice.

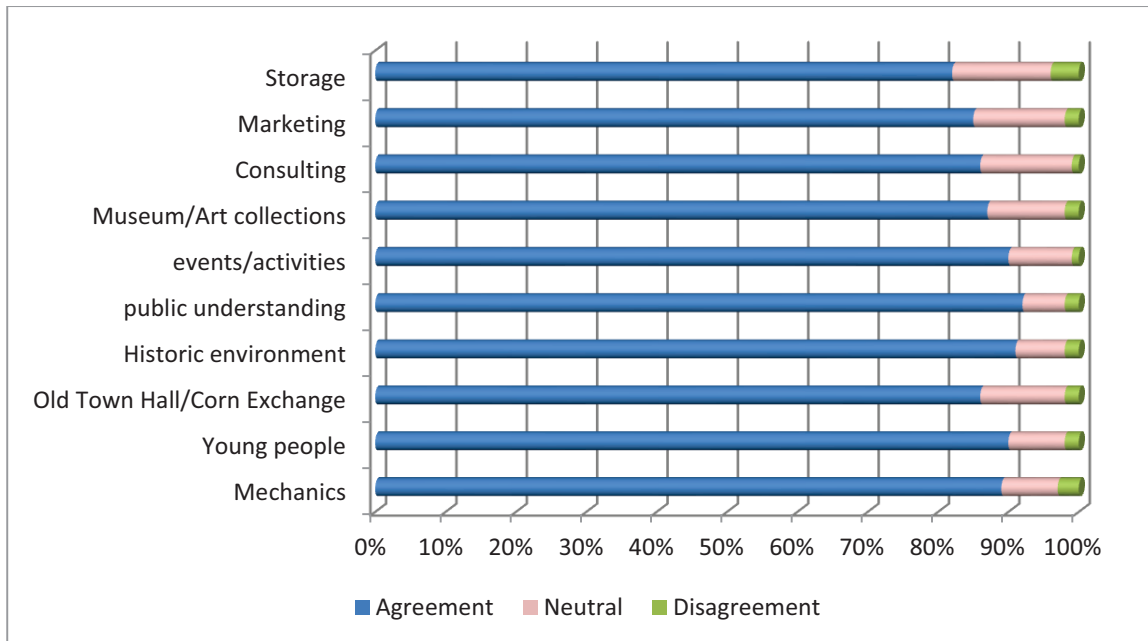
At the other end of the table - but still with support from respondents - comes the suggested storage facility. Whilst this is supported, it clearly resonates less with this audience than some of the other priorities suggested in the strategy. The same is true about the development of marketing and promotional materials, which is also supported but is clearly not as high a priority as other possibilities are. Consulting local residents is also important, but less so than actually moving forward with some of the key issues; and options for the museum and art collection are also lower down the priority list than might have been expected. Having said that, this priority gets a score that would normally be considered a strong one, and should not be discounted simply because of its ranking.

This table develops the results further to show the extent of agreement and disagreement on each of these priorities:

Table 15: Agreement and disagreement on priorities

Priority	Proportion of respondents		
	Agreement	Neutral	Disagreement
Develop options for the future use of the Mechanics' Institution	89%	8%	3%
Ensure that local young people are given opportunities to learn about Swindon's heritage	90%	8%	2%
Develop options for the future use of the Old Town Hall and Corn Exchange	86%	12%	2%
Identify and understand our local historic environment	91%	7%	2%
Find ways to increase public understanding of Swindon's heritage	92%	6%	2%
Support a range of events and activities that share Swindon's history	90%	9%	1%
Develop options for the future of Swindon Museum and art collections	87%	11%	2%
Consult with local residents to identify how to prioritise investment	86%	13%	1%
Develop marketing and promotional materials about Swindon's heritage	85%	13%	2%
Develop options for a storage facility for Swindon's historic artefacts	82%	14%	4%
<i>N (=100%)</i>	259		

Chart 15: Agreement and disagreement on priorities



The table and chart clearly show the support there is for all ten suggested priorities. Even the lowest scoring priority attracts agreement of 82%, whilst the highest scoring priority attracts agreement from 89%, and there are priorities where the proportion of respondents in agreement is even higher than this.³

The future of the Mechanics Institution is the highest scoring priority overall. It attracts agreement from 89% of all respondents, a figure which includes two thirds (67%) of respondents who are in strong agreement. Only 3% of respondents disagree with this priority at all, and just 8% are neutral.

This overall level of agreement is reflected in all age-groups, although it is noticeable that adults under 55 years of age are in stronger agreement than their older counterparts. Residents of longer standing tend to agree much more strongly than those of more recent vintage.

Residents agree much more strongly than those who work in, or volunteer in, heritage bodies; local voluntary groups are a little more positive than local history groups on this issue. Among residents, those who live in Swindon itself are much more strongly supportive than those who live in the surrounding area; the issue is of much less consequence to those living further afield.

³ It may seem strange that there are priorities with higher levels of agreement and lower overall scores. This is because the mean scores attach greater weight to a 'strongly agree' response than to an 'agree'.

Expanding opportunities for young people to learn more about local heritage attracts significant support, with 91% of respondents in agreement. Three in five respondents (58%) agree strongly, supported by a further third (32%) who agree. Hardly anyone disagrees with this priority, and just 8% of respondents are neutral on it.

There is strong agreement in all age-groups, but especially among under 35s and 55-64s. Those who have lived in Swindon longest are the most keen on this priority. Residents and those involved in heritage or voluntary work agree to a similar extent; among residents, there is significant agreement in each geography, but especially in the area around Swindon.

The future of the Town Hall and Corn Exchange is the third highest-ranked priority overall, with 86% of respondents in agreement with this priority. In fact, three in five respondents (61%) agree strongly with this as a priority, and just 2% overall disagree to any extent; one in eight respondents are neutral.

There is support for this priority in all age-groups, but it is noticeable that the strength of this agreement is higher among younger adults, and reduces with age. This variation by age is not matched by a similar pattern according to length of residence, however.

Although agreement on this priority is widespread, residents are much more strongly in agreement than those working or volunteering in the heritage sector. Local voluntary and history groups divide evenly between agreement and strong agreement, as do paid staff, in contrast to residents where two thirds (68%) strongly agree. Among residents, those living in Swindon itself are more strongly supportive than those living in the surrounding area, whilst this is not a strong priority for those living more remotely.

Identifying and understanding the local historic environment is a priority supported by nine out of ten respondents, with very little disagreement; over half of respondents (56%) agree strongly, with a further third (36%) who agree to a lesser extent. Disagreement is very limited, and neutrality is also low on this issue.

Generally, younger adults are more supportive of this priority than older adults. Those who have lived in Swindon for between 26 and 40 years are less supportive than other residents, but the differences are not as marked. There are also few differences between respondents of different types, with residents and volunteers agreeing to a similar extent; paid staff, though, are more cautious in their agreement. There is also little difference on this priority between residents living in Swindon and those living further afield.

Finding ways of **increasing public understanding of local heritage** attracts support from nine out of ten respondents, and half of all respondents (51%) support this priority strongly. There is very little disagreement on this priority, and also few respondents are neutral on this.

Agreement is high in all age-groups, although 35-44s are more strongly in agreement than those aged over 65. Newer residents, together with those who have lived here longest, support more strongly than their counterparts; those who have lived in Swindon for over 40 years are strongly supportive of this priority.

Residents are less supportive overall than voluntary groups, and local history groups are muted in their enthusiasm for this priority; paid staff divide evenly between agreement and strong agreement. Swindon residents, and those who live remotely, are more enthusiastic supporters of this priority than those living in the areas around Swindon.

Events and activities to share Swindon's history attract support from nine in ten respondents; half of these (47%) agree strongly. Disagreement is very low, and just 8% are neutral on this priority.

There is mixed opinion according to the age of the respondent, with a greater level of support among 35-44s, and a lower level among over 65, but no obvious pattern to the response. Similarly, the newest and longest-standing residents of Swindon tend to support this priority more fervently than their counterparts. Residents are keener on this priority than members of local history groups, or paid staff in organisations. Those who live in Swindon, or in its surrounding area, are keener than those living further afield.

Overall, 87% of people agree with the priority of developing options for the **future of the Borough's Museum and art collections**. Half of all respondents (48%) strongly agree with this priority, and a further two fifths (39%) agree to some extent. There is very little disagreement on this priority, although one in nine respondents take a neutral position.

Although there is support for the museum and art priority in all age-groups, this priority is given much greater weight by younger people and much less by their older counterparts. Agreement overall remains strong, but the intensity of agreement falls with advancing age, with 'strongly agree' responses reducing steadily. There is a corresponding increase in 'agree' results, but also in neutrality.

The same overall effect is apparent in length of residence; the longer a person has lived in Swindon, the more they are likely to back this priority. However, the differences are not as marked as with age. Residents are keener on this priority than those involved in heritage, whether volunteers or paid staff, and the elected representatives in the response all agree with the priority to some extent. Residents of Swindon itself back this priority strongly, more so than those in surrounding areas or further afield.

The idea of **consulting local residents on investment priorities** gets significant levels of support; 86% of respondents agree to at least some extent on this, and just under half of

respondents (47%) agree strongly with this. Very few respondents disagree, but one in eight is neutral on this priority.

There is no significant variation in support for this priority according to a respondent's age, but the strength of agreement tends to increase according to the length of time lived in Swindon. Agreement is consistent across the different types of respondent, and also between residents of Swindon and those in the surrounding area; remoter residents are a little stronger in their support.

Developing marketing and promotional materials is supported overall by 85% of respondents; these are equally divided between those who agree, and those who agree strongly. Few respondents disagree, but one in eight is neutral on this priority.

Most respondents support this similarly regardless of age, but support is markedly lower in the under 35s group. Similarly, residents of 11-25 years standing are a little less supportive of this priority, while those with 40 years or more time behind them support it more strongly. Residents are generally more supportive than those involved in organisations, either as volunteers or paid staff, and residents from around Swindon are more supportive than those living in the town itself.

Although the suggested **storage facility** is the lowest ranked priority, it nevertheless gains agreement from four in every five respondents. However, only one in three respondents (35%) agree strongly with this priority, and although a further 47% agree to some extent, this lack of strong agreement is what causes the low ranking of this issue. One in seven respondents is neutral, and disagreement is only 4% - a very low figure, but the highest for any of these suggested priorities.

There is no particular variation on this result according to the age of the respondent, but residents of over 40 years standing feel a little more strongly on this priority than more recent arrivals in town; non-residents are much more likely to be muted in their agreement. Disagreement is low in all respondent groups, but paid staff tend towards more cautious agreement, and one elected representative disagrees with this priority. Local voluntary groups endorse this priority a little more strongly than local history groups.

People living in Swindon itself attach a lower priority to this issue than those living in the surrounding area; non-locals are also much less enthusiastic about this issue.

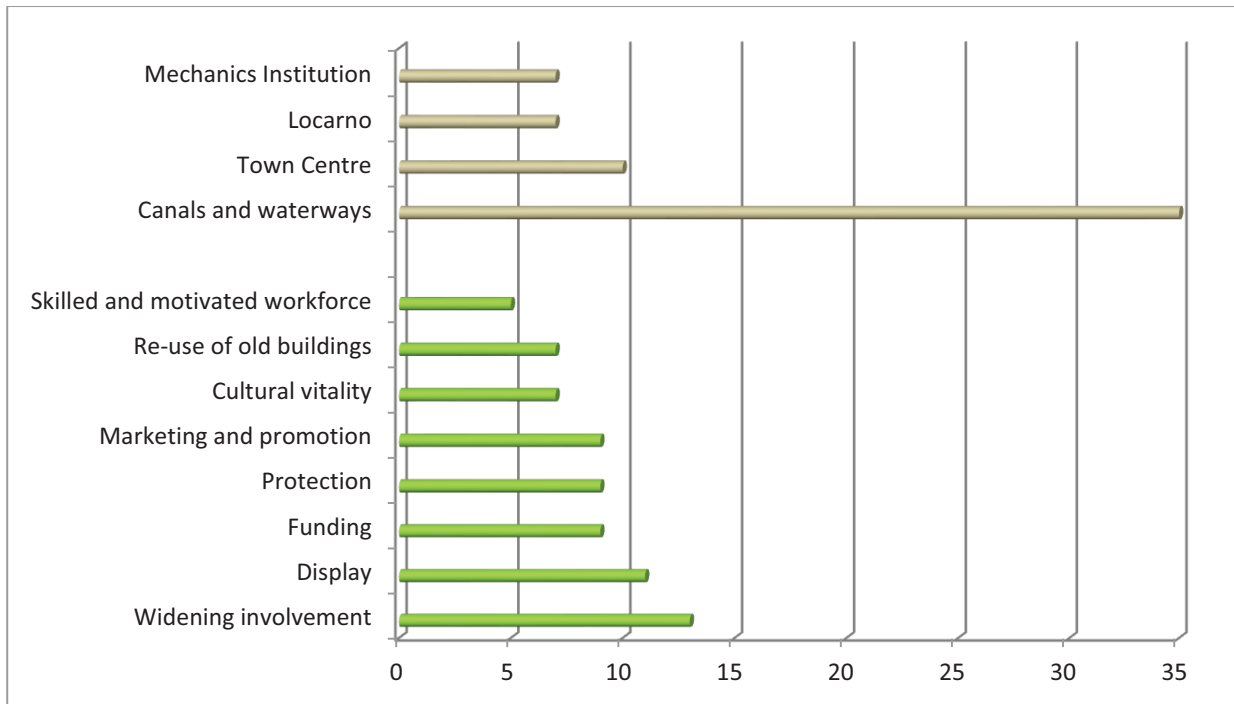
4.7 Additional priorities

These additional priorities are those most frequently suggested for consideration:

Table 16: Additional priorities

Broad thematic area	Area of comment	No. of comments
Priority issues	Widening involvement	13
	Display	11
	Funding	9
	Protection	9
	Marketing and promotion	9
	Cultural vitality	7
	Re-use of old buildings	7
	Skilled and motivated workforce	5
Priority locations/targets	Canals and waterways	35
	Town Centre	10
	Locarno	7
	Mechanics Institution	7
Total no. of comments		134

Chart 16: Additional priorities



There are a number of comments in response to the invitation to suggest other priorities, but these do not always answer the question directly; opportunity is taken to restate points already made elsewhere, as well as to comment on the priorities articulated in the previous question.

The issue which emerges most prominently, though, is the need to **widen involvement**, which seems to mean drawing in, and drawing on, the resources, skills, ideas and enthusiasms already present in the voluntary sector and elsewhere within the Borough, and working with them towards shared goals. Some express concern that this has not happened in the past and that the Council has not always been as supportive or as helpful as it could be, with bureaucracy sometimes obstructing voluntary action.

There is also concern over the storage priority in particular; several people make the point that the priority should not be storage, but rather **display and public access**. Storage should not be an end in itself. Existing **buildings at risk** might be reused as display facilities, as might empty town centre properties.

There is some recognition that **funding and resources** will be needed to deliver the strategy, and scepticism about the availability of this. Some respondents are puzzled that securing resource is not a priority in itself, since so much else depends upon it.

Respondents also identify **protection of heritage assets** as a potential priority, alongside identifying and understanding them. They express concerns about the potential for unsympathetic development to engulf or damage heritage assets, and look for increased resource to support protection, including the retention of a skilled, motivated and culturally aware **workforce**.

More imaginative, and more pro-active, **marketing and promotion** amplifies the existing priorities, rather than constituting a new area of work, but work to promote Swindon's heritage can also help to achieve greater awareness and public interest in access and conservation. Similarly, promotion of a more **vigorous cultural life** generally within Swindon would help to raise awareness and overcome apathy and ignorance about the Borough's cultural heritage.

Alongside these general priority issues, there are several comments that focus on specific assets within the heritage portfolio, with a view to raising their profile within the priorities, or the strategy more generally. By far the most prominent here is the **canal**, which is mentioned frequently by enthusiasts, but also by other respondents; it is interesting that this features more prominently than the town's rail heritage. Linked to the canal, but also mentioned independently, is the importance of the **town centre** and the need to regenerate it to make the town, and its heritage, more appealing to visitors and residents. Although both the Locarno and the Mechanics are mentioned in the priorities specifically, their importance is emphasised by several additional comments (usually, but not always, together), as are several other aspects of the town's heritage that are the focus of smaller numbers of respondents.

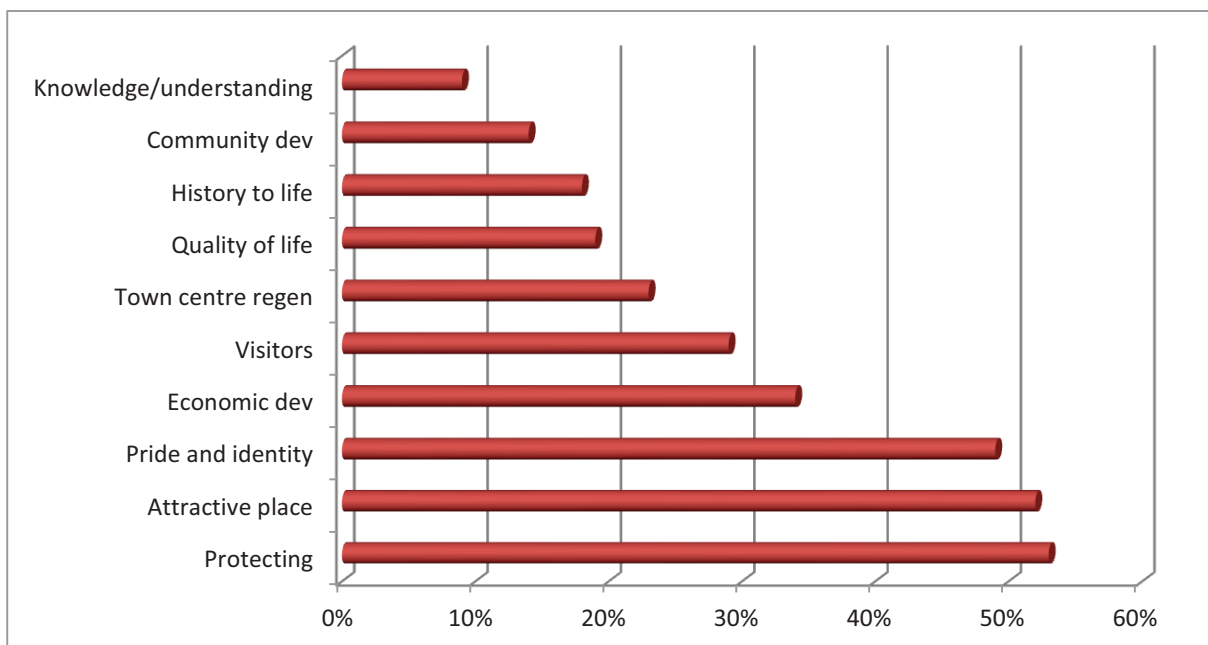
4.8 The benefits of heritage

Respondents were given a list of ten potential benefits of heritage, and asked to select up to three that they considered to be the main benefits for the town. There was also an opportunity for people to suggest other potential benefits. It is important to note that people were asked only to select benefits, not to rank them, so the table below shows the frequency with which each of the suggested benefits was selected.

Table 17: The benefits of heritage

Benefit	Proportion of respondents
Protecting heritage for future generations	53%
Making Swindon an enjoyable and attractive place to live	52%
Developing local pride and community identity	49%
Economic Development	34%
Attracting visitors to Swindon	29%
Contributing to town centre regeneration	23%
Improving quality of life	19%
Bringing local history and stories to life	18%
Increasing opportunities for community development	14%
Increasing knowledge and understanding	9%
<i>N (=100%)</i>	255

Chart 17: The benefits of heritage



Half of all respondents identify the benefit of **protecting heritage for future generations**, which emerges as one of three prominent choices from this list. A similar proportion, again about half of all respondents, identify the potential for heritage **to make Swindon an enjoyable and attractive place to live**; a further half of all respondents identify **developing local pride and community identity** as a benefit of heritage.

Other possible benefits all have their adherents, but none is as prominent as these three. One in three respondents suggests economic development as a benefit, while around a quarter back the potential for attracting visitors and contributing to regeneration of the town centre. One in five suggest improving quality of life, and bringing local history to life, and one in seven see potential in heritage to promote community development. The least supported benefit, surprisingly perhaps, is the possibility of increasing knowledge and understanding, which is selected by fewer than one in ten respondents.

Looking at variations in selection by age, there are some noticeable differences in preference between different age-groups. Under 35s particularly choose two of the top three overall choices, with three quarters of under 35s choosing the benefit of making Swindon a nicer place to live, and well over half opting for protecting heritage. These two are also the preferred choices of over 65s, but here the balance between the two is much more even. The third overall preferred option, developing local pride, features prominently in the middle age-groups but is not nearly as frequent a selection among younger and older respondents.

Variations according to the length of time spent in Swindon are less marked, with the three overall predominant options also predominant in the different subgroups in this analysis. The exception is among non-residents, who strongly support protection, but are much less concerned about making Swindon a nicer place to live, and instead focus on attracting visitors.

Paid staff in organisations are also less concerned about the attractiveness of Swindon as a place to live, but do identify the other two leading benefits from the overall picture. Alongside these, their third main benefit is economic development. In the local groups, the three overall leading benefits are prominent, but the gap between these and other benefits is much narrower.

Residents of Swindon follow the overall picture, as do those living in the surrounding area. Residents from more remote locations are also exercised by protecting heritage, but are also motivated by the idea of attracting visitors to Swindon, and are less concerned about the area as a nice place to live.

4.9 Other benefits

Table 18: Other benefits identified

Broad thematic area	Area of comment	No. of comments
Priority locations/targets	All the remaining benefits listed	24
	Improved perceptions of Swindon	16
	Community development	5
	Environmental gains	4
Total no. of comments		65

Respondents were asked to identify any other benefits; many found this difficult to answer, as they had, in the previous question, been asked to choose three from a list of ten suggestions. Many therefore simply respond by identifying **other benefits listed** that they had not chosen. Others select one or more which they had not ticked but would have liked to, had more than three choices been available to them. **Economic Development** gains particularly from these comments, emerging as a popular 'fourth choice'.

Genuinely additional benefits identified include changing **perceptions of Swindon**, both from local people and from those outside the town; confronting the perception that the town is stagnating, or culturally limited, and raising both its profile and its own sense of place. There are also potential benefits seen in **community development** arising from working together to deliver strategic aims and objectives, and in **environmental gains**, especially if the canal is prioritised.

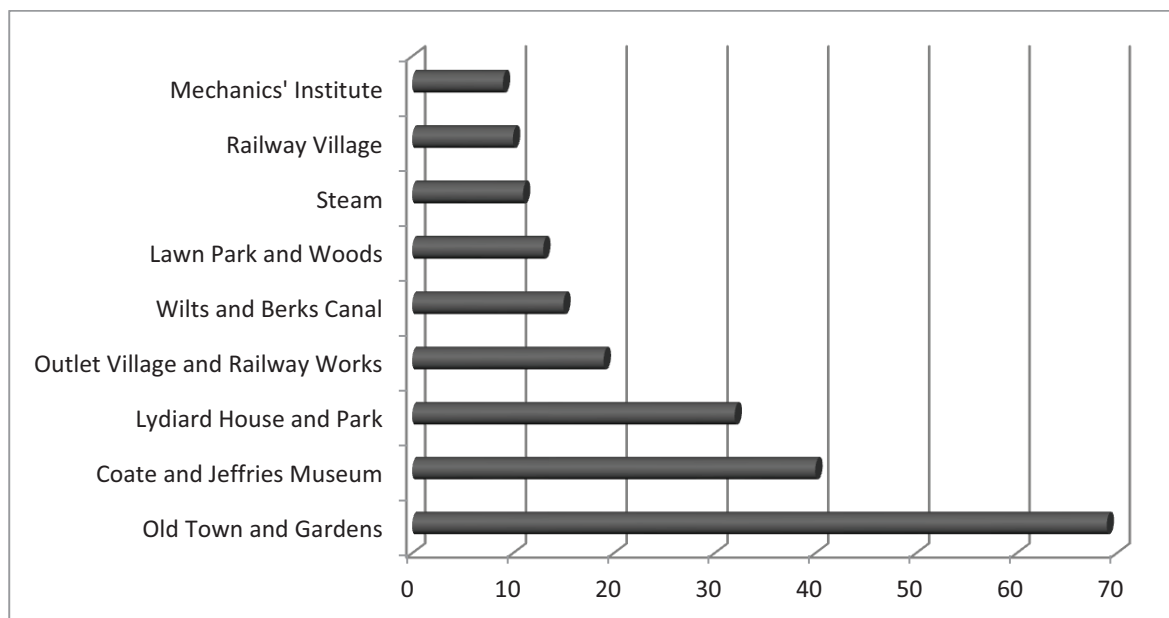
4.10 Favourite places

A question was put to respondents asking about their favourite place in Swindon, and the reasons for their choice. Some found it difficult to settle on one preferred above all others, so we have allowed up to three locations for each respondent. In addition, some located a place more precisely than others, so some conflation has been needed to keep the data manageable. The most popular choices are listed in this table:

Table 19: Favourite places (most common choices)

Location	No. of times selected
Old Town and Gardens	69
Coate and Jeffries Museum	40
Lydiard House and Park	32
Outlet Village and Railway Works	19
Wilts and Berks Canal	15
Lawn Park and Woods	13
Steam	11
Railway Village	10
Mechanics' Institute	9
Total no. of comments	251

Chart 19: Favourite places (most common choices)



The most commonly mentioned area is the **Old Town**, and within this the most mentioned site is the **Old Town Gardens**, which are valued for their attractiveness and for the standards of maintenance applied there. This is a historic location, that connects with the past, but is also a

vibrant present-day location where community events that appeal to all ages bring the community closer to one another. The wider Old Town area is valued for similar reasons; the juxtaposition of architecture of note against small and often quirky shops, cafes and bars provides a unique culture and one that has not been damaged by redevelopment, and thus preserves its character. It should be noted that a high proportion of this survey's respondents live in the Old Town area.

Coate was voted Swindon's favourite place in an Advertiser poll some years ago, and retains high affection among respondents to this survey. Coate's value lies again in its attractiveness as a Country Park, but also in its tranquillity, its spaciousness, and the fact that it is so easily accessed. This is of course augmented by the Jeffries connection, with the museum nearby and with Coate featuring so prominently in his most famous works. Some aficionados are, of course, concerned about the future of Coate at present.

Lydiard is similarly valued as an attractive place of historical significance, in an attractive setting and well looked after. Its association with family events and fun activity gives it a distinctiveness, and also contributes to memories of past activities at the site.

The **Outlet Village** occupies a large former railway building, and the railway works generally, which include but are not limited to this location, are prominently mentioned. The Outlet Village is cited as a good example of bringing old buildings back into use in a practical and sensitive way, in part through use of a sympathetic developer, but the works are also valued for the memories they contain, not least of family members, and the atmosphere still conveyed today by places such as the tunnel from the railway village.

The **canal** features strongly in this question, and it is clear that for enthusiasts, the canal is always likely to be a favoured dimension of local heritage. Its value lies in its history, pre-dating the railways and bringing Swindon into a transport network for the first time; and in the setting at places like West Leaze, which are tranquil and pleasant to walk in.

Lawn connects the present to the past, providing views from the old to the new, but again provides a peaceful environment in which to enjoy nature and a pleasant walk. **Steam**, though, is more focussed on history, and on the memories it evokes especially for those with railway connections. The **Railway Village** is valued for its history (and for the Glue Pot) but also for its character, and for the association with enlightened employment; the same is true of the **Mechanics' Institute**, within the Railway Village, which embodies the spirit of self-help and mutuality and is valued greatly for this.

An enormous number of other places are mentioned in the response to this question, often only by one or two people. The full list may be of interest, though, and is included as an appendix.

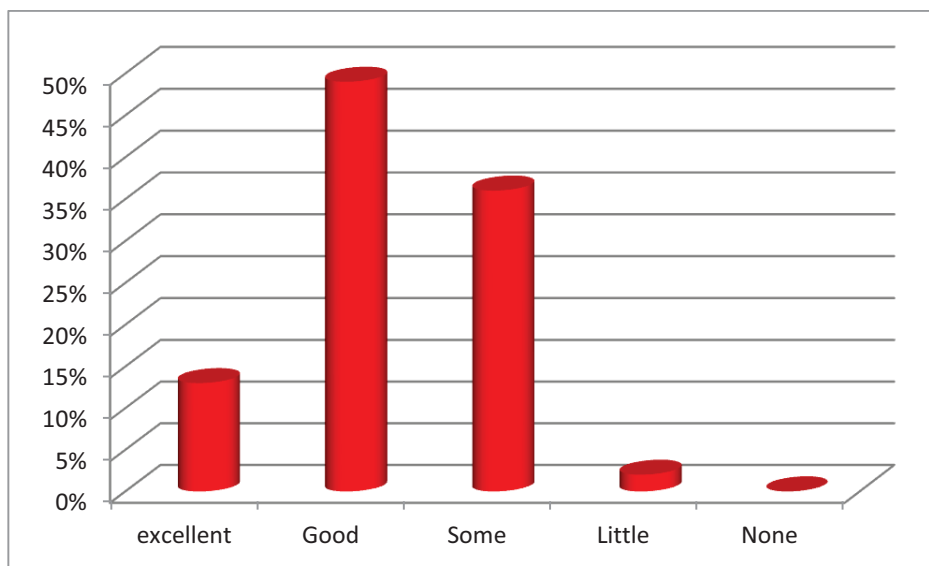
4.11 Understanding Swindon's heritage

This table shows the extent to which people believe they understand Swindon's heritage:

Table 20: Understanding Swindon's heritage

Understanding	Proportion of respondents
Excellent understanding	13%
Good understanding	49%
Some understanding	36%
Little understanding	2%
No understanding	0%
<i>N (=100%)</i>	<i>251</i>

Chart 20: Understanding Swindon's heritage



Although half of all respondents feel they have a good understanding of Swindon's heritage, only one in eight claim an excellent understanding; over a third admit their understanding is more limited than this. However, no respondent to this survey is prepared to acknowledge that they have no understanding of Swindon's heritage.

The older a person is, the more likely they are to claim a higher understanding; well over half of over 65s (54%) claim a good understanding, and nearly a fifth (19%) say they have an excellent understanding. Under 35s split between some understanding (44%) and a good understanding (41%) with few claiming anything better. Similarly, understanding tends to increase with the length of time lived in Swindon; nearly a quarter (23%) of those who have lived in the town for over 40 years say their understanding is excellent, but hardly any (2%) of new arrivals make such a claim.

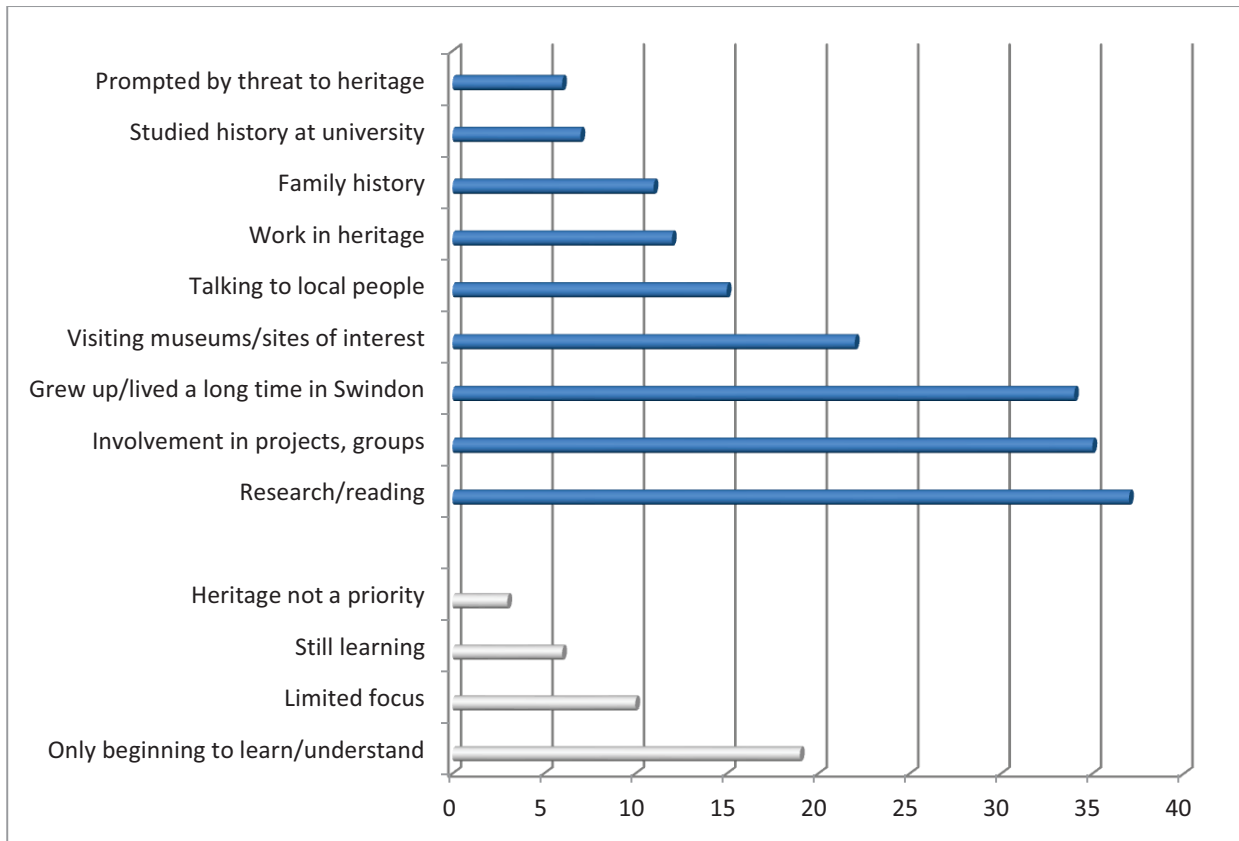
There is little difference between residents, voluntary groups and paid staff as regards understanding; Swindon residents generally feel they have a better understanding than those living outside the town, but this does not extend to feeling their understanding is anything better than good.

Respondents' reasons for their answer to this question depend on the answer they have provided. The reasons for a limited understanding are very different from those cited to support a better understanding. The table below shows the main reasons people give for their current understanding.

Table 21: Reasons for level of understanding

Broad thematic area	Area of comment	No. of comments
Limited understanding	Only beginning to learn/understand	19
	Limited focus	10
	Still learning	6
	Heritage not a priority	3
Better understanding	Research/reading	37
	Involvement in projects, groups	35
	Grew up/lived a long time in Swindon	34
	Visiting museums/sites of interest	22
	Talking to local people	15
	Work in heritage	12
	Family history	11
	Studied history at university	7
	Prompted by threat to heritage	6
Total no. of comments		194

Chart 21: Reasons for level of understanding



Those with a limited understanding of Swindon's heritage generally ascribe this to the fact that their interest is **fairly recent**, mainly (though not always) because they are relatively recent arrivals in the Borough, or because they see themselves as **still learning**. Others acknowledge that their interest in Swindon's heritage is limited because their **knowledge is focussed** on limited areas of interest (mainly rail, but also canals or historic properties). For a small number of respondents, heritage has not been, or is not now, a priority for them.

Those with a deeper understanding of Swindon's heritage have gained this through personal **research and/or reading**, including books but also newspapers and magazines such as specialist local heritage publications. There has also been extensive **involvement in groups** and/or projects, which includes canal work but is by no means confined to this type of activity. **A long life spent in Swindon** is also a factor in giving people a sense of understanding the history and heritage of the town.

Heritage understanding has also been gained through visiting museums and similar locations where heritage is on display and is interpreted, while informal conversations with local people

have also been productive in terms of understanding. Working in heritage itself is clearly a good foundation for some people.

Some people's study of **family history** has led them into a greater understanding of the context of their family's past – particularly as regards those who worked on the railway – and **formal study** has also played a part in stimulating a desire to understand more about the local heritage. A small number have been drawn into an understanding by their desire to respond in an informed way to a **perceived threat** to an aspect of local heritage, particularly a local historic building.

4.12 Additional comments

Two further submissions were made to the survey, but outside the structure of the questionnaire. One is a detailed examination of the Strategy from the perspective of its fit with other strategic documents, identifying the LDF and the 'cultural wellbeing' dimension, but also the lack of connectivity between the strategy and the Cultural Strategy. The strategy is also criticised for its lack of readiness to address problems and opportunities created through growth. The response recommends that it be revised to ensure that Swindon's heritage is a key element in future planning and development consideration, and also calls for enhanced access to the heritage both in terms of display and also understanding. The storage issue is also raised as a priority. We have not reproduced this comment in full, as to do so would betray its origins and contravene the guarantee of anonymity given in your introductory paragraphs.

A second response makes comments on the detail of the strategy, especially from an archaeological perspective, and offers corrections and amplifications where these may be thought helpful.

4.13 Further research

Two thirds of respondents (68%) say they would be willing to be contacted to take part in further research. Some suggestions as to the form this might take are included in our conclusions and recommendations.

Appendix 1: The Questionnaire

Swindon Heritage Strategy Public Consultation

1. Introduction

The Swindon Heritage Board is interested in your views about the draft Swindon Heritage Strategy.

The Swindon Heritage Board is made up of representatives from local, regional and national organisations that support and care about heritage from the public, voluntary, community and business sectors.

This survey will take you approximately fifteen minutes to complete. If you would like to read the entire draft strategy please visit www.swindon.gov.uk/heritagestrategy

If you would prefer to send us your comments in writing please email heritagestrategy@swindon.gov.uk or post to:
Tammy Reeve
Swindon Borough Council
Civic Offices
Euclid Street
SWINDON
SN1 2JH

You can also complete a paper version of this survey available from The One Stop Shop, Swindon Libraries and Museums, or we can post a copy to you on request.

The information and opinions you provide will be treated in the strictest confidence by the Consultation Team and used in compliance with data protection legislation. Individual organisations and their responses will not be named in any report.

Your opinions are really important to us and will help the Swindon Heritage Board understand how to develop and action this strategy. Please encourage your friends and family to also complete this survey.

The consultation will close on Monday 15th April 2013. The outcomes of this consultation will be considered by the Swindon Heritage Board and reported to Swindon Borough Council in the summer of 2013.

We thank you for your time and interest.

Swindon Heritage Board Consultation Team

Swindon Heritage Strategy Public Consultation

2. About you

Please tell us some information about yourself.

1. I am completing this survey as

- ☐ Local resident
- ☐ Member or volunteer of a local voluntary or community group
- ☐ Member or volunteer of a local history or heritage organisation
- ☐ Paid member of staff in the public heritage sector
- ☐ Paid member of staff in the voluntary heritage sector
- ☐ A representative of a national organisation
- ☐ Member of the local business sector
- ☐ Elected representative
- ☐ Other

Other (please specify)

Swindon Heritage Strategy Public Consultation

3.

2. As you are completing this survey as a member or representative of an organisation, please let us know which one?

Swindon Heritage Strategy Public Consultation

4.

3. How many years have you lived in Swindon?

Swindon Heritage Strategy Public Consultation

5.

4. Please tell us which age band you fall into?

- ☐ Under 18
- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ 65-74
- ☐ 75+

Swindon Heritage Strategy Public Consultation

6.

5. Please provide us with your full postcode

ZIP/Postal Code:

Swindon Heritage Strategy Public Consultation

7. What is heritage?

Heritage is all those things of value that we have inherited from previous generations and that we wish to pass on to our children and share with others.
It can include anything that gives a community its special identity.

6. To what extent do you agree with this meaning of heritage?

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

7. What do you think the meaning of heritage should be?



Swindon Heritage Strategy Public Consultation

8. A heritage strategy

The aim of the Swindon Heritage Strategy is to deepen understanding and enhancement of our heritage as an inspiration for social, environmental and economic regeneration within the Borough.

8. To what extent do you agree with this aim?

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

Swindon Heritage Strategy Public Consultation

9. Heritage objectives

9. The Swindon Heritage Strategy has 9 draft objectives to what extent do you agree with each of them?


	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Understanding Swindon's heritage To ensure that we have as full an understanding as possible for all the aspects that make up Swindon's heritage and their importance for residents, visitors and businesses alike.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protecting Swindon's heritage To ensure that all identified heritage assets of both local and national importance have protection measures recorded together with a plan for measures such as improvement works; funding sources and time-scales.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using heritage as a driver for sustainable development To ensure that Swindon heritage underpins and acts as a driver for sustainable development and regeneration.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sharing heritage To promote Swindon's heritage to increase public understanding and awareness for residents and visitors of all ages, but targeting young people, through schools and other educational activities, to help develop pride and a sense of place that will be an enduring influence for the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Swindon as a visitor destination To promote Swindon's heritage for visitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working together To develop strong partnerships between the voluntary, public and business sectors working collaboratively and sharing knowledge and skills, to develop and deliver an Action Plan for Swindon's heritage.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Swindon heritage hub For Swindon to have a national reputation as a hub of heritage expertise, drawing together the national heritage bodies based in the town, such as English Heritage and the National Trust, and ensuring excellent training, skills and career opportunities for the sector.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Swindon museums To develop proposals for the relocation to the town centre of the existing Swindon Museum and Art Gallery collections. This will house the nationally important Modern Art and Ceramics collections.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding To understand the funding requirement for the achievement of all of the above and to seek to prioritise resources and maximise opportunities for external funding through grant aid, sponsorship, philanthropy and other fund-raising.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Overall, to what extent do you agree with the objectives of the strategy?

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

Swindon Heritage Strategy Public Consultation

11. Do you have any further comments about the objectives of the strategy?

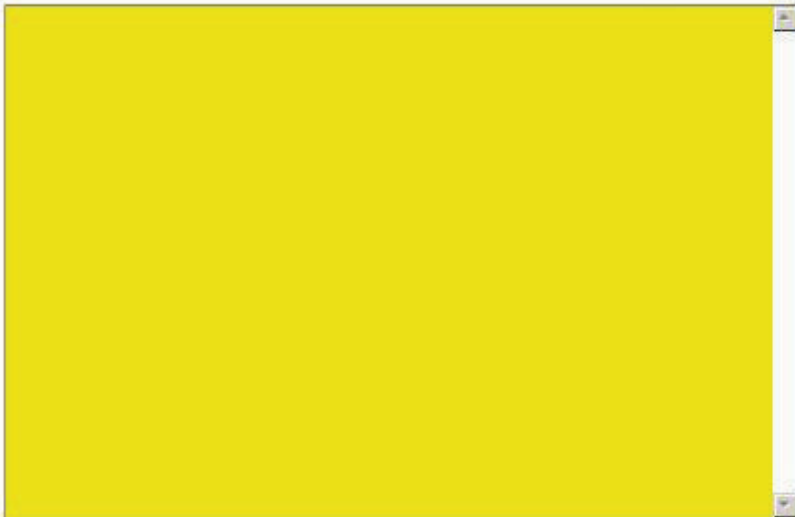


Swindon Heritage Strategy Public Consultation

10. The significance of Swindon's heritage

The term 'heritage' means different things to different people and can be interpreted in different ways.
The heritage of Swindon, in all its different forms, links us to the past and can be a valuable and exciting resource for the future.

12. What is significant about Swindon's heritage to you?



Swindon Heritage Strategy Public Consultation

11. Priorities

To what extent do you agree with the following priorities for Swindon's heritage?

13. To what extent do you agree with the following priorities for Swindon's heritage?

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Develop options for the future of the Swindon Museum and Art collections	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop options for a storage facility for Swindon's historic artefacts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop options for the future use of the Mechanics' Institution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop options for the future use of the Old Town Hall and Corn Exchange (The Locarno)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identify and understand our local historic environment (buildings, landscapes, streetscene)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Find ways to increase public understanding of Swindon's heritage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consult with local residents to identify how to prioritise investment in local heritage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensure that local young people are given opportunities to learn about Swindon's heritage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support a range of events and activities that share Swindon's history	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop marketing and promotional materials (guides/leaflets/online) about Swindon's history and heritage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Are there any other priorities?

Swindon Heritage Strategy Public Consultation

12. Benefits

15. Thinking about the benefits of focusing on heritage what do you think are the top 3 benefits for Swindon?

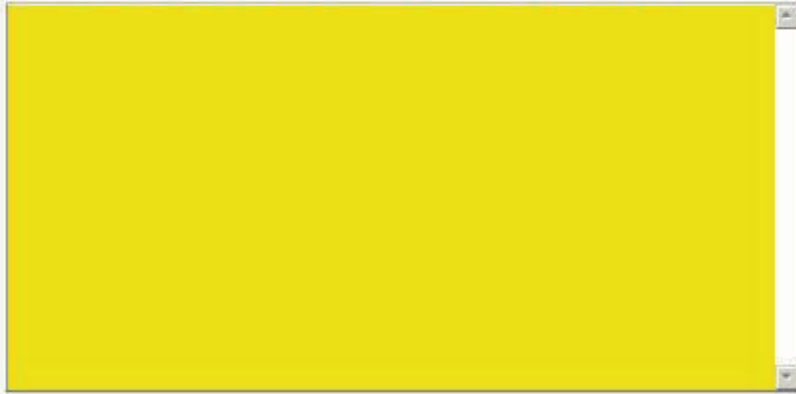
	1	2	3
Economic development (skills and employment/attracting business)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing opportunities for community involvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attracting visitors to Swindon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making Swindon an enjoyable and attractive place to live	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing a sense of local pride and community identity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improving the quality of life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protecting heritage for future generations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contributing to the regeneration of the town centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing knowledge and understanding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bringing local history and stories to life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Are there any other benefits?

Swindon Heritage Strategy Public Consultation

13. Your favourite place

17. What is your favourite place in Swindon and why?



Swindon Heritage Strategy Public Consultation

14. Understanding Swindon's heritage

18. To what extent do you feel you understand Swindon's heritage?

- ☐ I have an excellent understanding
- ☐ I have a good understanding
- ☐ I have some understanding
- ☐ I have little understanding
- ☐ I have no understanding

19. Please give reasons for your answer



Swindon Heritage Strategy Public Consultation

15.

Would you be willing to be contacted to take part in further research regarding heritage in Swindon?

20. Would you be willing to be contacted to take part in further research regarding heritage in Swindon?

- ☐ Yes
- ☐ No

Swindon Heritage Strategy Public Consultation

16.

21. Please tell us your email address

Email Address:

Swindon Heritage Strategy Public Consultation

17.

Thank you for taking part in the Swindon Heritage Strategy consultation

Appendix 2: Favourite Places

Old Town and Gardens
Coate Country Park and Jeffries Museum
Lydiard House and Country Park
Outlet Village and Railway Works
Wilts and Berks Canal
Lawn Park and Woods
Steam
Railway Village
Mechanics' Institution
Swindon Arts Centre
Barbury Castle
Queens Park
County Ground
Countryside (unspecified)
Lower Shaw Farm
Liddington
Rodbourne Vuillage
Stanton Fitzwarren
Shaw Forest
Mannington Place
Brudel Woods
Railway Station
St Mark's Church
Wyvern Arts Centre
Town Centre
Okus
Cricklade Railway
Holy Rood Church
Abbey Stadium
Heelis
Museum of Computing
Severn Fields
Dayhouse Lane
Highworth

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Community Right to Challenge

Cabinet

Date 11th December 2013

Author: Cabinet Member for Finance and
Director of Law and Democratic Services

Wards: All

Locality Affected: All

Parishes Affected: All

1. Purpose and Reasons

- 1.1 The Localism Act 2011("the Act") introduced the Community Right to Challenge ("the Rights"). The Community Right to Challenge (Expressions of Interest and Excluded Services) (England) Regulations 2012 ("the Regulations") brought the Rights into force on 27th June 2012. The Rights allow communities to request that they deliver certain services currently provided by the Council or provided on behalf of the Council.
- 1.2 The declared intention of the Act is to create the conditions for community organisations to play a bigger role in shaping and running local services across the Council.
- 1.3 In consequence of the requirements of the Act and the Regulations, the following steps will need to be taken:
 - 1.3.1 Revisions to the Council's Contract Standing Orders
 - 1.3.2 Adoption of a protocol to guide the conduct of the Council's roles in relation to the Rights.
 - 1.3.3 Placing on the Council's website a Guidance Note explaining the relevant requirements of the Rights to members of the public. The Guidance Note has already been drafted by officers and is attached at Appendix 1.

2. Recommendations

Cabinet is recommended to:

- 2.1 Seek the approval of the Council to a revision to the Contract Standing Orders, as specified in paragraph 3.10 below, dealing with the Community Right to Challenge, and authorise the Director of Law and Democratic Services to make the necessary changes to the Council's Constitution.
 - 2.2 Authorise the Board Director Commissioning, in consultation with the Cabinet Member for Finance, the Director of Law and Democratic Services and the relevant Board Director and Head of Service:
 - 2.2.1 to develop and maintain an appropriate Community Right to Challenge protocol and internal guidance to assist in the commissioning and
-

Further information on the subject of this report can be obtained from Kehinde Awojobi on (01793) 463060, kawojobi@swindon.gov.uk

Community Right to Challenge

Cabinet

Date 11th December 2013

procurement processes to ensure that expressions of interest are duly considered, and to ensure that this is placed on the Council's website with appropriate links to the procurement process pages,

2.2.2 where considered appropriate for particular relevant services, to publish details of any specified period in which expressions of interest may be submitted, including on the Council's website,

2.2.3 to assess and either reject, accept or request modification to all expressions of interest submitted

2.3 Authorise the Head of Commercial Services in consultation with the Director of Law and Democratic Services to co-ordinate a list of relevant services and existing contracts in order to facilitate identifying appropriate relevant services, and where considered appropriate to provide a link on the Council's website for the public to view the list,

2.4 Note and endorse the Community Right to Challenge Guidance Note (attached at Appendix 1) for publication on the Council's website, and authorise the Director of Law and Democratic Services to periodically review and update the Guidance as necessary.

3. Detail

3.1 The Community Right to Challenge provides voluntary or community groups, charitable trusts, parish councils, and two or more Council staff ("relevant body") the right to express an interest in running certain local authority services ("relevant services") which are currently provided by the Council ("relevant authority") or provided on the Council's behalf.

3.2 A relevant service is a service provided by or on behalf of a relevant authority. The right only applies to the provision of services and does not provide for the delegation of the functions of the relevant authority. The following services are exempted from the Community Right to Challenge, either for a limited period or permanently:

3.2.1 Until 1 April 2014, a relevant service commissioned in conjunction with an NHS body under a partnership arrangement or by a relevant authority and an NHS body or a Strategic Health Authority acting jointly;

3.2.2 Until 1 April 2014, a relevant service commissioned by an NHS body on behalf of a relevant authority;

3.2.3 Relevant children's centre services that have been commissioned jointly by a local authority and an NHS body will be excluded from the right temporarily until April 2014;

Further information on the subject of this report can be obtained from Kehinde Awojobi on (01793) 463060, kawojobi@swindon.gov.uk

Community Right to Challenge

Cabinet

Date 11th December 2013

- 3.2.4 A relevant service commissioned or provided by a relevant authority in respect of a named person with a complex individual health or social care needs will be permanently excluded; and
- 3.2.5 Services which are commissioned and managed by individuals or their representatives using direct payments do not fall into the scope of the community right to challenge.
- 3.3 A relevant body may submit an expression of interest (“EOI”) at any time. However, to assist with the process of planning procurements, a relevant authority may choose to specify generally a period during which expressions of interest can be submitted. Where an authority sets specific time periods, expressions of interest submitted outside that period may be refused. It is proposed that this Council will not specify such a period, because to do so would require a list of all relevant services to be published immediately and would risk many expressions of interest being received at the same time which would cause considerable administrative burden. The attached Guidance Note (at paragraph 7) is drafted to reflect this position.
- 3.4 A relevant authority may choose to seek expressions of interest in respect of particular service procurement processes. This means that the Council has discretion as to whether to publish details in any manner it thinks fit (which must include publication on the Council’s website) of any particular service which it proposes to procure, and to invite expressions of interest where it might be appropriate, within a specified time.
- 3.5 A relevant authority must consider a Community Right to Challenge EOI submitted by a relevant body which includes the following:
 - 3.5.1 Information about the financial resources of the relevant body submitting the expression of interest;
 - 3.5.2 Evidence demonstrating that the relevant body submitting the expression of interest will be capable of providing or assisting in providing the relevant service;
 - 3.5.3 How the expression of interest will promote or improve the social, economic, or environmental well-being of the relevant authority’s area (Social Value) and how it will meet the needs of users of the relevant service.
- 3.6 If the EOI is accepted then procurement must take place. The Regulations offer guidance as to the factors a relevant authority should take into account when considering an EOI and the limited grounds under which an EOI may be rejected; for example, where the relevant service is already the subject of procurement. There is a limited right to make modifications.

Further information on the subject of this report can be obtained from Kehinde Awojobi on (01793) 463060, kawojobi@swindon.gov.uk

Community Right to Challenge

Cabinet

Date 11th December 2013

- 3.7 The relevant authority is required to specify the maximum period that it will take to notify the relevant body of its decision and publish details of the specification on its website. The relevant authority must notify the relevant body within 30 days of the timescale within which a decision will be made. The relevant authority must publish any notification of modification or rejection of an EOI in such a manner as it thinks fit, which must include publication on the authority's website.
- 3.8 The Regulations are silent on the exact period between an EOI being accepted and when a procurement process must take place, but give guidance as to the issues that the relevant authority should take into account. The relevant authority will need to take into account its existing contractual obligations and commissioning cycle. The period between the acceptance of an EOI and procurement should not be lengthy.
- 3.9 When a relevant authority accepts an EOI for a relevant service it must comply with procurement law. There is no automatic right to the organisation expressing an interest to deliver the service nor is it guaranteed that the organisation will be successful in any procurement exercise.
- 3.10 The proposed changes to Contract Standing Orders are:

3.10.1 The addition of the definition:

“Community Right to Challenge” - the rights contained in the Localism Act 2011 (Part 5, Chapter 2, sections 81-84) that allow communities to request that they deliver certain services currently provided by, or on behalf of, the Council.

3.10.2 The addition of a new paragraph:

2.4: Community Right to Challenge 2.4.1 The Board Director Commissioning in consultation with the Cabinet Member for Finance, the Director of Law and Democratic Services and relevant Board Director and Head of Service must ensure that appropriate processes are in place for: (a) where considered appropriate in respect of any relevant service, to publish details of any specified period in which expressions of interest may be submitted, including publication on the Council's website; (b) expressions of interest received to be acknowledged within the statutory time limits; and (c) expressions of interest to be assessed and determined.

3.10.3 The addition to paragraph 5.1 (a) of the following:-

“take into account Community Right to Challenge considerations under Standing Order 2.4 as follows:- (i) possible community involvement, and where considered appropriate in respect of any relevant service, to publish details of any specified period in which expressions of interest may be submitted, including publication on the Council's website before

Community Right to Challenge

Cabinet

Date 11th December 2013

commencing procurement; (ii) to immediately consult with the Head of Commercial Services, the Board Director and the Head of Service responsible for the relevant Service Area in connection with any communication received which might constitute an expression of interest; (iii) to consult with the Head of Commercial Services, the Board Director and the Head of Service responsible for the relevant service and the Director of Law and Democratic Services as to assessing, determining and responding to an expression of interest:

3.10.4 The addition to paragraph 21.1 (a) of the following:-

“having also taken into account Community Right to Challenge considerations under Standing Order 2.4”

4. Alternative Options

- 4.1 The Council is obliged to implement the relevant provisions of the Localism Act 2011 and the Regulations, which specifically refer to the Community Right to Challenge.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 The Council must meet any additional costs for the administration of the requirements relating to the Community Right to Challenge.

Legal and Human Rights Implications

- 5.2 The Council has a statutory obligation to implement the Community Right to Challenge. Legal and Human Rights considerations have been taken fully into account in compiling this report and the recommendations of this report are compatible with convention rights.

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

- 5.3 The Community Right to Challenge is largely an administrative process that will be undertaken through commissioners.

Diversity Impact Assessment

- 5.4 A Diversity Impact Assessment will in the normal course of business be undertaken on any procurement exercise undertaken as a result of any application to run a Council service under the Community Right to Challenge. It is considered that there is great potential for meeting the Public Sector Equality Duty through the process of considering EOI's under the Community Right to Challenge.

Further information on the subject of this report can be obtained from Kehinde Awojobi on (01793) 463060, kawojobi@swindon.gov.uk

Community Right to Challenge

Cabinet

Date 11th December 2013

Risk Management

- 5.5 Internal Resource – setting up governance and procedures to be followed.
- 5.6 Community expectations – risk of under estimation by relevant bodies of the complexity of services to be delivered.

6. Consultees

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

7. Background Papers

- 7.1 None.

8. Appendices

- 8.1 Appendix 1 - Draft Guidance Note: "Community Right to Challenge".

9. Key Decision/Decision in Forward Plan

- 9.1 This is not a Key Decision and is included in the Cabinet Work programme/Forward Plan for December 2013.

Swindon Borough Council

Guidance Note

Community Right to Challenge

1. The Community Right to Challenge allows for community groups, parish councils, voluntary sector organisations and groups of employees to express an interest in running a local authority service.

Local authorities must consider that expression of interest and if acceptable under the legislation must run a full procurement process for the future of that service.

This guidance sets out the Council's approach to receiving, considering and approving or rejecting expressions of interest.

This guide shall be subject to regular review as new guidance is released by the Government and as best practice emerges.

This is a brief summary of the key points within the legislation, but it is not a comprehensive guide to the law.

2. **Legislative Framework**

The Localism Act 2011, associated Regulations and Statutory Guidance set out the rules that the Council must follow in dealing with the Community Right to Challenge. This includes:

- Specifying the 'relevant bodies' that may submit an expression of interest
- Defining 'relevant services' and stating the services which are excluded from the community right to challenge
- Specifying the information required in an expression of interest
- Specifying the grounds whereby an expression of interest may be rejected.

3. **Relevant Bodies**

These are the groups that are allowed to submit an expression of interest. The Government has currently limited this to:

- A voluntary or community body

- A body of persons or a trust which is established for charitable purposes only
- A town or parish council
- Two or more employees of the local authority

4. Relevant Services

These are the services that relevant bodies can express an interest in operating. They are defined as a service provided by or on behalf of a local authority in the exercise of any of its functions. The regulations exempt all functions, whilst certain services relating to health and social care needs are exempt for limited periods or permanently. (Statutory Guidance contains details).

5. Expressions of Interest

For an expression of interest to be valid it must be submitted by a relevant body and include certain information, including:

- Information about the relevant body's financial resources
- Evidence that demonstrates capability of providing or assisting in providing the relevant service
- Information about the geographical area to which the expression of interest relates, and
- Information about the outcomes to be achieved, in particular how the provision or assistance will promote or improve the social, economic or environmental well-being of the local authority's area, and how it will meet the needs of the users of the relevant service.

Social Value considerations and outcomes could include creating local jobs, improving local skills, increasing volunteering opportunities, or improving environmental conditions.

Service User needs could be evidenced by needs assessments, or a survey of service users.

6. Rejecting an Expression of Interest

The Government has set out the grounds on which an expression of interest may be rejected. No other reasons are acceptable under law for rejecting an expression of interest. The main grounds include:

- The expression of interest does not comply with any of the requirements specified in the Localism Act 2011 or in Regulations
- The local authority considers, based on the information contained in the expression of interest, that the relevant body is not suitable to provide or assist in providing the relevant service
- The expression of interest relates to a service where a decision has been taken to stop providing that service, or
- The relevant authority considers that the expression of interest is frivolous or vexatious.

7. Timing of Submitting Expressions of Interest

The Regulations allow expressions of interest to be submitted at any time unless an authority has specified periods during which they may be submitted.

The Council confirms that it has decided not to specify a particular period for consideration of expressions of interest, but this will be subject to review.

To ensure that this is a fair, effective and efficient process it may be necessary in the future for the Council to specify periods of time during which expressions of interest may be submitted. This would allow the Council to manage the expressions of interest that may arise in the context of the Council's existing contractual arrangements, commissioning strategy and resources.

8. Forms and guidance

For an expression of interest to be accepted by the Council it must be made in writing. The Council are able to accept expressions of interest by post or by e-mail.

9. Deciding on an Expression of Interest

The Council will ensure that each expression of interest received is properly and effectively considered. Where appropriate a request to modify may be made, to avoid its rejection. It will then be the responsibility of the Council's relevant Heads of Service, having sought appropriate advice and guidance, to decide on whether an expression of interest is acceptable under the legislation.

10. Timeline

Generally the Council must inform the relevant body of the time period for notifying its decision within a period of 30 days. The Council will aim to meet the following:

- Receive and acknowledge EOI – 7 days
- Assess EOI and notify outcome – 7 to 90 days
- Procurement process commences – variable (minimum and maximum timescales to be specified in each case)

December 2013

Independent Remuneration Panel on Councillors' Allowances - Recommendations 2013/14

Cabinet

Date: 11th December 2013

Author:	Leader of the Council and Director of Law and Democratic Services
Wards:	All
Locality Affected:	All
Parishes Affected:	All

1. Purpose and Reasons

- 1.1 To consider recommendations arising from a meeting of the Independent Remuneration Panel on Councillors' Allowances.
- 1.2 The Cabinet is required to consider recommendations arising from a meeting of the Independent Remuneration Panel on Councillors' Allowances and to make appropriate recommendations to the Council.

2. Recommendations

Cabinet is recommended to:

- 2.1 Note and refer to the Council for determination the recommendations arising from the meeting of the Independent Remuneration Panel on Councillors' Allowances held on 7th October 2013, as set out in Appendix 1.
- 2.2 Note that the proposal of the Independent Remuneration Panel on Councillors' Allowances is that the -
 - 2.2.1 level of Councillors' Basic Allowances and Special Responsibility Allowances for the 2014/15 Municipal Year be increased by 1% to align with the 1% increase in pay awarded to local authority staff in April 2013;
 - 2.2.2 Council be encouraged to agree that the 1% increase be backdated to April 2013, but paid from May 2014 (the equivalent of a 2% increase for 2014/15);
 - 2.2.3 level of Councillors' Basic and Special Responsibility Allowances be indexed linked to the percentage increase in pay awarded to local authority staff nationally.
 - 2.2.4 Note that index linking can apply for three municipal years before any further review is undertaken of such linkage by an independent remuneration panel.

Further information on the subject of this report can be obtained from Ian Willcox, Direct Dial Telephone Number (01793) 463601, Email: iwillcox@swindon.gov.uk.

Independent Remuneration Panel on Councillors' Allowances - Recommendations 2013/14

Cabinet

Date: 11th December 2013

3. Detail

- 3.1 The Council is required by the Local Authorities (Members Allowances) (England) Regulations 2003 to consider the recommendations of its Independent Remuneration Panel when making decisions relating to its Scheme of Councillors' Allowances. The Panel is recommending that there is a small increase in the level of Councillors Basic and Special Responsibility Allowances for the next Municipal Year to reflect the 1% increase in pay awarded nationally to local authority staff from April 2013.
- 3.2 The Council is not required to adopt all or any of the Panel's recommendations.
- 3.3 Decisions on the Scheme of Councillors' Allowances require the approval of the full Council.
- 3.4 The Independent Remuneration Panel on Councillors' Allowances was established in late 2001. Since that time the independent panel members have met regularly to consider various issues relating to Councillors' Allowances. The Panel is made up of six members independent of the Council. One each nominated by the Education, Business and Voluntary / Community sectors and three members appointed following public advertisement. There is currently one vacancy on the Panel.
- 3.5 The current membership of the Independent Remuneration Panel on Councilors' Allowances is Revd. John Railton (Chair), Mr John Dernie, Ms Wendy Hall, Ms Jenny Newlyn and Mr David Wilkie.
- 3.6 The Independent Remuneration Panel at its meeting on 7th October 2013 considered and made recommendations to the Cabinet and Council on a number of issues relating to Councillors' Allowances. These recommendations are set out in Appendix 1.
- 3.7 The Independent Remuneration Panel received a report providing an update on recent developments impacting on Council decision-making and on Councillors' and co-opted members roles and responsibilities. It in particular highlighted –
 - 3.7.1 The impact of changes to the roles and responsibilities of the Councillors and independent member serving on to the Standards Committee over the past twelve months.
 - 3.7.2 The impact of the establishment and operation of the Joint Wiltshire and Swindon Police and Crime Panel particularly for the role and responsibilities of those Swindon Councillors appointed to serve on the Panel.

Further information on the subject of this report can be obtained from Ian Willcox, Direct Dial Telephone Number (01793) 463601, Email: iwillcox@swindon.gov.uk.

Independent Remuneration Panel on Councillors' Allowances - Recommendations 2013/14

Cabinet

Date: 11th December 2013

3.7.3 Issues to be taken into account in reviewing Councillors Allowances for 2014/15, including Council decision-making arrangements, the Council's financial position, the views of political group leaders, the national pay award to local authority staff equivalent of 1% for the 2013/14 Financial Year, and the Government's consultation on Councillors access to the Local Government Pension Scheme.

3.8 A copy of the report considered by the Independent Remuneration Panel is available on the Council's website. The minutes of the Panel's meeting and its recommendations are set out in Appendix 1. Appendix 2 provides a comparison of the Budget impact of the Panel's recommendations.

4. Alternative Options

4.1 No alternative options are proposed. The Cabinet could decide not to support the Panel's recommendations or to put forward revised recommendations to the Council.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

5.1 There are no specific financial implications arising from this report at this stage.

5.2 The total allocation for Councillors Allowances and support for 2013/14 is £678,300. From this, £439,480 is currently set aside for the payment of Councillors' Basic Allowances (£7,710.17x 57) with £238,820 made available for Mayoral Allowances, Special Responsibility Allowances, other Allowances (e.g. Travelling and Subsistence) as specified in the Scheme.

5.3 Appendix 3 provides a comparison of the Budget impact of the Panel's recommendations.

Legal and Human Rights Implications

5.4 Legal and Human Rights considerations have been taken fully into account in compiling this report. It is considered that the recommendations of this report are compatible with convention rights.

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

5.5 There are no specific other implications arising from this report at this stage.

Links to One Swindon, Strategic Objectives, Plans and Policies

5.6 There are no specific links.

Further information on the subject of this report can be obtained from Ian Willcox, Direct Dial Telephone Number (01793) 463601, Email: iwillcox@swindon.gov.uk.

Independent Remuneration Panel on Councillors' Allowances - Recommendations 2013/14

Cabinet

Date: 11th December 2013

Diversity Impact Assessment

- 5.7 A Diversity Impact Assessment (DIA) has not been undertaken as the report does not make any recommendations or have implications that affect services.

Risk Management

- 5.8 There are no specific risk implications. Decisions on Councillors' Allowances are often controversial in media terms and thus decisions may have a reputational risk for the Council.

6. Consultees

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

7. Background Papers

8. Report considered by the Independent Remuneration Panel on Councillor Allowances at its meeting on 7th October 2013. This is available to all Councillors on the Council's Intranet and is available on request from the Report Author.

9. Appendices

- 9.1 Appendix 1 –Recommendations of the Independent Remuneration Panel on Councillor Allowances held on 7th October 2013.

- 9.2 Appendix 2 – Budget Impact Comparison.

10. Key Decision/Decision in Forward Plan

- 10.1 This is not a Key Decision (as the Council is required to determine the Scheme of Councillors' Allowances) and is included in the Cabinet Forward Plan / work programme for December 2013.

INDEPENDENT REMUNERATION PANEL**MONDAY, 7 OCTOBER 2013****13. Review of Councillors' Allowances 2013**

The Director of Law and Democratic Services submitted a report inviting the Panel to review the existing Scheme of Councillors' Allowances for Swindon and to recommend any changes for the 2014/2015 Municipal Year.

Standards Committee

The Panel noted that there had been no significant changes in the role and responsibilities of the members of the Standards Committee over the twelve months since the changes to the Standards regime following the abolition of the Standards Board of England. The Panel was therefore of the view that there was no requirement at this time to further review the level of allowances for this committee.

Police and Crime Panel

It was noted that the Police and Crime Panel had been in operation since the election of the Police and Crime Commissioner in November 2012. Although it had operated in "shadow" form prior to that date

The Panel was minded to undertake a further review of the level of allowances for representatives of the Council serving on the Police and Crime Panel and the Chair agreed to arrange to discuss with the Chair of the Wiltshire Independent Remuneration Panel how best both panels could work together to jointly undertake a review of allowances for the representatives of both authorities and for the independent persons serving on the Police and Crime Panel. The Panel noted that whilst the two independent remuneration panels could jointly agree a level of allowance it would then be reliant on both councils to accept the recommendations of their respective Panels.

Health and Well Being Board

It was noted that only one meeting of the Board had been held to date. The Panel believed that it was not practical at this early stage to undertake a further review of the appropriateness of special responsibility allowances for members of this body.

Localities

With regard to locality roles, Panel members considered that it was still too early to commence a review of the appropriateness of special responsibility allowances for councillors serving on these bodies.

Review of Councillors Allowances for 2014/2015

The Panel consider whether or not to undertake a full review of the Scheme of Allowances for 2014/2015. It was noted that there had been no significant structural changes directly impacting on the roles and responsibilities of councillors over the past year and that there were still significant budget constraints on Council spending. The Panel also noted the current position of the national and local economies and the impact of the Government's controls on public sector spending. The Panel

expressed the view that it was inappropriate to undertake a full review of all allowances at this time.

However, having regard to the recent 1% pay award agreed nationally for local authority staff, effective from 1 April 2013, and noting the Panel's previous decisions to seek to "index link" the level of Councillors' allowances to the percentage increase in local authority pay (*Councillors Allowances had been index linked and increased by an amount equivalent to the percentage increase applied to local government officer salaries from 2006/2007 until 2009/2010.*) Panel members were minded to recommend that a similar 1% increase should be implemented for Councillors Allowances for 2014/2015 and also that the Council should give consideration to this being backdated to April 2013.

The Panel noted that to assist the Council's budgeting process it might be appropriate for this backdated (2013/14) element to only be payable from the start of the 2014/15 Municipal Year.

Recruitment to the vacancy on the Panel

The Panel considered both the requirement to fill the vacancy caused by the loss of Mr Stuart MacPherson and to the likelihood in the near future of other Panel members would be seeking to stand-down. In addition the Chair of the Panel had indicated his intention to stand down as Chair in a year's time.

The Panel considered and commented on the draft Recruitment Pack for filling Panel vacancies, attached as an appendix to the Agenda, and suggested minor amendments.

Pensions for Councillors

The Panel noted that the Government's findings and response to its consultation on the future of pensions for councillors had yet to be announced. It was felt that no action should be taken on this until the response was known and the Government's intentions clarified.

Resolved – (1) That the Cabinet and the Council be recommended that the –

- (i) level of Councillors' Basic Allowances and Special Responsibility Allowances for the 2014/15 Municipal Year be increased by 1% to align with the 1% increase in pay awarded to local authority staff in April 2013;**
- (ii) Council be encouraged to adopt that the 1% increase be backdated to April 2013, but paid from May 2014 (the equivalent of a 2%; increase for 2014/15); and**
- (iii) level of Councillors' Basic and Special Responsibility Allowances be indexed linked to the percentage increase in pay awarded to local authority staff nationally.**

(2) That arrangements be made for representatives of the Independent Remuneration Panels from Wiltshire and Swindon to meet with a view to working together to make joint recommendations on the level of Special Responsibility Allowances to be payable to Police and Crime Panel Members.

(3) That the recruitment process for the Independent Remuneration Panel, as referred to in the report, be agreed and be commenced as soon as practicable.

**Recommendations of the Independent Remuneration Panel
on Councillors Allowances – 2014/15
Budget Impact Comparison**

Current Existing Budget Impact Basic Allowance	Proposed Budget Impact Municipal Year 2014 /15 1%	Proposed Budget Impact of Backdating for Municipal Year 2013 /14 1%	Total Proposed Budget Impact in 2014/15 (2%)
£7,710.17	£77.10	£77.10	£154.20

Current Existing Budget Impact of Cost of Basic Allowances	Proposed Budget Impact Municipal Year 2014/15 1%	Proposed Budget Impact of Backdating for Municipal Year 2013 /14 1%	Total Proposed Budget Impact in 2014/15 (2%)
£439,480	£4394.80	£4394.80	£8789.60

Current Existing Budget Impact Special Responsibility Allowance		Total	Proposed Budget Impact 2014/15	2013/14 Impact of Backdating	Total Budget Impact	
Post	Special Responsibility Allowance	Total	1%	1%	1%	2%
Leader of the Council	£19,674.46	£19,674.46	£196.74	£393.49	£196.74	£393.49
Deputy Leader of the Council	£11,698.67	£11,698.67	£116.99	£233.97	£116.99	£233.97

Current Existing Budget Impact Special Responsibility Allowance		Total	Proposed Budget Impact 2014/15	2013/14 Impact of Backdating	Total Budget Impact	
Post	Special Responsibility Allowance	Total	1%	1%	1%	2%
Cabinet Member	£9,836.68	<u>£78,693.44</u>	£98.37	£196.73	£786.93	£1573.87
Chair of Audit	£4,253.15	£4,253.15	£42.53	£85.06	£42.53	£85.06
Chair of Overview	£3,721.79	£3,721.79	£37.22	£74.44	£37.22	£74.44
Chair of Scrutiny and Leader of the Opposition	£9,836.68	£9,836.68	£98.37	£196.73	£98.37	£196.73
Chair of Scrutiny <u>if not</u> Leader of the Opposition	£4,929.81	£4,929.81	£49.30	£98.60	£49.30	£98.60
Chair of Planning	£6,380.76	£6,380.76	£63.81	£127.62	£63.81	£127.62
Leader of the Opposition <u>if not</u> Chair of Scrutiny	£4,670.24	£4,670.24	£46.70	£93.40	£46.70	£93.40
Leader of Minority Group	£1,595.15	£1,595.15	£15.95	£31.90	£15.95	£31.90
Chair of Licensing	£4,253.15	£4,253.15	£42.53	£85.06	£42.53	£85.06

Current Existing Budget Impact Special Responsibility Allowance		Total	Proposed Budget Impact 2014/15	2013/14 Impact of Backdating	Total Budget Impact	
Post	Special Responsibility Allowance	Total	1%	1%	1%	2%
Licensing Committee Members	£1,062.71	<u>£15,940.65</u>	£10.63	£21.25	£159.41	£318.81
Chair of Standards	£4,253	£4,253	£42.53	£85.06	£42.53	£85.06
Co-opted Standards Members / Independe nt Persons	£1,000	<u>£6,000</u>	£10.00	£20.00	£60	£120
Chair of Joint Swindon and Wiltshire Police and Crime Panel if a Swindon Councillor	£4,929	£4,929	£49.29	£98.58	£49.29	£98.58
Vice-Chair of Joint Swindon and Wiltshire Police and Crime Panel if a Swindon Councillor	£2,500	£2,500	£25.00	£50.00	£25.00	£50.00

Special Responsibility Allowances Total Budget Impact	Proposed Budget Impact Municipal Year 2014 /15 1%	Proposed Budget Impact of Backdating for Municipal Year 2013 /14 1%	Total Proposed Budget Impact in 2014/15 (2%)
	£1,833.30	£1,833.30	£3,666.60