

Swindon Borough Council

Scrutiny Committee

Monday, 20 March 2017

Committee Room 6, Civic Offices

At 6.00 p.m.

Conservative Councillors

Claire Ellis (Vice-
Chair)

Emma Faramarzi

Cathy Martyn

Gemma McCracken

Kevin Parry

Vera Tomlinson

Steve Weisinger

Labour

Councillors

Robert Wright
(Chair)

Emma Bushell

Mark Dempsey

Des Moffatt

James Robbins

Chris Watts

Contact Officers:

Stuart Figini (Committee Officer) 01793 463612 sfigini@swindon.gov.uk

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

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

AGENDA

1. Apologies for Absence

2. Declarations of Interest

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

3. Public Question Time

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

4. **Minutes** (Pages 5 - 16)
To receive the minutes of the meetings held on 1st February and 13th February 2017.
5. **Consideration of Cabinet Decisions** DLDS (Pages 17 - 18)
6. **Cabinet Member Question and Answer Session - Cabinet Member for Finance and Corporate Services** (Pages 19 - 28)
7. **Cabinet Member Question and Answer Session - Cabinet Member for Children's Services** (Pages 29 - 50)
8. **Work Programme** (Pages 51 - 76)
9. **Status of Requests for Action and/or Information** (Pages 77 - 88)

Date of Despatch: 09 March 2017

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

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

The Scrutiny Committee - Terms of Reference

- To meet at regular intervals to review the policies, process and implications of Cabinet, Cabinet Member and Officer decision making and the way in which Cabinet and Cabinet Member decisions are made;
- To consider requests for "Call-in" as defined in the Council's "Call-in" Procedure;
- To refer decisions back to Cabinet (or the decision maker) for reconsideration. It may do this once for any individual decision, after which if there is no agreement the decision will be referred to the full Council for determination;
- To refer Cabinet and Cabinet Member decisions to the relevant Overview and Scrutiny Committee for investigation without delaying the implementation of the decision concerned;
- To receive a report by the Leader of the Council at its first meeting after each Annual Council Meeting (or at such a meeting as is agreed by the Chair of the Committee and the Leader of the Council) on the service issues for the year ahead, the Leader of the Council's priorities for the coming year and on the

Council's performance in the previous year;

- To oversee the arrangements for Overview and Scrutiny within the Council, including determining (i) where matters fall within the remit of more than one Overview and Scrutiny Committee which of those Committees will assume responsibility for any particular issue, (ii) a system to ensure that referrals from Committees to the Cabinet, either by way of report or for reconsideration are managed efficiently and do not exceed any limits set out in the Council's Constitution, and (iii) in the event of reports to the Cabinet exceeding any limits in this Constitution or if the volume of such reports creates difficulty for the management of Cabinet business or jeopardises the efficient running of Council business, at the request of the Cabinet to make decisions about the priority of referrals made.
- To carry out any investigation into the business and functions of the Council and to call in any Cabinet Member or senior officer of the Council so that they can offer advice, support or answer any question that will assist the Committee in carrying out its functions.
- To carry out an external scrutiny function, particularly in relation to corporate issues and issues falling into the remit of a number of Overview and Scrutiny Committees.

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

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

To have specific responsibility (but not limited to)

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

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SCRUTINY COMMITTEE

WEDNESDAY, 1 FEBRUARY 2017

PRESENT:- Councillors Claire Ellis (Vice-Chair, in the Chair), Emma Bushell, Mark Dempsey, Cathy Martyn, Gemma McCracken, Des Moffatt, Kevin Parry, Gary Sumner, Vera Tomlinson, Chris Watts and Steve Weisinger

Councillors David Renard (Leader of the Council and Chair of the Cabinet), Russell Holland (Deputy Leader of the Council, Vice-Chair of the Cabinet and Cabinet Member for Finance and Corporate Services) and Steve Allsopp

Apologies for absence were received from Councillors James Robbins and Robert Wright (Chair)

59. Declarations of Interest

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

60. Public Question Time

Mr Brian Cockbill, a local resident, asked a question about by-laws covering services and property being transferred to existing and new Parish Councils. The Chair agreed that a written response would be provided.

61. Exempt Items - Exclusion of Press and Public

Resolved - That, in accordance with Section 100A(4) of the Local Government Act 1972, the public be excluded during the discussion of the matters referred in Agenda Item 8 on the grounds that it would involve the likely disclosure of exempt information as defined in Paragraph 3 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information concerned (Minute 62 refers.)

62. Consideration of Cabinet Decisions

The Director of Law and Democratic Services submitted a report introducing decisions arising from the Cabinet meeting held on 1st February 2017.

81. Thamesdown Transport - Update

Councillor David Renard, Leader of the Council and Chair of Cabinet, responded to questions put by Councillors Chris Watts, Mark Dempsey and Des Moffatt regarding the issues raised in the report.

Resolved – (1) That Minute 81 of the Cabinet be noted.
(2) That the Leader of the Council's comments about an embargo on information in relation to the matter be noted.

SCRUTINY COMMITTEE

MONDAY, 13 FEBRUARY 2017

PRESENT:- Councillors Robert Wright (Chair), Claire Ellis (Vice-Chair), Emma Faramarzi, Cathy Martyn, Gemma McCracken, Des Moffatt, James Robbins, Vera Tomlinson, Chris Watts, Timothy Swinyard, Teresa Page, Maureen Penny and Steve Allsopp

Apologies for absence were received from Councillors Emma Bushell, Mark Dempsey and Kevin Parry

63. Declarations of Interest

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

64. Public Question Time

There were no public questions submitted or asked during the meeting.

65. Minutes

Resolved – That the minutes of the meeting held on 9th January 2017, be confirmed and signed as a correct record.

66. Consideration of Cabinet Decisions

The Director of Law and Democratic Services submitted a report introducing decisions arising from the Cabinet meeting held on 8th February 2017.

86. Budget 2017/18 and Beyond

Councillor David Renard, the Leader of the Council and Councillor Russell Holland, Deputy Leader of the Council, Vice Chair of the Cabinet and Cabinet Member for Finance and Corporate Services responded to questions put by the Chair and Councillors Steve Allsopp, Des Moffatt, Jim Robbins and Chris Watts on the following matters:

- Financial assistance available to schools within the Borough that might be under financial pressure following their Central Government financial settlement.
- The inclusion of the “Old Swindon Special Expenses” within the 2017/18 Council Budget.
- The sustainability of the Council budget and level of financial reserves held by the Council in the proposed 2017/18 Budget.
- The percentage increase in Council Tax proposed for the Financial Year, 2017/18.

- The rationale for different areas of the Borough paying different levels of Council Tax and having different percentage increases in Council Tax.
- The Central Government financial settlement for the Council.
- Additional funding for adult social care through monies seconded from the New Homes Bonus scheme and through allowing Council's to raise Council Tax by an extra 3%.
- The need to lobby Central Government to receive the same reported financial settlement offered to Surrey County Council.
- Representations made to Central Government in regard to the Council's financial settlement.

Resolved – That it be noted that Minute 86 of the Cabinet is a Minute for Confirmation by the Full Council.

87. Capital Programme 2017/18

Councillor Russell Holland, Deputy Leader of the Council, Vice Chair of the Cabinet and Cabinet Member for Finance and Corporate Services responded to questions put by the Chair and Councillors Des Moffatt and Maureen Penny on the following matters:

- The current budget for maintain Council buildings, and in particular, those being transferred to parish councils.
- The need to ensure all parish councils are invited to discussions relating to the transfer of assets from this Council to parish councils.

(Councillor Tim Swinyard made a personal, non-prejudicial declaration of interest in respect of agenda this item in his capacity as a Trustee of Roughmoor Community Centre.)

Resolved – That it be noted that Minute 87 of the Cabinet is a Minute for Confirmation by the Full Council.

88. Treasury Strategy Statement 2017/18

Councillor Russell Holland, Deputy Leader of the Council, Vice Chair of the Cabinet and Cabinet Member for Finance and Corporate Services responded to questions put by the Chair on the risk to the Treasury management Strategy should Government policies change.

Resolved – That it be noted that Minute 88 of the Cabinet is a Minute for Confirmation by the Full Council.

89. Housing Revenue Account (HRA) – Rents and Charges 2017/18

Councillor Russell Holland, Deputy Leader of the Council, Vice Chair of the Cabinet and Cabinet Member for Finance and Corporate Services responded to questions put by the Chair and Councillor Steve Allsopp on the following matters:

- Pressures on the Housing Revenue Account arising from changes in the private rent sector.

- The benefits of purchasing additional private properties for inclusion within the Housing Revenue Account portfolio.
- The different payback period for building private, affordable and social housing stock.
- The potential for revenue generation through the Council building houses which could help off-set rises in the cost of adult social care provision.
- The payback period associated with the cost of building affordable or social housing.

Resolved – That it be noted that Minute 88 of the Cabinet is a Minute for Confirmation by the Full Council.

90. School Admission Arrangements 2018/19

Resolved - That Minute 90 of the Cabinet be noted.

91. Youth Engagement Worker Provision Review

Councillor David Renard, the Leader of the Council responded to questions put by the Chair and Councillors Steve Allsopp, Claire Ellis, Emma Famarzi and Gemma McCracken on the following matters:

- The effect of engagement with young people with difficulties arising from the provision review.
- The use of community centres as a safe environment for people with depression or other medical issues.
- The need to review the budget provision for facility support.
- The use of new technology, including social media, to reach young people requiring Council services.
- Residents' Groups set up within the Borough to offer support to those in need of assistance.
- The types of assistance available to young people and adults to support themselves.

Resolved - That Minute 90 of the Cabinet be noted.

92. Updated Child Sexual Exploitation Prevention Strategy

The Leader of the Council responded to questions put by the Chair and Councillors Cathy Martyn and Jim Robbins on the following matters:

- The importance that all Councillors to attend Child Sexual Exploitation Prevention training.
- The Council's current policy is respect of providing children in care with taxis, where appropriate, to ensure their safety.
- The appearance of "pop-up brothels" within the Borough and work to ensure young people were not exploited through these.

Resolved – That it be noted that Minute 92 of the Cabinet is a Minute for Confirmation by the Full Council.

93. Swindon Pay Policy Statement 2017

Councillor Russell Holland, Deputy Leader of the Council, Vice Chair of the Cabinet and Cabinet Member for Finance and Corporate Services responded to questions put by the Chair and Councillors Cathy Martyn and Jim Robbins on the following matters:

- The rationale employed by the Council in determining gaps between pay bands.
- The Council's consideration of work undertaken by the Equality Trust with regard to pay structures.
- The need for the Council to be pro-active in identifying potential inequalities to prevent legal action being taken against it.
- The explanation of the reasons for the lowest level of employee pay identified within the report.

Resolved – That it be noted that Minute 92 of the Cabinet is a Minute for Confirmation by the Full Council.

94. Libraries Strategy – Alternative Delivery Models

The Leader of the Council responded to questions put by the Chair and Councillors Des Moffatt, Maureen Penny, Jim Robbins and Chris Watts on the following matters:

- The current work being undertaken between the Council and parish councils to preserve non-core libraries within the Borough.
- The timetable for interested groups to submit expressions of interest and business plans for running non-core libraries within the Borough.
- The alternative delivery models being considered for non-core libraries within the Borough.
- The potential use of a trust to run non-core libraries and whether such an option would require additional consultation.
- The need for closer liaison between the Council and parish councils to ensure money was available within parish precepts for additional hours or services within non-core libraries.
- The need for clear service level agreements to be provided as soon as possible to parish councils or other interested parties for running non-core libraries.

Resolved - That Minute 94 of the Cabinet be noted.

95. Commercial Investment Strategy – Governance Arrangements

Resolved - That Minute 95 of the Cabinet be noted.

96. Reference from Other Council Bodies: Health and Wellbeing Board

Councillor Brian Ford, Cabinet Member for Adult Social Care, responded to questions put by the Chair on the inclusion of "Active Steps" within the Health Watch Event to be held on 17th March 2017.

Resolved - That Minute 96 of the Cabinet be noted.

97. Swindon Housing Development

Resolved – It was noted that this item had been withdrawn from consideration by the Cabinet.

98. Wichelstowe District Centre

Councillor Toby Elliott, Cabinet Member for Strategic Planning and Sustainability, responded to questions put by the Chair and Councillors Steve Allsopp, Maureen Penny and Chris Watts on the following matters:

- The degree of development activity currently being undertaken in Wichelstowe.
- The current process to approving development and whether this could be streamlined.
- The role of Cabinet Member Advisory Groups in promoting development within Wichelstowe.
- The need for the diversification of property development in Wichelstowe.
- The need to ensure the quality of development undertaken within Wichelstowe.
- The period of time between approval for development and completion within the Wichelstowe development.

Resolved - That Minute 98 of the Cabinet be noted.

99. Town Centre and Housing Delivery – Business Case

Councillor Garry Perkins, Cabinet Member for the Economy, Regeneration and Skills, responded to questions put by the Chair and Councillor Des Moffatt on the following matter:

- Changes to the design of the layout of the development named in the report and how this might affect development.
- The development mix and materials used during development.
- The role of the development as part of the wider Master Plan.
- The current status of the Tabernacle stones.

Resolved - That Minute 99 of the Cabinet be noted.

67. Cabinet Member Question and Answer Session - Cabinet Member for Housing and Homelessness

Councillor Oliver Donachie, Cabinet Member for Housing and Homelessness, was in attendance and presented to the Committee a detailed report summarising progress and performance in respect of each of the following service areas within his portfolio of responsibility:

- Allocations and Advice Services
- Empty Homes
- Estate and Tenancy Management

- Housing Enabling and Strategic Services
- Homeline Services
- Homelessness
- Housing Right to Buy/Sales Services
- Neighbourhood Wardens
- Private Sector Housing Renovation Grants
- Repair and Improvements to Council Housing Stock
- Sheltered Accommodation
- Police Authority/Police and Crime Commissioner liaison
- Community Safety Partnership including young offenders and reducing anti-social behaviour
- Environmental and Public Protection Services Gypsies, Travellers and Unauthorised Encampments
- Reducing Drugs, Alcohol and Substance Abuse
- Control Room Operations
- Principal Member for consultation on Public Space Protection Orders
- Licensing
- Community Safety Partnership including young offenders and reducing anti-social behaviour
- Reducing Domestic Violence and Abuse

At the request of the Chair, Councillor Donachie, in his presentation of the report, commented specifically on those elements within his portfolio which he felt had been most successful, those where a different approach might have produced better results and the lessons that might have been learned as a consequence, and the challenges he expected to be faced by the Council in relation to these service areas in the coming year and beyond, particularly in relation to on-going budgetary constraints.

Councillor Donachie expressed his recognition of the work undertaken by the tenant and leaseholder representatives and Councillors with respect to the valuable work undertaken by the Housing Advisory Forum.

Following his introduction of the report, Councillor Donachie responded to the observations and questions from the Chair and Councillors Steve Allsopp, Claire Ellis, Emma Famarzi, Gemma McCracken, Teresa Page, Maureen Penny, Jim Robbins, Tim Swinyard, Chris Watts and Keith Williams on the following issues:

- The enforcement of the Public Spaces Protection Order to cover the control of dogs in Lydiard Park.
- The review of the Public Spaces Protection Order to cover the control of dogs to ascertain whether it may be applied Borough wide.
- Assistance available from the Council to tenants who are the victim of revenge evictions by landlords.
- Work currently being undertaken in liaison with the Community Safety Partnership to close pop up brothels within the Borough.
- The current Housing Maintenance contract and the replacement double glazing for Old Age Pension Bungalows in Highworth as part of the contract.
- The enforcement of the use of dog leads within public areas and the acceptable definition of such leads.

- The provision of dog waste bins and the potential use of bye-laws to combat dog fouling within the Borough.
- Work to reduce the sale and use of legal highs within the Borough.
- The award of food hygiene stars to premises within the Borough and the current inability of the Council to enforce their display in a public area on the premises.
- The work currently being undertaken to extend the scheme for licensing Houses in Multiple Occupation in the Borough.
- The work currently being undertaken to maintain the Decent Homes Standard in respect of Council housing.
- The evaluation of the use of technology as part of housing provision for those residents requiring adult social care.
- Representations made by the Cabinet Member to the Housing Minister in respect of the Government policy to reduce social housing rents by one percent annually and the effect this has on the Council's Housing Revenue Account Budget.
- The current status of the air within the Borough and work to ensure pollution doesn't exceed legislated standards.
- Representations to Government in respect of the Preventing and Combating Violence Against Women and Domestic Violence Bill 2016/17.

Resolved – That Councillor Donachie be thanked for attending the meeting to present his performance report and for his full and open responses to members' questions and observations on the issues raised.

68. Cabinet Member Question and Answer Session - Cabinet Member for Streetsmart

Councillor Keith Williams, Cabinet Member for StreetSmart, Highways and Transport, was in attendance and presented to the Committee a detailed report summarising progress and performance in respect of each of the following service areas within his portfolio of responsibility:

- Strategic Transport Network;
- Traffic and Transport Forward Planning (including Local Transport Plan and Implementation of Local Transport Plan);
- Highways Maintenance and Repair Works;
- Street Lighting;
- Public Transport (including Concessionary Fares, Specialist Transport, Council Transport and Fleet Management);
- Streetsmart
- Waste Disposal / Waste Minimisation and Recycling
- Refuse Collection and Street Cleaning
- Grounds, Open Spaces, Parks, Verge and Tree Maintenance
- Envirocrime, Graffiti and Abandoned Vehicles
- Public Toilets, Cemeteries and Crematoria Assets, Waterside Depot Management;
- Building & Engineering;
- Building Services, cleaning, catering & security services; and
- IT Strategy, Delivery and Digital by Design

At the request of the Chair, Councillor Williams, in his presentation of the report, commented specifically on those elements within his portfolio which he felt had been most successful, those where a different approach might have produced better results and the lessons that might have been learned as a consequence, and the challenges he expected to be faced by the Council in relation to these service areas in the coming year and beyond, particularly in relation to on-going budgetary constraints.

Following his introduction of the report, Councillor Williams responded to the observations and questions from the Chair and Councillors Steve Allsopp, Cathy Martyn, Gemma McCracken, Des Moffatt, Teresa Page, Maureen Penny, Jim Robbins and Chris Watts on the following issues:

- The redesign of the Bruce Street Bridges road layout and liaison with utility companies regarding any proposals.
- Budget savings proposed within his portfolio and in particular under Theme 2 “Going Local” identified within the Cabinet Papers.
- The devolution of services to parish councils as part of the Council’s budget proposals.
- The scope of proposed services to be transferred to parish councils.
- The Council’s response to parish council concerns regarding service transfers and funding.
- Recent work undertaken on the Greenbridge Roundabout and road layout.
- Infrastructure work to support and facilitate the Eastern Villages expansion and the budgets available to fund this work.
- Work undertaken, including prosecutions, by the Enviro Crime team to combat fly tipping.
- The responsibilities, in the new Municipal Year, of the Council and parish councils in preventing fly tipping and in clearance of fly-tipping where necessary.
- The criteria for prioritising the resurfacing and repair of roads within the Borough.
- The transfer of responsibility for grass cutting to parish councils.
- Future plans for the redevelopment of Fleming Way road.

Resolved – That Councillor Williams be thanked for attending the meeting to present his performance report and for his full and open responses to members’ questions and observations on the issues raised.

(Councillor Tim Swinyard made a personal and prejudicial declaration of interest in respect of the Committee’s consideration of this item as he was employed by Halcrow.)

(Councillor Keith Williams made a personal, non-prejudicial declaration of interest in respect of the Committee’s consideration of this item as his brother was employed by Capita.)

69. Work Programme 2016/17

The Committee considered a report of the Director of Law and Democratic Services setting out the topics for inclusion in the 2016/17 Scrutiny Work Programme as agreed by the Committee at its meeting on 20th June 2016.

The Chair requested that the Committee Officer arrange a meeting of the Chair and members of the Council's Overview and Scrutiny Committees prior to the next Scrutiny Committee meeting to discuss the Committee's workloads.

Resolved – That the work programme 2016/17 be noted.

70. Status of Requests for Action and/or Information

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

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

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Consideration of Cabinet and Cabinet Panel Decisions

Scrutiny Committee

Date: 20th March 2017

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

1. Purpose and Reasons

- 1.1 To allow the Scrutiny Committee to consider the decisions arising from the meeting of the Cabinet held on the 15th March 2017.
- 1.2 The Scrutiny Committee's Terms of Reference include the review of the Cabinet decision making process and the way in which Cabinet decisions are made. As part of the Scrutiny function the Scrutiny Committee is able: -
 - (a) to refer decisions back to Cabinet for reconsideration. It may do this once for any individual decision, after which, if there is no agreement, the decision will be referred to the full Council for determination
 - (b) to refer Cabinet decisions to the relevant Overview Committee

2. Recommendations

The Committee is recommended to:

- 2.1 Review the process of Cabinet decision-making and the decisions made.

3. Detail

- 3.1 The Scrutiny Committee is invited to review the decisions of the Cabinet to be held on 15th March 2017. (The minutes of this meeting will be forwarded to Members as soon as they become available.)

4. Alternative Options

- 4.1 None

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 This report has no financial or procurement implications. Such implications are set out in the original reports previously circulated to all Councillors with the Cabinet Agenda.

Further information on the subject of this report can be obtained from Stuart Figini (Committee Officer), Direct Dial Telephone Number 01793 463612, sfigini@swindon.gov.uk

Consideration of Cabinet and Cabinet Panel Decisions

Scrutiny Committee

Date: 20th March 2017

Legal and Human Rights Implications

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

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

- 5.3 None

Links to One Swindon, Plans and Policies

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

Diversity Impact Assessment

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

Risk Management

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

6. Consultees

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

7. Background Papers

- 7.1 Cabinet Agenda for the meeting held on 15th March 2017.

8. Appendices

- 8.1 The draft minutes of the meeting of the Cabinet held on 15th March 2017 (to follow).

Cabinet Member Question and Answer Session

Scrutiny Committee

Date: 20th March 2017

Author:	Cabinet Member for Finance and Corporate Services
Wards:	All
Locality Affected:	All
Parishes Affected:	All

1. Purpose and Reasons

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

2. Recommendations

The Committee is recommended to:

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

3. Detail

- 3.1 The Leader of the Council has assigned the following responsibilities to the Cabinet Member for Finance and Corporate Services:
 - 3.1.1 Responsibility for delivery of Pledge 24: Provide early support for people in debt so that we significantly reduce the need to use bailiffs to recover Council Tax and other debts (Priority four: Help people to help themselves while always protecting our most vulnerable children and adults);
- 3.2 Responsibility for the following services and activities:
 - Financial Management overview
 - Medium Term Resourcing Plan and future budget planning
 - Procurement
 - HR, Personnel and Trade Union Relations
 - Schools HR

Further information on the subject of this report can be obtained from Susie Kemp – Corporate Director for Resources and Transformation, skemp@swindon.gov.uk.

Cabinet Member Question and Answer Session

Scrutiny Committee

Date: 20th March 2017

- Council's Transformation Programme
- Corporate Performance Management
- Risk Management
- Customer Services
- Health and Safety
- Operational Buildings and Property
- Revenue and Benefits Services
- Developing Welfare and Benefits Policy
- Member Development
- Commercial Investment Fund

What have you done well?

Finance

- 3.3 We have undertaken financial planning for Parish Councils for 2017/18, supporting budget development for the new Parishes and those with services transferring to them. This has ensured that the Shadow Parish Councils were able to set budgets to accept devolved services from April 2017.
- 3.4 We have reviewed the method used to calculate the amount of revenue that needs to set aside for future repayment of debt, releasing significant savings that will allow the Council to deal with immediate spending pressures and take a planned, strategic approach to achieving a sustainable financial position over the medium term.
- 3.5 We have put in place the building blocks of commercialisation including establishing a Commercial Investment Fund, completing a procurement spend analysis and opportunity assessment and progressing the development of business cases for digitisation and reshaping enabling services.
- 3.6 Completed the sale of the Council's shareholding in Thamesdown Transport and Barnfield depot, generating substantial revenue and capital receipts that will support the Council's medium term financial plan.
- 3.7 In addition, the Finance team has:
- 3.7.1 Led the project to transfer the operation of Highworth Recreation Centre to a new provider, securing a sustainable future for the centre.
- 3.7.2 Established financial operating arrangements for services formerly delivered by SEQOL.
- 3.7.3 Supported the procurement of 3 solar farms, Common Farm which is operational and the first Council backed solar farm operating in the UK, as

Further information on the subject of this report can be obtained from Susie Kemp – Corporate Director for Resources and Transformation, skemp@swindon.gov.uk.

Cabinet Member Question and Answer Session

Scrutiny Committee

Date: 20th March 2017

well as Chapel Farm and Barnfield, which are due to be operational by the end of March 2017.

Revenue and Benefits Services

- 3.8 During 2015-16 the 'in-year' collection rates for Council Tax and Business Rates both improved (from 97.7% to 97.8% for Council Tax and from 98.4% to 98.6% for Business Rates). The Council continue to collect monies during the following financial years and ultimately collect 99%.
- 3.9 In May 2016 a 'full review' of Council Tax Single Person discounts was completed and an additional £300,000 was invoiced. In addition, the service:
- 3.9.1 is implementing the new Council Tax parish charges, which necessitated the setting up of new parishes in the Council Tax system and changes to nearly 62,000 properties,
- 3.9.2 is implementing the changes being made to Empty Council Tax for 2017/8, and
- 3.9.3 is implementing the Business Rates revaluation, new transitional relief scheme and small business rates schemes for 2017/8.
- 3.10 In the last three years the numbers of Council Tax summonses issued have significantly reduced and work to reduce the number of bailiff referrals continues (pledge 24). The Council Tax office has amended its reminder and recovery routines, issues text reminders and makes telephone calls prior to summonses being issued. The number of referrals during 2016/2017 compared to 2015/2016 looks likely to increase, but many of these referrals are old court orders being referred for a second time.

Council Tax Summonses & Bailiff Referrals		
Financial Year	Summonses	Bailiff Referrals
2013/14	14,024	7,200
2014/15	11,016	8,003
2015/16	9,416	6,004

Developing Welfare and Benefits Policy

- 3.11 Following a successful bid to the One Swindon Board for £50,000 funding, a Social Inclusion and Welfare Manager has been appointed and has been working with the One Swindon Partners. A number of projects are currently being progressed include:

Further information on the subject of this report can be obtained from Susie Kemp – Corporate Director for Resources and Transformation, skemp@swindon.gov.uk.

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- 3.11.1 Publicising and encouraging residents to join Credit Unions.
- 3.11.2 Promoting the work of the 'Stop Loan Sharks' Team. Encouraging Referrals to this Team.
- 3.11.3 Working with Council's Affordable Warmth co-ordinator introduced a 'pilot' exercise to assist residents to transfer their energy suppliers and reduce the number of people on more expensive tariffs.
- 3.11.4 Appointment of two 'Money Mentors' working with Citizens Advice, that are helping more residents who need debt or budgeting advice, particularly those impacted by the latest Welfare Reforms
- 3.11.5 Working with the Council's Emergency Assistance Fund to target awards to households with the greatest need and working with residents who have 'repeat' requests to ensure that assistance is sought from Citizens Advice. This has reduced expenditure on this service. In 2016/7 as at 30th January 2016, expenditure was £78,928 compared to £181,532 as at the end of January 2016 for 2015/16.
- 3.11.6 Running Financial Inclusion Forums and a Seminar, a new 'Swindon Money Matters' Facebook page and updating the Council's Benefits webpages.
- 3.12 In accordance with statute, the Council's Benefits team have implemented the reduced Benefits Cap from 7th November 2016, under which couples and families can now only receive £20,000 of Benefits per annum. As at 31 January 2017, 212 households have had their Housing benefit reduced. The Revenues & Benefits and Housing Teams have been working together along with other Social landlords, the Local Job Centre and the Voluntary Sector to help those households that have been impacted. Advice on training, employment, budgeting and claiming Discretionary Housing Payments is being given.
- 3.13 At the beginning of December the full 'live' Universal Credit system commenced in Swindon. This means all new working age claimants or those with significant changes in any of their benefits will be asked to claim Universal Credits. As payments are made monthly, where requested, budgeting support is being provided by Citizens Advice. The Central library are also supporting those who need assistance making their claims online.

People Development

- 3.14 The People Development team has supported a number of restructures including the recruitment of a number of new corporate directors and the subsequent redesign of the Children's and Adults service areas following the appointment of separate Corporate Directors for those services.

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- 3.15 The team has also supported a number of TUPEs across the Council, including most notably the insourcing of IT staff from Capita and the insourcing of adult social care staff from SEQOL in October.
- 3.16 The People Development team has also redesigned the Corporate Induction ready for rollout in 2017, extended the scope and reach of Swindon Manager and increased completion of performance appraisals across the organisation to around 65% (from 48% in the previous year). The team has also developed an in house coaching pool and are ready to launch a new Leadership Development offer for aspiring and future leaders across the organisation in mid-2017.

Corporate Performance and Risk

- 3.17 The Council has significantly changed its approach to performance to increase transparency and to ensure that there is a concentrated focus on achievement of the Vision, Priorities and Pledges. To do this, we have introduced a public facing performance dashboard, which sets performance measures in a clear narrative of the actions being taken to achieve our aims. The dashboard went live for staff in February 2016 and was made available to the public in June 2016.
- 3.18 We have also developed our approach to using data and intelligence to support service areas to improve performance. This approach focusses on specific areas of concern and uses evidence of best practice and robust performance data to suggest and measure improvement. Service areas are supported by the policy and performance team to identify and address issues and to focus on the performance indicators, which will predict and measure progress. A feature of the work is that analysis is carried out quickly, so that progress can be made to implementation. Work has taken place in diverse areas across the Council covering areas including housing starts, commercialisation, volunteering, highways and transport and domestic abuse.
- 3.19 Alongside the work on performance, the processes and documentation for risk management have undergone significant revision to make the process more accessible and understandable and to integrate risk within the planning, performance and reporting processes. The aim of the approach is to concentrate management actions on reducing the likelihood of risks materialising. This new approach was well received by Audit Committee in November 2016 (Audit Committee Minute 28, 2016/17 refers).

Customer Services

- 3.20 We have developed a Customer Portal, which will provide customers a digital access point into many services from 2017 onwards. The first service customer can access through the portal is Green Waste subscriptions and renewals, which went live in March. This new platform is a catalyst for the transformation of the way customers interact with the Council in the future.

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- 3.21 We have begun to decommission the current Customer Relationship Management (CRM) System – LAGAN – redesigning and digitising over 100 customer facing processes. From the autumn, all processes will be managed through the customer portal CRM capability. This will enable an improved and consistent customer experience at the first point of contact and wherever, possible, automate requests direct to the point of delivery.
- 3.22 The Members' Hotline is working well, providing a clear access route for Councillors and MPs to report issues in order that we can log enquiries and ensure timely responses within the Council's recommended response times.

Health and Safety

- 3.23 The Council has successfully maintained accreditation against the International Standards 18001 and 14001 for Health, Safety and Environment Management. The Health and Safety function have worked directly with Council Services to fulfil successfully the Council's Corporate Social responsibilities to their employees and the public of Swindon.
- 3.24 The Waterside depot has seen significant improvements this year, which have led to a safer environment for both staff and the public. The most noticeable difference is in the separation of public and works traffic; a new public entrance and exit route opened in the early autumn; reducing the risk of collision and improving traffic management. There are still other issues on the site to be addressed, but the overall risks have been reduced significantly.

Transformation

- 3.25 The Council has delivered a range of key transformation programmes over the past 12 months that have, or will contribute significantly to the Vision and savings.
- 3.26 The Council's internal accommodation strategy has necessitated a programme of moves for many council teams. This has been coordinated and facilitated by the Transformation Team and will allow for teams insourced from SEQOL to move to the civic campus before the end of the financial year.
- 3.27 Since recruiting a new Head of Transformation in October 2016, we have developed a refreshed corporate transformation governance structure, which will continue to be implemented by working with Corporate Management Team and the new Transformation Board.
- 3.28 Other key transformation projects this year have included; Waste route optimisation, transitions programme work, Lydiard car parking, libraries transformation, housing and adult social care engagement and children's social carer recruitment amongst others.

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What would you do differently?

- 3.29 People Development – Absence continues to be a problem for the Council with absence loitering around 11% which is higher than the local authority average. Plans are in place to reduce this in 17-18 and two absence officers have appointed to support managers with specific absence problems. Spend on agency staff reduced in the first half of 2016-17 compared with the previous year but still remains high at around 11% of total workforce spend.
- 3.30 Customer Services – in spite of staff restructures and digitising many processes, the service still operates in quite a traditional way, with a significant number of customers still using face to face services; either through personal choice or as it is the only way certain services can be accessed. Although footfall into the One Stop Shop has continued to decrease, the pace of modernisation needs to accelerate. This includes the introduction of more self-serve kiosks both in the Council offices and out in the community, and a greater push for on-line take up in order to reduce footfall further and allow the customer services team more quality time to deal with those customers with the most complex needs.
- 3.31 Health and Safety – Having the Health and Safety Team based at two sites (Civic Campus and Waterside) has increased the travel time for Advisers and created some barriers to better ways of working across the skill sets in the Team. Centralising the work location of the Team may help ensure work is better matched to an Advisor's skill set and reduce travel between these two sites.
- 3.32 Transformation – A corporate approach to both delivering and overseeing transformation projects needs to be embedded within the Council's normal working practices. This will allow senior officers and members to understand where transformation resources need to be focused to deliver best value for money. The Council as a whole needs to make significant strides in reducing its paper consumption and reliance on hard copy documentation. This one key area is likely to produce significant efficiency savings and deliver a more modern customer experience.

What are the challenges facing the portfolio?

- 3.33 The key challenges in maintaining the council's financial standing are:
- 3.33.1 Developing a sustainable financial position for the Council to 2020 and beyond,
- 3.33.2 Understanding the implications of the new business rate retention system and ensuring the benefits for Swindon are maximised, and
- 3.33.3 The identification and effective management of key financial risks that Swindon, in common with all councils, faces.

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- 3.34 Within the Finance Team we will need to streamline processes to bring forward the deadline for the production and audit of the statement of accounts, in line with legislative changes.
- 3.35 People Development – The apprenticeship levy introduced by the Government offers an interesting challenge to the Council in the placement of 58 apprenticeships across our different services. Early work is underway to identify areas where apprentices could be introduced and there is an Apprenticeship Levy working party in place to oversee the implementation of this policy.
- 3.36 There are a number of large transformation programmes taking place this year, which will require support from colleagues within the People Development function. Ensuring that these programmes; creation of parishes, libraries reorganisation and others are well-supported by People Development alongside the business as usual requirements of the service will be a challenge and, at times, interim resources may be required. This is planned for within the team's budget.
- 3.37 Customer Services - Implementing the Customer Portal will require considerable effort within the Council to digitise processes and realign resources in a different way, to manage new demands. It will also require a shift in customer behaviour, to adopt a digital approach to interacting with the Council. In order to achieve this, there may have to be some radical changes, for example the physical location and layout of the One Stop Shop; and a managed reduction in the service levels in the Contact Centre.
- 3.38 Alongside this there will have to change in staff skills and behaviour; moving from a traditional counter service to a more open, agile way of working with customers – offering a digital meet and greet; assisted self-serve; and improved signposting to community based services and support.
- 3.39 Health and Safety The Health & Safety Team is modelled on providing a Single View of Safety; bringing together specialist skills in all areas of safety, including Fire, Construction, Legionella, as well as General H & S. Although this model provides the Council with a strong overview of its risk position; the team itself still has single points of failure. Moving forwards, there needs to be a programme of multi skilling as well as consideration on the best delivery model; exploring contracting more specialist work out, to ensure the Council continues to meet its health, safety and environment duties in a cost efficient way.
- 3.40 Transformation – The most significant challenge facing the Transformation portfolio is the pace of change required to deliver against financial savings. Successful transformation takes time and there will need to be a balance struck between delivering short terms savings and sustaining long-term transformation.
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- 3.41 Organisational culture will also be a major challenge in continuing the Council as part of its transformation. We will need consider staff development at all stages and at all levels of the organisation to support the transformation programme.
- 3.42 Revenues & Benefits will continue working on reducing bailiff referrals for Council Tax, undertaking further financial inclusion work to help low income households, offer support to Universal Support claimants and those impacted by the Benefit Cap and looking at encouraging further use of the online services that our provided.

Priorities for 2017/2018

- 3.43 Commercialisation is a key stream of work for the Council in the forthcoming year and represents a change to the ways in which the council operates. There is as much of a culture and leadership change required from both members and officers in order to bring about this change of approach as there is in terms of introducing new skills and training to the Council. If we are to be more commercial in the way we do things we need to reassess our appetite for risk, our role as members and our appetite for intervention in different markets. This will be a key area of focus for the forthcoming year and will build upon the work already in progress through the Investment Board.
- 3.44 In 2017/2018 we will launch two Leadership Development programmes for aspiring and future leaders across the organisation. Building on the success of Swindon Manager, this is an exciting programme aimed at helping us to grow our own future talent and embed a corporate leadership ethos across different levels of the Council. The programmes are led internally with external support and validation from a university provider, which will mean an accredited qualification for those staff who take part in the programme.
- 3.45 There are also a number of other people-related initiatives, which will come to fruition in 2017-2018. Work to realign our pay structures is underway which will come forward for Cabinet review in 2017-2018, a programme to reduce absence is underway and there are a number of initiatives in place which will complete this year to improve our attractiveness as an employer and offer best value in recruitment processes.

4. Alternative Options

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

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 There are no direct financial or procurement implications arising from this report. Any expenditure arising as a result of an item on the Committee's work

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programme will be met by the Overview and Scrutiny Support budget, subject to the approval of the Committee.

Legal and Human Rights Implications

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

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

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

Diversity Impact Assessment

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

Risk Management

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

6. Consultees

- 6.1 The Chief Finance Officer (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 None

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Author:	Cabinet Member for Children's Services; Director of Children's Services
Wards:	All
Locality Affected:	All
Parishes Affected:	All

1. Purpose and Reasons

- 1.1 This report sets out success, challenges, and future direction of the portfolio for the Cabinet Member for Children's Services.
- 1.2 A key purpose of the Scrutiny function is to hold the Cabinet to account and ensure that Council priorities and performance are being delivered. The Scrutiny Committee partly fulfils this requirement through the use of question and answer sessions with the Cabinet Member for Children's Services.
- 1.3 The purpose of the Question and Answer session is to ensure that the Cabinet Member provides the Scrutiny Committee with performance information relative to their portfolio responsibilities. It also requires the Cabinet Member to provide budget information for their portfolio responsibilities and provides an opportunity for the Scrutiny Committee to ask questions on the portfolio responsibilities.

2. Recommendations

The Committee is recommended to:

- 2.1 Take note of the report by the Cabinet Member for Children's Services, to put appropriate questions to the Cabinet Member for Children's Services and to decide if any further action is required.

3. Detail

- 3.1 The Cabinet Member for Children's Services is Councillor Fionuala Foley. The Leader of the Council has assigned the following responsibilities to the Cabinet Member:
 - 3.1.1 Children and Family Services including Early Help, Youth Offending Team, Young Person Substance Misuse team, Targeted Mental Health, Education Welfare, Educational Psychology, Youth Engagement, Services for Disabled Children and the Troubled Families programme
 - 3.1.2 Children's Social Work Services including the Multi Agency Safeguarding Hub (MASH), fostering and adoption services and the Corporate Parenting Board, Opal Team (Child sexual exploitation service)

Further information on the subject of this report can be obtained from Phillipa Lamb, Direct Dial Telephone Number 07818510484 plamb@swindon.gov.uk

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- 3.1.3 Community Health Services including Health Visitors, School Nurses and Family Nurse Partnership, Paediatric Therapy Services, Speech and Language and Portage and Public Health services for children.
- 3.1.4 Local Safeguarding Children's Board (LSCB)
- 3.1.5 Education Services including, Provision for Early Years, LA Maintained Schools, Provision for children with Special Educational Needs and Disabilities, Education Other Than At School, Tuition Service, Championing Excellence and Promoting High Standards. This includes the Education Strategy Board; Schools' Forum, the Music Service, Plas Pencelli Outdoor Education Centre, Governor Support services and Traded services to schools
- 3.2 The Cabinet Member for Children's Services is also responsible for delivering some aspects of Priority Two (Pledges 15 and 17), and Priority Four (Pledges 28 and 29) of Swindon's vision for 2016-2020.
- 3.3 Priority Two focuses on offering education opportunities that lead to the right skills and right jobs in the right places. The two pledges we are committed to in delivering this priority include:
 - 3.3.1 In addition to the two new free secondary schools, build one secondary and 12 primary schools to meet the needs of our increasing population and
 - 3.3.2 Improve educational attainment, in particular at ages 16-19 so we are above the average in England within five years.
- 3.4 Priority 4 focuses on helping people to help themselves while always protecting our most vulnerable children and adults. The two pledges we are committed to in delivering this priority include:
 - 3.4.1 Increase the number of foster carers in Swindon so that every 'child looked after' who should be, is placed in their home borough and
 - 3.4.2 Work with all of the 1270 families in Swindon who are in most need of support by 2020 in phase 2 of the Troubled Families Programme.
- 3.5 If Members require further information on specific portfolio areas not covered in this report, please see contact below.

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Current Priority Issue: Education and attainment.

Swindon Education Strategy Board (ESB)

- 3.6 The Swindon ESB has been in place since July 2015 and chaired for the Council by the Regional Schools Commissioners Office (RSC). The Board has had a positive impact but we recognise there is more work to do which will now be progressed through Swindon Challenge. Achievements to date include:
- 3.6.1 Strong relationships between the RSC's office and the local authority senior officers which has facilitated a number of school improvement activities as well as supported the local authority to influence decision making relating to Academies.
 - 3.6.2 Relationships and communication with the Regional Ofsted office and senior advisers have been strong (despite the recent communications from the Ofsted Director for the South-West) and supported improvements particularly in primary education. This partnership delivered two successful conferences for Swindon schools on narrowing the gap in the Summer term, 2016.
 - 3.6.3 Providing a forum for data sharing and challenge. Areas include the achievement of white disadvantaged pupils and the high level of fixed term exclusions. This led to a good practice conference and a working group to provide advice and support to schools.
 - 3.6.4 Facilitating the setting up of the Blue Kite Academy Trust joining Ruskin Junior School with Ferndale Primary School. This was supported by an excellent presentation by the head of Ferndale at an ESB meeting.
 - 3.6.5 Supporting the development of Multi-Academy Trusts (MATs) at Churchfields (with Wootton Bassett Academy); Dorcan (with Excalibur) and Kingsdown (with River Learning).
 - 3.6.6 Providing an opportunity for engagement with academy trusts such as ULT and to showcase good practice.
 - 3.6.7 Ensuring accountability for regular support to schools that 'require improvement' (RI) whether Academy or maintained.

Swindon Challenge

- 3.7 Despite the successes of the Swindon Education Strategy Board, it is clear that much more needs to be done to improve education in Swindon, particularly in the secondary sector. Over half of Swindon pupils attend secondary schools that are not judged to be 'good' or 'better' by Ofsted. Disadvantaged pupils do not

Further information on the subject of this report can be obtained from Phillipa Lamb, Direct Dial Telephone Number 07818510484 plamb@swindon.gov.uk

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achieve as well as they could do and fixed term exclusions in secondary schools have been too high. There is also considerable pressure on Education Other Than at School (EOTAS) due to the numbers of pupils being referred to the service. In primary schools, phonics outcomes need to improve, reading standards at Key Stage 1 are relatively low and in 2016 writing outcomes are of concern at Key Stage 2. Because of this, Swindon Borough Council has launched an initiative called Swindon Challenge with an investment of £600,000 over 3 years. The first £200,000 of this funding was approved at Council on 23rd February 2017 as part of the 2017/18 Budget although it was unfortunate that this allocation did not receive all-party support.

- 3.8 Swindon Challenge replaced the Education Strategy Board from January 2017. It includes representation from councillors, which demonstrates the Council's commitment to improve outcomes in education. Improving education is one of the four key Council Pledges for its 2015-30 vision. Following the receipt of a letter in November 2016 from the Regional Ofsted Director addressed to all the key education stakeholders in Swindon and subsequent conversations, the Council suggested to Ofsted that they should also sit on this new Board as an observer, an invitation they have accepted. Addressing the rise in fixed term exclusions and addressing the growing need of pupils with social, emotional and mental health needs (SEMH) and alternative vocational provision will be a key focus for "Swindon Challenge".

What have you done well?

Children's Social Care

- 3.9 The successful delivery of our Children's Social Care improvement journey is now delivering a number of tangible benefits.
- 3.10 The relentless focus on recruitment, development and retention of social workers (SW) and their managers has led to a reduction in SW Vacancies to 11% (below the national average of 14%); however, keeping the workforce vacancy low continues to be a challenge. Over the past 2 years we have successfully recruited 89 new SW /SW Manager posts with all Team Manager (TM) posts now filled and only one Assistant Team Manager vacant.
- 3.11 The service has the "Strengthening Families Programme Board" in place, which provides strong leadership and oversight by the Director of Children's Services. This Board has been pivotal in getting the right resources to the right place at the right time. The Quality Assurance Framework (put in place in early 2015) is now providing a more balanced evaluation of performance using both quantitative and qualitative information. The Independent Reviewing Officer (IROs) Service has been supported to change in culture and practice, and is now providing a valuable role as a critical friend to the SW teams. In late 2015/16, additional Assistant Team Manager posts were agreed, which have now been filled, and

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have enabled the managers to have better knowledge and oversight of the casework.

- 3.12 The recently established multi- agency safeguarding hub (MASH) is now fully operational and having police, health and early help services located on one site is proving to be effective. Better information gathering at the early stages of the contact process is leading to fewer inappropriate referrals to social care and also supporting the delivery of more timely responses. However, the numbers of contacts remain a concern.
- 3.13 The Children and Families Act 2014 introduced new and challenging timeframes for dealing with care proceedings. The new requirement was that court cases had to be completed within 26 weeks (from the prior national average of 54weeks). Swindon is now amongst the three best performing LA's in respect to timeframes in court work (under 26 weeks) In addition, we have reduced unnecessary expenditure on employing external expert assessments through supporting our own in-house social workers to develop the skills to assert their expertise in proceedings.

Earlier identification of Child Sexual Exploitation

- 3.14 Since launching the Council's initial Child Exploitation Prevention Strategy (CSE) in 2015, a great deal of activity has been undertaken and significant improvements have been made in understanding and recognising CSE within Swindon Children's Services and the wider Council. Through close working with partners, the Council has undertaken work to ensure that all professionals are fully aware of the risks of CSE and know what to do if they have concerns. Successful delivery of the Council's CSE Delivery Plan achieved a number of positive outcomes, however the services are not complacent and they are clear there is still more to do. Some key achievements include:
- 3.14.1 The creation of the multi-agency CSE Team known as OPAL who work directly with children who are at high risk of CSE or who have been sexually exploited;
- 3.14.2 Improved awareness of CSE amongst practitioners;
- 3.14.3 Mandatory CSE e-learning for all Council public facing staff;
- 3.14.4 CSE training provided for Swindon's wider service industry including bus companies, leisure centres, hotels, CCTV operators and housing maintenance;
- 3.14.5 Training to enhance practitioners skills and practice in working with children (including children with a learning disability) and parents;
- 3.14.6 The collation of robust local intelligence on the nature and extent of child sexual exploitation in Swindon; and

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3.14.7 All Councillors have been encouraged to complete on-line training in awareness of Child Sexual Exploitation and the Cabinet Member frequently exhorts those councillors who have not completed it to do so.

- 3.15 The strategy has been refreshed, building on our learning over the past 2 years, and the intelligence gathered from local and national risk profiles and audits. The 2017-2020 strategy (endorsed by Council in February 2017) sets out three priorities and a number of key activities to ensure services continue to be pro-active and responsive to the ongoing pressures linked to child exploitation.

Foster Care Recruitment

- 3.16 It is recognised by the Fostering Network that there is a severe shortage of foster carers nationally and Swindon is no different. This is due to a number of factors ranging from the changing economic situation for families, the high level of demand placed on carers with children coming into care often with complex needs, and the effects of opening the marketplace to private fostering agencies. This has a huge impact on the budgets of Local Authorities. Local challenges also relate to the size of the borough, population demographics and the actual number of people able and willing to offer foster care.
- 3.17 An updated foster care recruitment strategy was launched in April 2016 with a focus on re-establishing the Swindon Borough fostering brand in the local community to counter the increasing rise of independent fostering agencies in the area. Alongside this, a new streamlined recruitment process for the Fostering Team was introduced, which has led to significant improvements in the timeliness and quality of managing initial fostering enquiries. The processes around timescales for assessment timescales, and training have all been tightened up and are monitored on a weekly basis. This has enabled practice and priorities to be adjusted in a timely manner when delays emerge.
- 3.18 The fostering service recently launched a new recruitment campaign with NetNatives and is utilising Facebook and Google to specifically target people in and around the Swindon area.
- 3.19 This range of activity in the last year has generated positive and tangible results and led to 37 new fostering places being approved. Unfortunately, this has not yet led to a similar gain in placement numbers as a robust assessment and review of all Swindon carers against required standards resulted in a number being de-commissioned. However, the Fostering Service has been able to offer 28 more fostering places, providing additional support and training, which has enabled carers to care for more children. The introduction of the new fees and allowances in March/April 2017 will allow the service to compete well against the private fostering agencies and also retain quality carers in what is a highly competitive marketplace. In the meantime, the Fostering Service will continue to

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work closely with the Communications Team and foster carers on recruitment and retention.

Family Nurse Partnership

- 3.20 The value of fully integrated, co-located health, education and social care services for children in Swindon cannot be over-stated. The Family Nurse Partnership, (FNP) has been established for 5 years. 483 mothers have been enrolled on the Programme, and the FNP is currently working with 149 families. 56 mothers were enrolled in 2015/16, of these, 32 (57%) were under 18 at the time of enrolment and all were under 21. The Swindon FNP is having a significant impact on protecting children and improving outcomes for children in the safeguarding arena. The therapeutic relationship between family and nurse provides the foundation for acquiring information and knowledge to inform assessment of risks and protective factors within families. The nurses are able to identify and act on concerns early. The team has strong links with social care, other partners and the named nurse for child protection, which promotes a culture of information sharing and opportunities for discussing concerns, seeking advice and sharing good practice.
- 3.21 All young parents completing the programme are asked for their views and participate actively in the development and celebration of the programme. The outcomes of FNP Swindon have been very positive, with the majority of families, on exit, only requiring universal services. The service can provide evidence of:
- 3.21.1 A reduction in smoking, cross-generational changes in attitudes about smoking around children, often leading to smoke free homes and indications suggest reduction in A&E attendance for accidents,
 - 3.21.2 An increase in immunisation uptake and use of contraception,
 - 3.21.3 Emerging improved developmental milestones (language acquisition, cognitive and social emotional skills) compared to a non-FNP group with a similar profile. This will have a significant impact on the child's school readiness but further evaluation needs to be done post FNP to evaluate this,
 - 3.21.4 Parents returning to education, training or finding work,
 - 3.21.5 Improved relationships and more awareness of unhealthy relationships for the parents. This is also seen in improved engagement with services, and
 - 3.21.6 Improvement in the responsiveness to their children.

Services for disabled children

- 3.22 We continue to provide a responsive and flexible service for Disabled Children living in Swindon.

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- 3.23 The Disabled Children's Team is supporting 190 children and their families (as at January 2017). This Team works closely with preventative services e.g. Early Help, Aiming High Short Break Service and the newly developed Family Service) to support children and young people with a disability and their families.
- 3.24 The Aiming High Short Break Service is highly valued by users and is currently supporting 434 children. The service has received 338 referrals since April 2016 (a total of 510 referrals were received in 2015/16). The team supports children and young people with disabilities to access social and leisure activities whilst also providing parents and carers with the opportunity to take a break from their caring responsibilities.
- 3.25 The paediatric therapy service (delivered by physiotherapists and occupational therapists) is successfully delivering a range of therapy and care to 1027 children and young people who have complex on-going needs (as at September 2016). The service enables the children to maximise their own functioning independence and enjoy a full and rewarding life within their families, peer groups and the wider community.
- 3.26 The paediatric speech and language therapy service is working with 2379 children and young people across health, education and social care settings in Swindon (as at September 2016). It provides a range of therapy and care to support babies with feeding and swallowing difficulties, children with communication, speech difficulties and delayed language development as well as to young people with communication difficulties and specialist services for fluency problems, children and young people with Downs Syndrome, Autistic Spectrum Disorders (ASD) and hearing problems. The service also works with families and professional colleagues to skill them up to deliver therapeutic interventions on a more intensive basis to support children to meet their expected speech and language milestones. The service has recently been successful in securing funding for another 2.25 whole time equivalent speech and language therapists to work with children and young people with Autistic Spectrum Disorder (ASD). These posts will help reduce waiting times for ASD diagnostic assessment and treatment as well as support more timely preparation of Education, Health and Care plan assessments (see paragraph 3.537).
- 3.27 The Children's Complex and Continuing Care team provides support and care to 38 children and young people who have complex care needs. The team works in partnership with families and carers to help the children and young people maximise their independence and quality of life by remaining at home and being able to participate fully in education and social opportunities.
- 3.28 The Swindon Portage and Special Tots service is providing effective early intervention for pre-school children. It delivers a range of services including: home teaching on a weekly basis during term time for 15 children who have a significant delay across more than 2 areas of development; advice and
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information for parents around benefits and services; support and advice to families on a monthly basis who have children with social communication and interaction difficulties (SCID) and ASD to empower parents to meet the needs of their children; support to the Family Centre to up skill staff enabling them to meet the needs of disabled children in their locality; and a Special Tots pre-school group for children with Special educational needs/disabilities.

Public health services for children

- 3.29 In Swindon, we have a breastfeeding strategy and an action plan, involving a range of partners, which aims to increase breastfeeding. As part of the action plan, we are implementing the UNICEF Baby Friendly Initiative, which is a structured programme to support an increase in breastfeeding at a local level. Over the last 5 years, there has been a small but significant improvement in the number of babies being breast feed at 6 - 8 weeks. In 2015/16 a new interim national breastfeeding reporting system for breastfeeding at 6 to 8 weeks after birth was initiated but the statistics produced are still experimental. Previous national data for 2014/15 show that overall prevalence in Swindon (46.1%) was better than for England (43.8%), however there were data quality issues, with lower coverage in England that might have affected the national prevalence. The Swindon coverage was 95.7% and the England coverage was 87.2%. There has been some excellent joint work with the Health Visitors and Family Nurse partnership in implementing the Baby Friendly Initiative. There is a network of breastfeeding peer support groups, "Breast Mates", which mums say they find helpful. Swindon achieved full accreditation for the Baby Friendly Initiative, in May 2016. This accreditation lasts for 2 years.
- 3.30 Swindon continues to meet the World Health Organisation (WHO) targets for childhood immunisations. The target level of coverage is 95%, and provisional data for quarter 3 of 2016/17 shows Swindon at 95.9% which is slightly higher than the national target. Uptake for diphtheria, tetanus and polio (Td/IPV) vaccination in Year 9 pupils for the 2016/17 school year was 91.8%, increasing from 89.3% in 2015/16. The Meningitis ACWY vaccination was introduced in the 2015/16 school year and uptake amongst Year 9 pupils was 89.4%; this has now increased to 91.8% in 2016/17. At this time national data for school-based immunisations is not published so no comparison can be made
- 3.31 A Healthy Schools (HS) programme has been established by Public Health in Swindon, which aims to improve health, raise pupil achievement, improve social inclusion and encourage closer working between health and education. It is a voluntary scheme with a three-tier award system (Bronze, Silver and Gold) so schools can demonstrate progress and develop ongoing strategies to improve health and wellbeing of the young people. Currently 70% of Swindon schools have either achieved HS bronze award or are in the process of achieving it - (57/80). Two schools have achieved the silver award and are currently working towards the gold. A further five schools are working towards achieving the silver
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award by this summer. We have commissioned ASH Wales to deliver smoking awareness workshops for all secondary schools and have recently launched a draft version of the first Mental Health Award in Swindon to help schools audit good practice and highlight areas that need developing. We have amended the healthy eating section of the healthy schools audit to support schools in becoming sugar smart schools. We are currently developing the Healthy School Physical Activity Framework for schools to adopt.

- 3.32 A key priority (Pledge 30) in Swindon is to prevent the uptake of smoking in young people as tobacco addiction begins in childhood (two thirds of smokers say that they began smoking before the age of 18). A number of activities have been targeted at young people to reduce smoking prevalence in Swindon and latest available data (taken from the 'What About You' (WAY) survey 2015/16) shows Swindon's performance as 7.5%, which is below the England average of 8.2%. Activities undertaken include:

3.32.1 A social norms programme for schools which encouraged and promoted positive choices for young people, and changed their misperception around peer behaviour in relations to risk taking behaviour,

3.32.2 Intervention on the dangers of smoking offered to every secondary school in Swindon,

3.32.3 A session to vulnerable young girls supported by the Youth Engagement Team on the harms of smoking,

3.32.4 Promotions for No Smoking Day and other campaigns, and

3.32.5 Engaging with the Haydon Wick Youth Group.

Young Carers

- 3.33 Swindon Carers Centre (SCC) provides support to young carers aged 5 – 16 years and young adult carers aged 16-24. SCC has developed an outcome framework, which is used to ensure young carers experience emotional and physical wellbeing as well as having opportunities to learn and socialise. SCC has supported 21 young carers with individual grants to access activities and equipment. The Young Carer Award (funded by the Big Lottery Fund) which was a joint venture between SCC and Swindon schools/colleges has delivered tangible benefits. Fifty four of the 80 schools and colleges participated in the award. In December 2016, 100% of the Schools and Education Providers who completed the award reported positive outcomes for young carers in areas such as improved performance and better attendance and punctuality. Young carers reported schools and colleges were more responsive to their needs.
- 3.34 SCC was awarded a grant from The Carers Trust to work specifically with young adult carers (aged 16-24) to access education, employment or training. Targeted

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work has taken place over 6 months with 26 Young Adult Carers to improve their employability skills and to demonstrate how the skills and qualities gained from their caring role were relevant for CVs, job applications and interviews. Other support available to the carers included: workshops at Swindon College; social events; public speaking opportunities; opportunity to take part in interview panels; and accessing grants to fund bus passes for work experience placements. In October 2016, SCC recruited a Young Adult Carer Transitions Support Practitioner to work specifically with identifying and supporting Young Adult Carers (aged 16-24) to ensure they receive appropriate support during their caring role as they prepare for adulthood.

What would you do differently?

Market Management Children Looked After (CLA) Placements

- 3.35 The Children Act 1989 requires each local authority to take steps to secure, so far as reasonably practicable, accommodation within the authority's area, which meets the needs of children that the local authority are looking after. In order to meet this requirement, the Council must secure a sufficient range of stable and effective placements. This year we have reviewed our commissioning and contracting arrangements with independent fostering providers and residential providers to identify how we can improve the market management of placements and secure better value in relation to quality, price and outcomes. The focus has been on quality of practice, listening to children's experiences and securing permanent options at the earliest opportunity.
- 3.36 The review highlighted a number of improvements for securing quality placements that provide value, which are in the process of being implemented. Our Frameworks for Fostering placements is now complete and should increase access to a range of placements across the Swindon area. The advantage of the framework is that fees, terms and conditions, and a detailed specification have already been agreed and, therefore we should be able to secure placements more effectively and more quickly. Discussions are also underway with current providers to work together to develop more locally based services.
- 3.37 Finding placements across the entire South of the country has become a particular challenge and subject to some attention from the Department for Education (DFE). A local tender is in progress for the provision of semi-independent accommodation and support for young people over the age of 16 years. This should improve our sufficiency for care leavers and young people on the edge of care, as well as provide for some Unaccompanied Asylum Seeking Children. There is a robust 'Staying Put' Policy in place that adds to placement stability for care leavers, and as highlighted previously (see paragraph 3.18) our recruitment strategy has already led to the approval of new carers. We also identified a gap in strategic commissioning capacity, which has given rise to a

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successful bid to create a new post. This post will provide a strategic overview of CLA placements and drive forward our future commissioning intentions.

What are the challenges facing the portfolio:

Managing Demand and budget pressures in social care

- 3.38 Children's Social Care continues to face significant pressure from increased demand and the challenges of securing permanent, experienced and suitably qualified staff (a challenge mirrored nationally). The number of children looked after has remained at a higher level during the year which has led to budgetary pressures. The increase in children coming into our care has put pressure on in-house foster placements and contributed to a higher percentage of children being placed in independent fostering agencies than previously. However, we are beginning to see fewer children being repeatedly subject of child protection plans, and a reduction in overall social care re-referral rates. Although contacts have continued to increase, the introduction of MASH is having a positive impact with fewer referrals progressing inappropriately to social care compared to previous years. The budget for Children, Families and Community Health Services for 16/17 is ££24.385m. As at January 2017, the service was projected to spend £26.163m (an overspend of £1.778m).
- 3.39 Manageable workloads continue to be a challenge. We know that in previous years caseloads have been up to 25 or more in some teams, and inevitably high workloads can affect the timeliness and effectiveness of some interventions. Although caseloads are gradually reducing, this still needs further attention. The Council has agreed as part of the 17/18 budget £650k for additional social workers to reduce caseloads of an average of 15 per social worker in the long-term teams. The new Family Service that replaced the Children's Centres has the task of helping reduce cases needing SW input. The current work to address thresholds and use of the Early Help Record and Plan being led by Swindon's Local Safeguarding Board should further see this addressed in the coming months.

Educational attainment

Primary – Early Years, phonics and Key Stage 1

- 3.40 Outcomes for primary pupils in Swindon at Key Stage 1 are below national average for reading, writing, mathematics and science. In the Early Years Foundation Stage, outcomes have improved over the previous year but the improvement has not been as great as the national average. In Swindon, 68.8% of children reached expected levels (a good level of development) against a national average of 69.3%. The gap between the lowest achieving pupils and the median has widened (but it is still better than the national average), meaning that slightly more children are being left behind.

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- 3.41 Phonics tests are taken by pupils at the end of Year 1. Results improved by 1% over 2015 with 76% reaching the required standard which is 5% below the national average of 81%. This is the lowest in the South-West although by only 2%. Whilst phonics test results are lower than we would like at the end of Year 1, by the end of Year 2 children have caught up and are above the national average. However, there is no room for complacency and phonics is a key area for Swindon Challenge to support schools to address.

Key stage 2

- 3.42 Pupils are assessed at the end of their primary education (Key Stage 2) in Year 6 in reading, writing, mathematics, science and GPS (grammar, punctuation and spelling). Attainment is overall in line with the national average for reading, mathematics and for GPS but overall progress outcomes are below the national average for science and writing (60% of pupils were assessed by teachers as meeting the expected standard in writing against a national average of 74%). Swindon schools interpreted the writing guidance very strictly whereas other local authorities appear to have been much more generous in their judgements. The Head of Education fully expects writing results to improve next year as teachers adjust to the new system and to be in line with the national average as in previous years. However, because of the low outcomes in writing, only 46% of pupils reached the expected standard in reading, writing and mathematics against a national average of 53% which puts Swindon on this measure as one of the lowest local authorities in the country (144 out of 152).

Secondary Schools/Academies

- 3.43 We continue to have concerns about secondary education outcomes although it is recognised that some Swindon schools are very good. The headline indicators used by the DfE and Ofsted have changed this year for measuring secondary school performance. One of the previous key headline measures was for pupils attaining 5A*-C with English and mathematics. Outcomes at the end of year 11 for this measure for GCSE examinations improved this year compared to 2015 by 1%, narrowing the gap to the national average (57.8%) but we are still below the national average. This indicator is based on pupils' first attempt at passing a subject exam.
- 3.44 For the new headline measure of pupils passing both English and mathematics with an A*-C pass, outcomes improved by 5% compared to 2015 narrowing the gap to the national average in 2016 to 2%. 61% of pupils passed this standard against a national average of 63%. The English Baccalaureate results declined from 19% to 17% against a national average of 25%.
- 3.45 Two new headline measures are explained in a DfE document entitled "Progress 8 and Attainment 8 measures in 2016, 2017 and 2018". Attainment 8 measures attainment in 8 subjects combining core academic subjects with other foundation

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subjects or vocational subjects. Points are allocated for a pupil's grades in each subject. The Swindon average attainment grade was 48.0 against a national average of 50.1. Five schools attainment 8 was above the national average and six schools were below.

- 3.46 Progress 8 is similar to attainment 8 except that it measures progress from the end of Key Stage 2 to GCSE. It measures the progress each pupil makes and this is combined together with all other pupils' progress in the school and averaged out to achieve a score. Swindon's overall progress 8 score was -0.17 which was below the national average of -0.03 against a target of 0. Six schools had positive progress 8 scores and five had negative scores.

School Exclusions

- 3.47 The relatively high level of fixed-term exclusions continues to be a concern. This has been the subject of discussions by council officers with individual schools, the Swindon Secondary Head teachers group and at recent conferences in July and October 2016. Performance is affected in part by the growing number of pupils diagnosed with social, emotional and mental health needs (SEMH). A key target for the Council is to reduce the number of exclusions and to meet the needs of SEMH pupils more effectively. This will be a key focus for 'Swindon Challenge' as highlighted earlier in the report.
- 3.48 In 2015/16, there were 1946 fixed term exclusions overall. This included 961 (485 pupils) from secondary schools, 348 Primary (155 pupils), 306 (72 pupils) Special Schools of which 270 were from our Social, Emotional and Mental Health (SEMH) special school. There were also 331 (72 pupils) from Education Other Than at School (EOTAS). This is likely to be above the national average and is an increase on the previous year. In 2014/15, there were 1,078 fixed term exclusions from secondary schools and academies so there has been a reduction in 2015/16. A panel of senior representatives from secondary schools has worked with local authority officers to develop some principles for addressing this issue in schools in order to reduce the incidence of fixed term exclusion. However, this has not had the required impact so far although there are early indicators of improvement.
- 3.49 Approximately 80% of fixed term exclusions were boys. The main reasons for fixed term exclusions in both primary and secondary schools were persistent disruptive behaviour, physical assault against a pupil and verbal abuse/threatening behaviour against an adult. The picture is very similar for permanent exclusions with most being boys for persistent disruptive behaviour and physical assault against a pupil or against an adult.

Early Help

- 3.50 The Council is committed to the principle that Early Help can improve outcomes for children, young people and families. When effective support is offered early, it

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can prevent problems from escalating. It is important that children and their families benefit from the best quality help at the earliest opportunity. Without Early Help, difficulties can escalate, family circumstances deteriorate and children may be more at risk of suffering harm. Equally, it reduces demand for services and interventions, which are more costly for Children's Services and other public services to provide.

- 3.51 Although progress has been made in supporting the Early Help agenda, evidence indicates there is more work to do to further embed the culture amongst the Early Help workforce across all agencies. Performance information indicates that not all services and practitioners, that should be, are utilising the Early Help Record and Plans (EHRP) to assess and plan services for children and families with additional needs. As at 30th September 2016 (latest available data), 11,516 children had one or more involvement with an Early Help Service. However, the numbers of both new Early Help Records (200 in 2015/16 to 173 in 2016/17) and new Early Help Plans (178 in 2015/16 and 165 in 2016/17) have reduced compared to the same period last year. In June 2016 (latest available data) half of the referrals and re-referrals to Social Care did not have an open Early Help Record/Plan or Early Help Service involvement. This suggests that some services and practitioners may need additional support and training to understand the importance of the EHRP as a universal early help assessment tool.
- 3.52 Swindon's Local Safeguarding Children's Board (LSCB) established a cross-agency Early Help Working Group to support improvement across the partnership in May 2016. The group was given the task of reviewing the LSCB Threshold Document to ensure that it is fit for purpose; as well as identifying any barriers to Early Help Record completion and taking on the Lead professional role. Progress and recommendations of the Working Group are due to be reported to LSCB in March 2017 and the learning will be reflected in the LSCB priorities for 2017/18.

Special Educational Needs and Disability (SEND)

- 3.53 The percentage of children with a statement or Education Health and Care plan (EHCP) remain higher than the average for our comparator group and England overall. Analysis has highlighted the figures are skewed by Further Education College children not being included in the calculation. Adjusting for this, Swindon is in line or below national figures with all age groups apart from 16 to 18 years where performance is 12.6% against 8.6% nationally. We will continue to monitor these figures closely to ensure our rate of identification is in line with the national average.
- 3.54 Positive steps have led to significant improvements in reducing the time that children and young people and parents have to wait for their statutory assessment to be completed. An average of 69.4% of EHC plans have been

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issued within 20 weeks excluding exception cases compared to 37.6% last year. However, the legacy of poor performance earlier in the year is impacting on our overall performance. Since September 2016 we have achieved an average of over 95%. 42% of statements have now been converted to EHCPs compared to 7.6% last year. Due to funding pressures, Swindon is struggling to meet the demand for referrals and diagnosis for autistic spectrum disorders (ASD) and waiting times remain high.

- 3.55 Fixed term exclusions for children and young people with special educational needs and/or disabilities remain unacceptably high. Of the 1946 fixed term exclusions reported in 2016, 306 (72 pupils) were from Special Schools and 270 were from our Social, Emotional and Mental Health (SEMH) special school. As mentioned previously, this will be addressed by Swindon Challenge.
- 3.56 In 2016, SEND children at Early Years and Key stage 1 attain below their peers with 48% fewer pupils reaching a good level of development. At Primary Key Stage 2, pupils with SEN in Swindon attained a similar level to SEN pupils nationally except in writing which was much lower. 7% of SEN pupils attained the expected level in reading, writing and mathematics against a national average of 14%. The progress of pupils with SEN at Key Stage 2 was lower in Swindon schools than national averages. 18% of SEN pupils achieved 5A*-C with English and mathematics at the end of year 11 (the average for SEN nationally was 20% for both 2013/14 and 2014/15). Progress levels were also below pupils with SEN nationally. Further work is planned with secondary schools to ensure that the appropriate provision is in place for these children and that this has the required impact on pupil progress.
- 3.57 Outcomes for 16/17 year olds have improved with 91.6% in learning (Oct 2016) compared to 87.7% in 2015. The number of young people who were Not in Education, Employment or Training (NEET) or who were unknown has reduced from 10.9% to 6.8% over the same period. We are now ranked 31 out of 152 Local Authorities for the percentage of pupils in learning compared to 85 last year.
- 3.58 Outcomes for children with learning difficulties on reaching adulthood remain a concern. Swindon has fewer SEND people in paid employment and settled accommodation (living in their own home or with their family) compared to both our comparator group and the England average. To improve the experience of young people who transition to adulthood, a multi-agency Transitions Programme was established in September 2016. This programme is focussing on those young people with physical disabilities, or a learning disability, and some care leavers who are likely to transfer to a service provided by Adult Social Care or Adult Mental Health. We know that a transition works well when professionals know the young person and understand their plans and aspirations. The programme supports early engagement with the Adult Services Transitions Team (from Year 9 or age 14) so professionals can focus on understanding how the

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young person can be as independent as possible in adulthood, and build a realistic but ambitious picture with them on what their adult life could be like. To date, Link workers are working with 62 young people who are at the transition stage, of which five are now in paid employment and one person is in voluntary work. There are also 19 young people preparing for Supported Internships. However, it is challenging for colleges to secure meaningful and appropriate internship placements with local employers.

Take up of eligible funded early education

- 3.59 Eligible funded early education for two-year-olds offers children from predominantly economically disadvantaged backgrounds the chance to socialise, play, learn and develop in preparation for school. Research has shown this enhances communication skills and improves academic outcomes. Swindon is committed to provide children with the best possible start in life and, under its Priority 4, has set a target to increase the percentage of eligible two-year-old children benefiting from funded early education places to at least 90%. At the end of December 2016, Swindon had an uptake of 57%. To improve performance, communication and other marketing information is being rebranded and work is underway to ensure providers (especially health visitors and Butterflies Family Centre) are notifying and promoting the offer of free childcare with eligible families.

Troubled Families

- 3.60 Troubled Families (TF) is a programme of targeted-intervention for families with multiple problems, including crime, anti-social behaviour, mental health problems, domestic abuse, unemployment and school attendance. Local authorities identify 'troubled families' in their area and assign a key worker to act as a single point of contact to work with that family. Central Government pays local authorities by results for each family they 'turn around'.
- 3.61 There are currently 632 engaged families on the programme which is 89% of the Troubled Families targeted for support during 2016/17. Of these families, just over half of them (329) live in one of the 30% most deprived areas in England. Whilst nationally there are very few Local Authorities meeting the targets set by government for maximum and minimum payment by result claims, Swindon's claims to date remain amongst the lowest in the South West. Current estimate for achievable claims is around 33% of our minimum targets with a rise to 50% possible by end of March 2017. The average for the South West is between 50-66% with a few notable exceptions. With the requirement to evidence substantial and sustained progress for the payment, and some outcome measures requiring a minimum of 12 months sustained improvement, the average time to work with some of our families is increasing which is impacting on workload and capacity. However, the following activities are underway to begin to address the shortfall in claims:

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3.61.1 Simplification of the TF Claim criteria to support smarter working to achieve desired outcomes and make claims.

3.61.2 Using the Troubled Families 'Service Transformation Maturity Model' to review and improve Swindon's progress in delivering the TF agenda

3.61.3 Establishing a Troubled Families "Task Force" to focus on increasing claims over the coming months

3.61.4 Actively participating in the South West Regional Troubled Family Forum to share best practice and opportunities for improvement.

3.64 Priorities for 2017/18

3.62 Whilst the care of our children looked after, safeguarding and child protection remains at the heart of what we do, the following are priorities also worth particular mention:

3.62.1 Swindon Challenge (Promise 17),

3.62.2 Foster Carer Recruitment and Retention to meet local demand (Promise 28),

3.62.3 More effective use of the Early Help (Promises 27 and 29),

3.62.4 Improve transition process to support better outcomes (Priority 4),

3.64.5 Improving ICT systems to support efficient case recording and evidence practice (Priority 4), and

3.64.6 Continuing to focus on recruitment and workforce stability (Priority 4)

4. Alternative Options

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

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

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

Legal and Human Rights Implications

5.2 Section 21 of the Local Government Act 2000 (as amended) requires every Local Authority to establish an overview and scrutiny function to hold the Executive to

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account, undertake policy development and review, monitor, and improve performance.

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

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

Diversity Impact Assessment

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

Risk Management

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

6. Consultees

- 6.1 The 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 Glossary

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Appendix One - Glossary

A&E	Accident & Emergency
ASD	Autistic Spectrum Disorder
ASH	Action on Smoking and Health
CLA	Children Looked After
CPS	Career Progression Scheme
CSE	Child Sexual Exploitation
CQC	Care Quality Commission
CSP	Community Safety Partnership
DIA	Diversity Impact Assessment
DfE	Department for Education
EHC	Education Health and Care Plans
EH	Early Help
EHRP	Early Help Record and Plan
EOTAS	Education Other Than at School
ESB	Education Strategy Board
FNP	Family Nurse Partnership
GPS	Grammar, Punctuation and Spelling
HS	Healthy Schools
IRO	Independent Reviewing Officer
LSCB	Local Safeguarding Children Board
MMR	Measles, Mumps and Rubella
MASH	Multi-Agency Safeguarding Hub
MATS	Multi-Academy Trusts
NEET	Not in Education, Employment or Training

RI	Requires Improvement
RSC	Regional Schools Commissioners Office
SCC	Swindon Carers Centre
SCID	Social Communication and Interaction Difficulties
SEMH	Social, Emotional and Mental Health Needs
SEND	Special Educational Needs and Disabilities
SW	Social Worker
TM	Team Manager
TF	Troubled Families
ULT	United Learning Trust
UNICEF	United Nations Children Fund
WAY	'What about you' survey
WHO	World Health Organisation

Work Programme 2016/17

Scrutiny Committee

Date: 20th March 2017

Author:	Director of Law and Democratic Services
Wards:	All Wards
Locality Affected:	All Locality Areas
Parishes Affected:	All Parish Areas

1. Purpose and Reasons

- 1.1 This report sets out details of the topics for the Scrutiny Committee work programme for 2016/17 as agreed at the Scrutiny Committee meeting on 20th June 2016.
- 1.2 Each Overview and Scrutiny Committee is required to have a work programme that details the activities that it will be undertaking during the municipal year.
- 1.3 The work programme details the various topics and issues that each Committee intends to look into during the coming year with the aim of producing evidence based recommendations intended to provide service improvements for Cabinet and external agencies/bodies to consider.

2. Recommendations

The Committee is recommended to:

- 2.1 Note the approved work programme for the Scrutiny Committee for the 2016/17 Municipal year.

3. Detail

The Work Programme

- 3.1 Each Overview and Scrutiny Committee is required to have a work programme that details the activities that it will be undertaking during the municipal year.
- 3.2 Under the Council's Constitution, Overview and Scrutiny Committees are required to agree a work programme at the start of the municipal year outlining their priorities and likely outcomes of considering these issues.
- 3.3 The work programme is developed taking into account:
 - Corporate priorities and objectives, including the Cabinet Forward Plan
 - Partnership strategic priorities and objectives

Further information on the subject of this report can be obtained from Stuart Figini, Direct Dial Telephone Number 01793 463612, sfigini@swindon.gov.uk.

Work Programme 2016/17

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- The interests and concerns of Members, Council officers, members of the public and other stakeholders such as community and voluntary groups and local businesses
- 3.4 Committees are encouraged to review the work programme on a regular basis to ensure it remains relevant and to prioritise the workload of the Committee.
- 3.5 Members are reminded that the work programme must also take into account:
 - The workload of the Committee and of individual members
 - The capacity of officers to support a review
 - The resource implications of carrying out a review
 - The timescales for a review
 - The most appropriate method of carrying out a review e.g. Committee meeting, Task Group, Member Champion review

Developing the Work Programme – The Executive

- 3.6 It is important that Overview and Scrutiny adds value to the work of the Council and its partner agencies, and produces tangible outcomes for local people that result in real service improvements. Selecting the right topics is crucial to ensure that scrutiny will be effective.
- 3.7 In order to help the Scrutiny Committee select the right topics for the work programme the Leader of Council gave his annual presentation to the Committee at its first meeting of the new municipal year. The Leader outlined priority areas for the coming 12 months and highlighted problem areas or policies that required development and/or renewal. These issues were considered by the Scrutiny Committee for possible inclusion in the work programme.
- 3.8 Members of the Scrutiny Committee are encouraged to work with Cabinet in the best interests of the Borough and to take into account the priorities and suggestions of Cabinet as detailed in the Cabinet Work Programme and Forward plan, attached at Appendix 2 when considering the contents for their work programme.
- 3.9 In addition, Members attention is drawn to the Scrutiny Process Flowchart, attached at Appendix 3, which is aimed at assisting Members in identifying how they could influence policy development.

Further information on the subject of this report can be obtained from Stuart Figini, Direct Dial Telephone Number 01793 463612, sfigini@swindon.gov.uk.

Work Programme 2016/17

Scrutiny Committee

Date: 20th March 2017

Standard Work Programme items

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

- Lead Member Question & Answer Sessions- each Cabinet Member will be expected to appear before the Scrutiny Committee to answer questions relating to their portfolio responsibilities, performance and future plans
- Review of Cabinet Decisions – The Scrutiny Committee will be required to review the decisions taken by Cabinet
- Leaders Report – the Scrutiny Committee will receive an annual presentation and a six monthly update from the Leader of the Council on the administrations priorities for the year and performance.

4. Alternative Options

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

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

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

Legal and Human Rights Implications

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

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

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

Work Programme 2016/17

Scrutiny Committee

Date: 20th March 2017

Diversity Impact Assessment

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

Risk Management

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

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 Work Programme 2016/17.
- 8.2 Current Cabinet Work Programme and Forward Plan, for the period 10th February 2017 to 10th February 2018.
- 8.3 Scrutiny Process Flowchart.

Scrutiny Committee

Work Programme 2016-2017

Terms of Reference of the Committee

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

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

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

To have specific responsibility (but not limited to)

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

Review of the Work Programme

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

To assist members in developing the Committee’s work programme, a copy of the current Cabinet Work Programme and Forward Plan, for the period 10th February 2016 to 10th February 2017, is attached at Appendix 2

Contact details

Committee Officer: Stuart Figini

Email: sfigini@swindon.gov.uk

Tel: 01793 463612

20th June 2016		
Item	Objectives	Witnesses
Leader of the Council update	To receive a half yearly update from the Leader of the Council on the performance of the Council, to receive details of any major issues or problem areas and to review progress against priorities set out in annual presentation.	Councillor David Renard
Work Programme 2016/17	To discuss and agree upon a rolling work programme for the 2016/17 municipal year	n/a
Review of Cabinet Decisions	To receive the decisions taken and the process taken in making those decisions of Cabinet	Cabinet

18th July 2016		
Item	Objectives	Witnesses
Review of Cabinet Decisions	To receive the decisions taken and the process taken in making those decisions of Cabinet	Cabinet

22nd August 2016		
Item	Objectives	Witnesses
Review of Cabinet Decisions	To receive the decisions taken and the process taken in making those decisions of Cabinet	Cabinet
Cabinet Member Q&A – Cabinet Member for Adult's Health and Social Care	To review the portfolio and performance of the Cabinet Member for Adult's Health and Social Care.	Councillor Brian Ford

12th September 2016		
Item	Objectives	Witnesses
Cabinet Member Q&A – Cabinet Member for Strategic Planning	To review the portfolio and performance of the Cabinet Member for Strategic Planning	Councillor Toby Elliott
Review of Cabinet Decisions	To receive the decisions taken and the process taken in making those decisions of Cabinet	Cabinet

10th October 2016		
Item	Objectives	Witnesses
Cabinet Member Q&A – Cabinet Member for Economy, Regeneration and Skills	To review the portfolio and performance of the Cabinet Member for Economy, Regeneration and Skills	Councillor Garry Perkins

24th October 2016		
Item	Objectives	Witnesses
Review of Cabinet Decisions	To receive the decisions taken and the process taken in making those decisions of Cabinet	Cabinet

21st November 2016		
Item	Objectives	Witnesses

12th December 2016		
Item	Objectives	Witnesses
Leader of the Council update – Deferred until January 2017	To receive a half yearly update from the Leader of the Council on the performance of the Council, to receive details of any major issues or problem areas and to review progress against priorities set out in annual presentation.	Councillor David Renard
Cabinet Member Q&A – Cabinet Member for Communities – Deferred until January 2017	To review the portfolio and performance of the Cabinet Member for Communities	Councillor Mary Martin
Cabinet Member Q&A – Cabinet Member for Sustainability, Highways and Transport	To review the portfolio and performance of the Cabinet Member for Sustainability, Highways and Transport	Councillor
Review of Cabinet Decisions	To receive the decisions taken and the process taken in making those decisions of Cabinet	Cabinet

9th January 2017		
Item	Objectives	Witnesses
Budget Scrutiny	To review the Budget proposals for 2017-18.	Councillor Russell Holland
Leader of the Council update (postponed from 12 th December 2016)	To receive a half yearly update from the Leader of the Council on the performance of the Council, to receive details of any major issues or problem areas and to review progress against priorities set out in annual presentation.	Councillor David Renard
Cabinet Member Q&A – Cabinet Member for Communities (postponed from 12 th December 2016)	To review the portfolio and performance of the Cabinet Member for Communities	Councillor Mary Martin

13th February 2017		
Item	Objectives	Witnesses
Cabinet Member Q&A – Cabinet Member for Housing and Homelessness	To review the portfolio and performance of the Cabinet Member for Housing and Homelessness	Councillor Oliver Donachie
Cabinet Member Q&A – Cabinet Member for StreetSmart	To review the portfolio and performance of the Cabinet Member for Cabinet Member for StreetSmart	Councillor Keith Williams
Review of Cabinet Decisions	To receive the decisions taken and the process taken in making those decisions of Cabinet	Cabinet

20th March 2017		
Item	Objectives	Witnesses
Cabinet Member Q&A – Cabinet Member for Finance and Corporate Services	To review the portfolio and performance of the Cabinet Member for Finance and Corporate Services	Councillor Russell Holland
Cabinet Member Q&A – Cabinet Member for Children's Services	To review the portfolio and performance of the Cabinet Member for Children's Services	Councillor Fionuala Foley
Review of Cabinet Decisions	To receive the decisions taken and the process taken in making those decisions of Cabinet	Cabinet

2nd May 2017		
Item	Objectives	Witnesses
Review of the 2016/17 Municipal Year		
Review of Cabinet Decisions	To receive the decisions taken and the process taken in making those decisions of Cabinet	Cabinet

Date to be agreed		
Item	Objectives	Witnesses
Averies Task Group Final Report	To receive the final report of the Task Group and make appropriate recommendations to the Cabinet and Council	Task Group Members

Swindon Borough Council

CABINET WORK PROGRAMME AND FORWARD PLAN

10 FEBRUARY 2017 - 10 FEBRUARY 2018 – Proposed AGENDA ITEMS and KEY DECISIONS (as at 08/03/17)

Key Decisions are defined as:

- a) decisions that are likely to be significant in terms of spending or savings having had regard to the Council's budget for that particular service or function, and
- b) decisions that are likely to have a significant impact on two or more Council wards.

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

Councillor:	Portfolio:
David Renard	Leader of the Council and Chair of Cabinet
Russell Holland	Deputy Leader of the Council and Vice-Chair of Cabinet and Cabinet Member for Finance and Corporate Services
Oliver Donachie	Cabinet Member for Housing and Homelessness
Toby Elliott	Cabinet Member for Strategic Planning and Sustainability
Fionuala Foley	Cabinet Member for Children's Services
Brian Ford	Cabinet Member for Adults' Health and Social Care
Mary Martin	Cabinet Member for Communities
Garry Perkins	Cabinet Member for the Economy, Regeneration and Skills
Keith Williams	Cabinet Member for Streetsmart, Highways and Transport

Cabinet Member Decisions Proposed for February 2017

Subject	Key Decision Yes/No?	Portfolio Holder / Cabinet Member	Decision Maker	Method of Consultation Undertaken / To be Taken	Contact Officer	Available Background Papers
Acquisition of the former Oxford Brookes university building at Ferndale Road, Swindon	No	Cabinet Member for Children's Services	Cabinet Member for Children's Services	Councillor Des Moffatt (Ward Member) (Labour) – very supportive of this action. Councillor Peter Watts (Ward Member) (Labour) – content with the proposals. Councillor Carol Shelley – No comment Councillor Stan Pajak – happy with the outlined proposals. Councillor Jim Grant – No comment Date of Notice – 21 st February 2017	Gareth Cheal Tel: 01793 465802 Email: gcheal@swindon.gov.uk gcheal@swindon.gov.uk	Acquisition of the former Oxford Brookes University building at Ferndale Road Swindon
Location for Swindon's restored WW1 Memorial	No	Cabinet Member for the Economy, Regeneration and Skills	Cabinet Member for the Economy, Regeneration and Skills	Councillor Jim Robbins (Labour) – supportive of action but did observe that not everyone he consulted was of the same view. Councillor Stan Pajak – supportive of proposed action. Date of Notice – 1 st March 2017	Ian Surtees Tel: 01793 466619 Email: isurtees@swindon.gov.uk	Location for Swindon's Restored WW1 Memorial

Cabinet Meeting Date - 15th March 2017

Subject	Key Decision Yes/No?	Portfolio Holder / Cabinet Member	Decision Maker	Method of Consultation Undertaken / To be Taken	Contact Officer	Available Background Papers
Budget Management 2016/17	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 22 nd April 2016	Interim Corporate Director, Resources or Mick Bowden Tel: 07392 109917 Email: mbowden@swindon.gov.uk	N/A
Capital Programme Monitoring 3rd Quarter 2016/17	Yes	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 22 nd April 2016	Interim Corporate Director, Resources or Ian Burbidge, Finance, Tel: 464384 or Email: iburbidge@swindon.gov.uk	N/A
Securing a sustainable future for Swindon's Cultural Assets	Yes	Cabinet Member for Communities;	Cabinet	N/A Date of Notice: 12 th February 2016	Bernie Brannan, Corporate Director Communities and Place or Rachel Watts Tel: 07823 525297 Email: RWatts2@swindon.gov.uk bbrannan@swindon.gov.uk	Cabinet Minute 58 2015/16 refers
Draft Economic Strategy	No	Cabinet Member for the Economy, Regeneration and Skills	Cabinet	N/A Date of Notice: 16 th September 2016	Corporate Director Economy, Regeneration & Skills or Trudy Godfrey Tel: 01793 466416 Email: tgodfrey@swindon.gov.uk	N/A

SBC Solar Investment	No	Cabinet Member for Strategic Planning and Sustainability	Cabinet	N/A Date of Notice: 26 th January 2017	Andy Evans, Corporate Director, Economy, Regeneration, and Skills or Philippa Venables Tel: 07824 550469 Email: pvenables@swindon.gov.uk AEvans@swindon.gov.uk	N/A
Private Sector Housing Renewal Assistance policy	No	Cabinet Member for Housing and Homelessness	Cabinet	N/A Date of Notice: 13 th February 2017	Director of Public Health Cherry Jones Tel: 01793 444681 Email: Cherryjones@swindon.gov.uk	N/A
Household Waste Recycling Centre - Options	Yes	Cabinet Member for Streetsmart	Cabinet	N/A Date of Notice: 7 th November 2016	Head of StreetSmart Leon Barrett Tel: 07818 510602 Email:lbarrett@swindon.gov.uk	N/A
Major Projects and Delivery	No	Cabinet Member for the Economy, Regeneration and Skills	Cabinet	N/A Date of Notice: 14 th February 2017	Stephen Taylor, Director, Law and Democratic Services staylor@swindon.gov.uk	N/A
Swindon Housing Development Company	No	Cabinet Member for Strategic Planning and Sustainability	Cabinet	N/A Date of Notice: 30 th December 2016	Bernie Brannan, Corporate Director Communities and Place Paul Smith Tel: 01793 463976 Email: psmith2@swindon.gov.uk, Jan Willis, Interim Corporate Director, Resources bbrannan@swindon.gov.uk, Jan.Willis@swindon.gov.uk	N/A

Cabinet Meeting Date - 26th April 2017

Subject	Key Decision Yes/No?	Portfolio Holder / Cabinet Member	Decision Maker	Method of Consultation Undertaken / To be Taken	Contact Officer	Available Background Papers
Budget Management 2017/18	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 1 st February 2016	Interim Corporate Director, Resources or Mick Bowden, Interim Head of Finance Tel 07392 109917 Email:mbowden@swindon.gov.uk	N/A
School Transport	No	Cabinet Member for Children's Services	Cabinet	N/A Date of Notice: 22 nd December 2016	or Nigel Pickering Tel: 01793 465754 Email: NPickering@swindon.gov.uk	N/A
Swindon Education Challenge	No	Cabinet Member for Children's Services	Cabinet	N/A Date of Notice: 22 nd December 2016	Peter Nathan, Head of Education Services Tel: 07467 440955 Email: pnathan@swindon.gov.uk	N/A
Draft Airports National Policy Statement consultation	No	Cabinet Member for StreetSmart, Highways and Transport	Cabinet	N/A Date of Notice: 6 th February 2017	Corporate Director Economy, Regeneration & Skills or John Seddon Tel: 01793 465279 Email: jseddon@swindon.gov.uk	N/A

Skills and Employment Strategy	No	Cabinet Member for the Economy, Regeneration and Skills	Cabinet	N/A Date of Notice: 6 th February 2017	Corporate Director Economy, Regeneration & Skills or Philippa Venables Tel: 07824 550469 Email: pvenables@swindon.gov.uk	N/A
Libraries Strategy - Alternative Delivery Models	No	Cabinet Member for Communities	Cabinet	N/A Date of Notice: 13 th February 2017	Head of Localities and Volunteering Patrick weir Tel: 07946 595852 Email: pweir@swindon.gov.uk	Cabinet Minute 94 2016/17 refers
Motion At Council - Dial-A-Ride	No	Cabinet Member for StreetSmart, Highways and Transport	Cabinet	N/A Date of Notice: 26 th January 2017	Jason Humm, Head of Highways & Transport or Nigel Hale Tel: 01793 466211 Email: nhale@swindon.gov.uk	N/A
Motion at Council - Children's Library Registration Scheme	No	Cabinet Member for Communities	Cabinet	N/A Date of Notice: 13 th February 2017	Patrick Weir or Allyson Jordan Tel 01793 46 6035 Email: ajordan@swindon.gov.uk pweir@swindon.gov.uk	Council Minute 78 2016/17 refers
Swindon Local Transport Plan - Implementation Plan 2017/18	Yes	Cabinet Member for StreetSmart, Highways and Transport	Cabinet	N/A Date of Notice: 6 th February 2017	Jason Humm, Head of Highways & Transport Tel: 01793 463201 Email: jhummm@swindon.gov.uk	N/A

Wichelstowe - Parcels 2 and 3	No	Cabinet Member for Strategic Planning and Sustainability	Cabinet	N/A Date of Notice: 14 th February 2017	Andy Evans, Corporate Director, Economy, Regeneration, and Skills or Rob Powe Tel: 01793 463305 Email: rpowe@swindon.gov.uk AEvans@swindon.gov.uk	Cabinet Minute 98(4) refers
North Star - development update	No	Cabinet Member for the Economy, Regeneration and Skills	Cabinet	N/A Date of Notice: 19 th January 2017	Head of Property Assets Rob richards Tel: 07740037316 Email: rrichards@swindon.gov.uk	N/A

Cabinet Meeting Date - June 2017 (TBC)

Subject	Key Decision Yes/No?	Portfolio Holder / Cabinet Member	Decision Maker	Method of Consultation Undertaken / To be Taken	Contact Officer	Available Background Papers
Budget Out-turn and Management 2016/17.	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 27 th May 2016	Interim Corporate Director, Resources or Mick Bowden, Interim Head of Finance, Tel: 07392 109917 or Email: mbowden@swindon.gov.uk	N/A
Housing Revenue Account - Medium Term Financial Plan	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 27 th May 2016	Interim Corporate Director, Resources or Paul Smith Tel: 07500 884176 or Email: psmith@swindon.gov.uk	N/A
Capital Programme Monitoring Out-Turn 2016/17	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 27 th May 2016	Interim Corporate Director, Resources or Ian Burbidge, Finance, Tel: 464384 or Email: iburbidge@swindon.gov.uk	N/A
Treasury Performance 2016/17	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 27 th May 2016	Interim Corporate Director, Resources or Paul Smith, Finance, Tel: 463976 or Email: psmith2@swindon.gov.uk	N/A

References from other Council Bodies - Health and Wellbeing Board (Early Help Strategy 2017- 2022)	No	Cabinet Member for Children's Services	Cabinet	N/A Date of Notice: 2 nd March 2017	Phillipa Lamb, Strategy and Development Manager Plamb@swindon.gov.uk	N/A
Economic Strategy - Final	No	Cabinet Member for the Economy, Regeneration and Skills	Cabinet	N/A Date of Notice: 16 th September 2016	Corporate Director Economy, Regeneration & Skills or Trudy Godfrey Tel: 01793 466416 Email tgodfrey@swindon.gov.uk	N/A

Cabinet Meeting Date - July 2017 (TBC)

Subject	Key Decision Yes/No?	Portfolio Holder / Cabinet Member	Decision Maker	Method of Consultation Undertaken / To be Taken	Contact Officer	Available Background Papers
Budget Management 2017-18	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 7 th June 2016	Interim Corporate Director, Resources or Mick Bowden, Interim Head of Finance, Tel: 07392 109917 or Email: mbowden@swindon.gov.uk	N/A
Education Transport Policy 2018-19.	No	Cabinet Member for Children's Services	Cabinet	N/A Date of Notice: 13 th September 2016	Head of Education Services Peter Nathan Tel: 07467 440955 Email: pnathan@swindon.gov.uk	
Debt Management	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 13 th September 2016	Head of Revenues and Benefits Andy Stevens Tel: 01793 464661 Email: anstevens@swindon.gov.uk	

Cabinet Meeting Date - September 2017 (TBC)

Subject	Key Decision Yes/No?	Portfolio Holder / Cabinet Member	Decision Maker	Method of Consultation Undertaken / To be Taken	Contact Officer	Available Background Papers
Budget Management 2017/18 and 2017 - 2021 Efficiency Statement	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 13 th September 2016	Interim Corporate Director, Resources or Mick Bowden, Interim Head of Finance, Tel: 07392 109917 or Email: mbowden@swindon.gov.uk	
Annual review of Local Ombudsman Complaints	No	Leader of the Council	Cabinet	N/A Date of Notice: 13 th September 2016	Director of Law & Democratic Services (Monitoring Officer) or Erz Turner Tel; 01793 463002 Email: eturner@swindon.gov.uk	

Cabinet Meeting Date - October 2017 (TBC)

Subject	Key Decision Yes/No?	Portfolio Holder / Cabinet Member	Decision Maker	Method of Consultation Undertaken / To be Taken	Contact Officer	Available Background Papers
2017-18 Budget Management, 2018-19 Draft Budget and Medium Term Resourcing Plan	Yes	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 21 st October 2106	Interim Corporate Director, Resources or Mick Bowden, Interim Head of Finance, Tel: 07392 109917 or Email: mbowden@swindon.gov.uk	N/A

Cabinet Meeting Date - December 2017 (TBC)

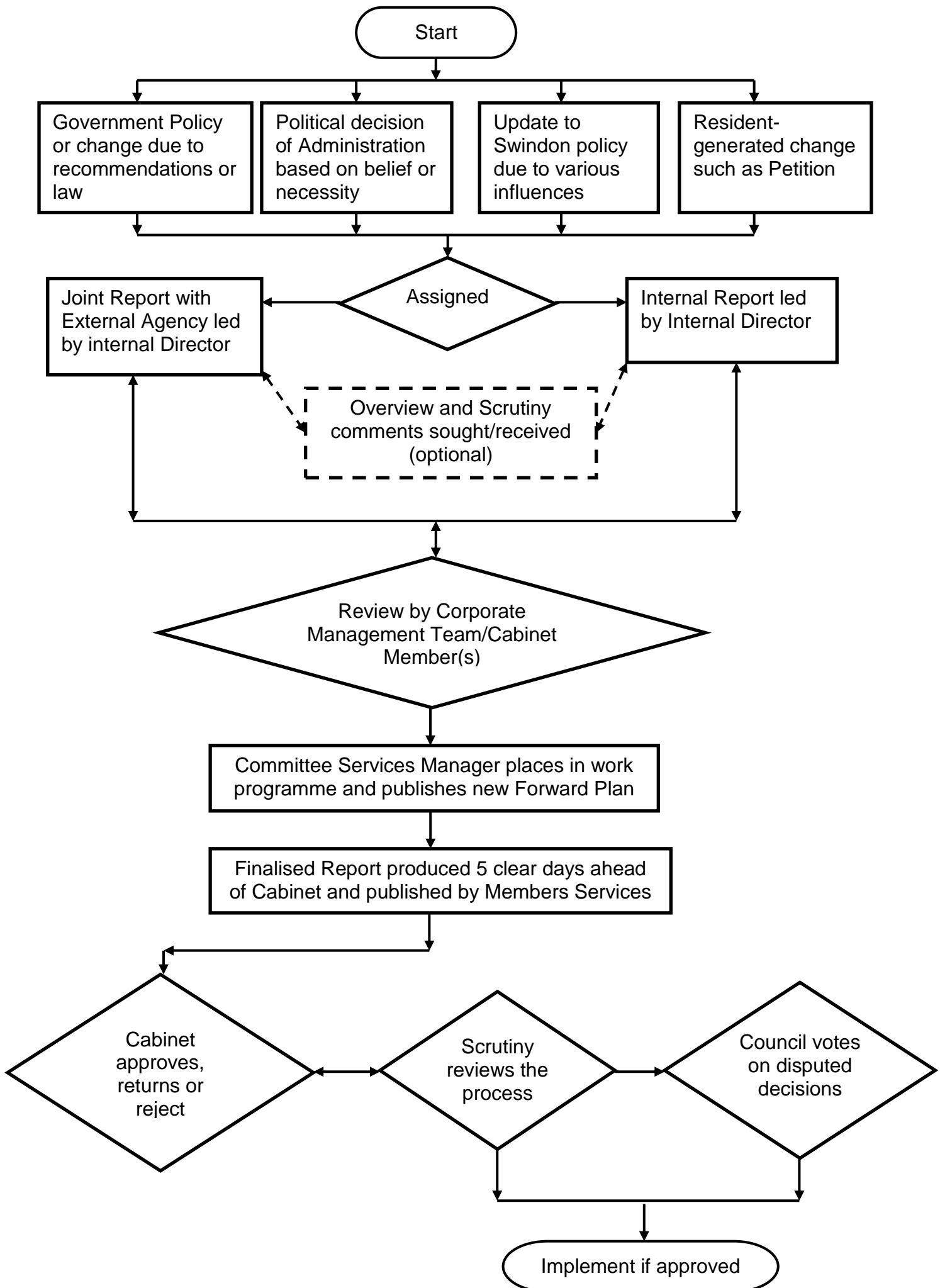
Subject	Key Decision Yes/No?	Portfolio Holder / Cabinet Member	Decision Maker	Method of Consultation Undertaken / To be Taken	Contact Officer	Available Background Papers
2017-18 Budget Management, 2018-19 Draft Budget and Medium Term Resourcing Plan	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services;	Cabinet	N/A Date of Notice: 24 th October 2016	Interim Corporate Director, Resources or Mick Bowden, Interim Head of Finance, Tel: 07392 109917 or Email: mbowden@swindon.gov.uk	
Capital Programme Monitoring - Second Quarter and Treasury Management Performance 2017/18.	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Notice of Decision: 9 December 2015	Interim Corporate Director, Resources or Ian Burbidge, Finance, Tel: 464384 or Email: iburbidge@swindon.gov.uk	N/A
Treasury Strategy Statement (Minimum Revenue Provision Policy)	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 26 th October 2016	Interim Corporate Director, Resources or Paul Smith Tel: 01793 463976 Email: psmith2@swindon.gov.uk	N/A
Polling District and Places Review	No	Leader of the Council	Cabinet	N/A Date of Notice: 5 th October 2016	Director of Law & Democratic Services (Monitoring Officer) or Sally Sprason Tel: 01793 46399 Email: ssprason@swindon.gov.uk	N/A

School Organisational Changes 2018/19	No	Cabinet Member for Children's Services	Cabinet	N/A Date of Notice: 19 th September 2016	Head of Education Services or Danielle Maundrell Tel: 01793 466314 Email: DMAundrell@swindon.gov.uk	N/A
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Cabinet Meeting Date - February 2018 (TBC)

Subject	Key Decision Yes/No?	Portfolio Holder / Cabinet Member	Decision Maker	Method of Consultation Undertaken / To be Taken	Contact Officer	Available Background Papers
Budget 2018/19 and Beyond	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 20 th January 2017	Interim Corporate Director, Resources or Mick Bowden Tel: 07392 109917 or Email: mbowden@swindon.gov.uk	N/A
Capital Programme 2018/19	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 20 th January 2017	Interim Corporate Director, Resources or Ian Burbidge Tel: 464384 or Email: iburbidge@swindon.gov.uk	N/A
Treasury Strategy Statement 2018/19	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 20 th January 2017	Interim Corporate Director, Resources or Paul Smith Tel: 07500 884176 or Email: psmith2@swindon.gov.uk	N/A
Housing Revenue Account - Rents and Charges 2018/19	No	Deputy Leader of the Council and Cabinet Member for Finance and Corporate Services	Cabinet	N/A Date of Notice: 20 th January 2017	Interim Corporate Director, Resources or Paul Smith Tel: 07500 884176 or Email: psmith2@swindon.gov.uk	N/A

Swindon Pay Policy Statement 2018	No	Leader of the Council	Cabinet	N/A Date of Notice: 20 th January 2017	Tel: 07823 525337 or Email: smowbray@swindon.gov.uk	N/A
School Admission Arrangements	Yes	Cabinet Member for Children's Services	Cabinet	N/A Date of Notice: 20 th January 2017	Head of Education Services or Emily Heaton Tel: 01793 465769 Email: eheaton@swindon.gov.uk	N/A



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Status of requests for action and/or information

Scrutiny Committee

Date: 20th March 2017

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

1. Purpose and Reasons

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

2. Recommendations

The Committee is recommended to:

- 2.1 That the report be noted.
- 2.2 That the Committee considers the responses provided by officers, and actions taken in relation to each issue, and determines if any further action is required.
- 2.3 That, subject to the Committee's requests for further action to be taken, issues shown as being completed be removed from the status report.

3. Detail

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

4. Alternative Options

- 4.1 None

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 This report has no financial or procurement implications.

Legal and Human Rights Implications

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

Further information on the subject of this report can be obtained from Stuart Figini, 01793 463612, sfigini@swindon.gov.uk.

Status of requests for action and/or information

Scrutiny Committee

Date: 20th March 2017

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

5.3 None

Diversity Impact Assessment

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

Risk Management

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

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 The Minutes of previous meetings of the Committee.

8. Appendices

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

SUMMARY OF PUBLIC QUESTIONS REQUIRING A WRITTEN RESPONSE AND MEMBER REQUESTS FOR INFORMATION
9th January 2017

52.	Public Question Time		
	<p>Mr Cockbill, a local resident, asked the following questions about Nythe Parish Council:</p> <ol style="list-style-type: none"> 1 What services have Swindon Borough Council (SBC) given to Nythe Parish Council in terms of:- <ol style="list-style-type: none"> a) clerical support; b) legal advice; c) accommodation for meetings and d) any other service not available to existing parish councils? 2 Have Nythe Parish Council been invoiced for the services provided at 1a), 1b), 1c) and 1d) above? 3 Have all payments:- <ol style="list-style-type: none"> a) been made, if not b) what is/are the amount(s) outstanding? 4 Have any of the services provided at 1a), 1b), 1c) 	<p>A written response was provided at the meeting.</p>	Complete

	<p>and 1d) above:-</p> <p>a) been supplied free; if so</p> <p>b) who made that decision(s);</p> <p>c) under what authority were these decision(s) taken and</p> <p>d) where have this/these decision(s) recorded?’</p>		
	<p>Mr Cockbill, a local resident, asked the following question:</p> <p>‘Are they satisfied with the standard of service provided by Public Health Department to issues raised by members of the public?’</p>	<p>The Cabinet member for Adults’ Health and Social care responded to the question at the meeting.</p>	Complete
	<p>Mr Cockbill, a local resident, asked a question about a response he had received from the Public Health Department.</p>	<p>Sue Wald, Director of Adult Social Services responded to the question on 13 January 2017.</p> <p>Further to your query raised recently at Scrutiny, about an unsuccessful interaction with a team within Public Health; I have investigated this for you with the department concerned.</p> <p>The officer that you were trying to contact, Mr Damon Green – Service Manager Healthy Neighbourhoods, whose functions include</p>	Complete

public health matters such as rodent infestations, did, as you say, receive a request to contact you by telephone on the 19th December 2016. Mr Green attempted to do so on the morning of the 20th, but was unable to get through on the telephone number supplied. I apologise for this

Unfortunately, the contact centre did not have your email details and we were therefore unable to contact you. Again I apologise for this and we will ensure that in future enquiries are logged with full contact details of residents.

I have also spoken to Mr Green about the issue that you wished to report. His team is aware of occasional reports of rodents in the Fleming Way area, and have periodically both arranged for treatment for rodents, and also sought to identify what may be causing the problem. In 2016, as a result of those investigations, a potential issue was identified, and the team is pursuing investigations of the possible cause with Thames Water. This investigation has not yet concluded.

Thames Water have though agreed to investigate the potential issue, but due to the complexity, size, age and condition of the infrastructure in question; this is taking some time. The issue, we are told, is that the underground installation, which may be a

		<p>sewer but is not confirmed as such, does not exist on the Definitive Map of Thames Water assets, and the access points to that installation are not of a design used by Thames Water and so they do not have the equipment required to open them readily available. Their age and condition also makes this a potentially complex operation. We will continue to pursue this with them, and Mr Green will be contacting them further in the next few days.</p> <p>We have worked with businesses in this area, and we are aware that a number of them are treating for rodents among the landscaped areas in an attempt to limit the problem. We have today instructed a pest control contractor to look at this area again for us to identify if there is anything further that the Borough can usefully do with regard to rodent treatments while we try to identify if there is any structural cause of the problem and whether it can be remedied.</p> <p>Mr Green would be very happy to discuss this further with you on his direct dial telephone of (01793) 466102, or by email ondgreen@swindon.gov.uk . He suggests that email may be the most successful form of direct communication as he is not always immediately available at his desk due to his various commitments. I gather that you have</p>	
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		today spoken briefly to Mr Green by telephone but that communication was difficult at that time and you expressed a desire to receive a written response; which I am pleased to provide here.	
	Mr Worman, a local resident, asked a question about the Swindon and Wiltshire Local Enterprise Partnership funding bid for the Thamesdown Drive extension.	The Leader of the Council responded to the question at the meeting.	Complete
	Mr Worman asked a question about the possibility of a further funding bid being submitted.	The Leader of the Council responded to the question at the meeting.	Complete
	Mr Worman asked a further question about the Cabinet Member Advisory Group being re-established.	The Leader of the Council responded to the question at the meeting.	Complete
	Mr Worman asked a further question about the problems experienced by some residents in relation to recycling collections.	The Leader of the Council agreed to provide a written response.	On-going
	Mr Worman asked a further question about the ability of Council staff to respond to queries by residents.	Response received from Karen McMahon on 12 th January 2017, as follows: 'With regards to the contact centre. We have for some time been struggling with resources and are currently 4 members of staff down in the contact centre, out of establishment of 16 (drastically reduced from previous years due to our financial position). Of the 12 in post, many are new, so they are still training,	Complete

meaning that they are only skilled in certain areas and can only pick up those calls; and on top of that, their call handling is longer than what we would expect of an experienced member of staff – for example last December, the average handling time for a call was 164 seconds, last month it was 202 seconds. This doesn't sound much, but over almost 30,000 calls per month, that's a lot of time lost.

Our average speed to answer a call was 86 seconds in December, which has been about the same for the last 4 months. This is only the average, so yes, some callers are served in a couple of seconds and others, like yourself, are waiting for a long time. I can only apologise for this, but with our current resources, we are doing our best, the agents are working at over 95% capacity which means they are constantly taking calls with no respite in between. We are stepping up the pace on building our on-line offer and the Council will be launching a 'customer portal' in February as the start of this journey – Green Waste will be the first service on the portal. It is hoped that as more services are available through the portal this will reduce call demand and allow us to focus just on those customers who cannot use digital services.

Again, I can only apologise for the inconvenience caused'

56.	Consideration of Cabinet Member Q & Session for Communities		
	Subject	Status	
	Cllr McCracken asked if support was available to new Parish Councils in the preparation of Neighbourhood Plans.	Response received from Cllr Mary Martin on 30 th January 2017. Support for new Parish Councils would be available through the Council's Planning team as at present.	Complete
	The Chair asked a question about Streetsmart and the service not being sufficient . He referred to verges not being filled in and roads not included in the repairs programme.	Response requested from Leon Barrett on 11 th and 24 th January 2017.	On-going
	The Chair asked a question about the transfer of funding to new Parish Councils to cover the costs of repairs to footpaths and the management of allotments. He asked who would be responsible for this.	Response received from Cllr Martin on 30 th January 2017. These issues are being picked up through the new Parish Council's budget setting process, and the parishes transitional funding can be used to address these issues.	Complete
	The Chair spoke about challenges facing the new parish Councils in relation to the transfer of assets and asked if an asset or condition survey was being prepared for each newly parished area.	Response requested from Leon Barrett on 11 th and 24 th January 2017.	On-going

SUMMARY OF PUBLIC QUESTIONS REQUIRING A WRITTEN RESPONSE AND MEMBER REQUESTS FOR INFORMATION
13th February 2017

66.	Consideration of Cabinet decisions		
	The Head of Housing Management and Community Safety was asked to provide a range of scenarios for payback periods for building properties using affordable and social rents.'	Information requested on 28 th February 2017	On-going
	The Head of People, Performance and Engagement was asked to clarify the reasons for 4 employees being identified as FTE but earning £10,000 in the Salary Band by Ethnic Group table' – Page 224 of the Cabinet Agenda pack refers - Appendix 1 of the report.	<p>Response received from Head of People, Performance and Engagement on 6th March 2017, as follows:</p> <p>'They are apprentices and shouldn't have been included in the figures as we haven't included them in the past and they're on a different pay structure.</p> <p>When the pay policy is updated in April this will be addressed.'</p>	Complete

67.	Consideration of Cabinet Member Q & Session for Communities		
	Subject	Status	
	That the Community Safety Partnership be referred to Cabinet for them to examine how to deal with pop up brothels and how to combat the use of social media in promoting prostitution.	Response requested from the Head of Housing Management and Community Safety on 28 th February 2017.	On-going
	That officers investigate whether members were provided with incorrect information about the status of the double glazing contract for the old age pension bungalows in Highworth.	Response requested from the Head of Housing Management and Community Safety on 28 th February 2017.	On-going
	The location of the dog waste bins in North Central Swindon parish.	Response received from the Head of Streetsmart on 6 th March 2017, as follows: We have/will provide lists of assets and details in our engagement with shadow parish councillors. There was a query if we have removed dog bins and the only reason we would remove an old dog bin is to either replace it with a new one, or remove the old dog bin and not replace it because there is a general waste bin in close proximity. .	Complete
	To provide an update on the current	Response requested from the Head of Streetsmart on 28 th	On-going

	situation regarding the current level of legal highs within the Borough.	February 2017.	
	To make representation to the Government in respect of the Preventing and Combating Violence Against Women and Domestic Violence Bill 2016/17	Response requested from the Head of Streetsmart on 28 th February 2017.	On-going
	Invite the Chairs of new parish councils to attend a meeting between them and Councillor Keith Williams.	Response received from the Head of Streetsmart on 6 th March 2017, as follows: The meeting is taking place in 15 th March 2017	Complete
	To provide the reasons why £100,000 was removed from the budget which was intended for works to Commercial Road.	Response requested from the Head of Streetsmart on 28 th February 2017.	On-going