

# Swindon Borough Council

## Cabinet

**Wednesday, 6 September 2017**

Committee Room 6, Civic Offices

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

### **Conservative Councillors**

David Renard (Chair)

Russell Holland

Oliver Donachie

Toby Elliott

Fionuala Foley

Brian Ford

Mary Martin

Cathy Martyn

Garry Perkins

Keith Williams

**Committee Officer:** Steve Jones (Telephone 01793 463602)

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

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

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## **AGENDA**

### **NOTE:**

**A Cabinet Open Forum is held at 6:00 p.m. prior to the start of each scheduled Cabinet Meeting. The Open Forum is similar to the 'public question time' that happens at most Council meetings but without the need for questions. It provides the chance to meet with Cabinet Members as well as Corporate Directors and Directors to discuss matters relevant to the Cabinet and its responsibilities. It provides an opportunity to raise issues and give views. The Forum will normally close at 6.30 pm and the Cabinet will then reconvene for the start of the formal Cabinet meeting. If the Open Forum completes its business earlier than anticipated then the Cabinet Meeting will commence at 6:15pm or at the Forum's conclusion.**

**1. Apologies for Absence.**

**2. Declarations of Interest.**

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

**3. Minutes.** (Pages 5 - 10)

To receive the minutes of the meeting held on 12<sup>th</sup> July 2017.

**4. Public Question Time.**

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

**5. Exempt Items - Exclusion of Press and Public.**

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

Item No.	Paragraph No.
13 and 14	3

**6. Budget Management Update** CDRG (CM:RH) (Pages 11 - 30)

**7. Social Enterprise & Inclusion** CDRG (CM:RH) (Pages 31 - 38)

**8. Swindon Skills and Employment Strategy and the outcome of the Post 16 Area Review** CDRG (CM:OD) (Pages 39 - 50)

**9. Draft Economic Strategy** CDRG (CM:OD) (Pages 51 - 56)

**10. References from the Health and Wellbeing Board** DLDS (CM:BF) (Pages 57 - 62)

**11. Swindon Borough Local Development Scheme 2017** CDRG (CM:TE) (Pages 63 - 68)

**12. Local Government and Social Care Ombudsman - Annual Review 2016/17** DLDS (CM:DR) (Pages 69 - 102)

**13. Kimmerfields: Central Business District** CDRG (CM:GP) (Pages 103 - 112)

**14. Swindon & Wiltshire Strategic Housing Market Assessment and Functional Economic Market Area Assessment** CDRG (CM:TE & OD) (Pages 113 - 122)

**Date of Despatch:** 23 August 2017

**Key:****Officers:**

CDRG	-	Corporate Director Resources and Growth
DLDS	-	Director of Law and Democratic Services (Monitoring Officer)

**Cabinet Members Responsible for the Service Area concerned:**

DR	-	David Renard	Leader of the Council and Chair of Cabinet
RH	-	Russell Holland	Deputy Leader of the Council, Vice-Chair of Cabinet, Cabinet Member for Finance and Commercialisation
OD		Oliver Donachie	Cabinet Member for the Economy and Skills
TE	-	Toby Elliott	Cabinet Member for Strategic Planning and Sustainability
FF	-	Fionuala Foley	Cabinet Member for Children's Services and School Attainment
BF	-	Brian Ford	Cabinet Member for Adults' Health and Social Care
MM	-	Mary Martin	Cabinet Member for Communities and Place
CM		Cathy Martyn	Cabinet Member for Housing and Public Safety
GP	-	Garry Perkins	Cabinet Member for Regeneration
KW		Keith Williams	Cabinet Member for Corporate Services and Digitalisation

**Diversity Impact Assessments**

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

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

[http://www.swindon.gov.uk/info/20029/people\\_and\\_communities/309/diversity\\_impact\\_assessments](http://www.swindon.gov.uk/info/20029/people_and_communities/309/diversity_impact_assessments)

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

Questions in writing should be sent to the Committee Officer whose contact details appear on the agenda above or to the 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://www5.swindon.gov.uk/moderngov/ecCatDisplay.aspx?sch=doc&cat=13338&path=0>) or from the Committee Officer named above.

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**CABINET**

**WEDNESDAY, 12 JULY 2017**

PRESENT:- Councillors David Renard (Chair), Russell Holland, Oliver Donachie, Toby Elliott, Fionuala Foley, Brian Ford, Mary Martin, Cathy Martyn and Garry Perkins.

An apology for absence was received from Councillors Keith Williams

Councillor Jim Grant, the Leader of the Labour Group, attended the meeting in respect of Minutes 20 and 24. Councillor Emma Bushell attended the meeting in respect of Minute 24.

**15. Declarations of Interest.**

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

**16. Grenfell Tower, London**

Further to his comments at the last meeting regarding the tragedy of the Grenfell Tower block fire in London, and recognising the national concern about renovation works to high-rise blocks of flats and general fire safety measures in place for all buildings, the Leader of the Council read out to the meeting a statement regarding providing an update of the position in Swindon. A copy of the Leader's statement is attached to the minutes at Appendix 1.

**17. Minutes.**

Resolved – That the minutes of the meeting held on 14<sup>th</sup> June 2017 be confirmed and signed as a correct record.

**18. Public Question Time.**

Mr Tim French, a resident of the Borough, asked about the Council's intentions with regard to the future replacement of its minibus fleet. The Leader of the Council advised that a written response would be provided.

**19. 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 to in the item listed below, on the grounds that it involves the likely disclosure of exempt information, as defined in the respective paragraphs of Part 1 of Schedule 12A of the Act, and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Item No.	Paragraph No.	Minute No.
10	3	24

## **20.**

### **Budget Management Update**

Councillor Russell Holland, Deputy Leader of the Council and Cabinet Member for Finance and Commercialisation, and the Corporate Director, Resources and Transformation, submitted a joint report presenting the 2017-18 Revenue Budget forecast out-turn and a Capital Programme update.

Councillor Jim Grant, the Leader of the Opposition, referred to the status of key budget risks, and asked, specifically, about the expected shortfall on the small scale house development building and the progress of the Euclid Street site development. Councillor Holland and Councillor Oliver Donachie, the Cabinet Member for the Economy and Skills, responded to the questions at the meeting.

Resolved – (1) That the projected Revenue Budget out-turn position for 2017-18, set out in Table 1 and Appendix 1 of the report, be noted.  
(2) That the use of the budget risk contingency of £4.183m to mitigate the projected shortfall arising on the high risk savings proposals be approved.  
(3) That the virements set out in Appendix 2 to the report, be approved.  
(4) That the use of the capital reserve to meet the infrastructure costs of establishing the new libraries operating model, as set out in paragraphs 3.12 and 3.13 of the report, be approved.

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

## **21.**

### **Education Transport Policy 2018/19**

Councillors Fionuala Foley, the Cabinet Member for Children's Services and School Attainment, and Mary Martin, the Cabinet Member for Communities and Place, and the Head of Education and the Head of Highways and Transport, submitted a joint report setting out the Council's legal duties in relation to Education Transport and the results of the consultation on options for post 16 transport for mainstream students and students with a Special Educational Need and Disability (SEND). It was noted that the Education Transport Policy proposed for approval would be implemented for pupils attending education establishments from the start of the academic year 2018/19.

Councillor Foley advised the meeting that the figure in paragraph 5.1.2 of the covering report had been corrected following agenda despatch, that the amount of £3.2m should read £2.7m. She then presented the report, highlighting particular changes made to the policy with regard to the continuation of automatic discretionary subsidised support for pupils in the Ridegway area, and in the decision not to introduce an annual contribution from parents for post-16 SEND pupils' travel, both of which had been made in direct response to the consultation feedback. Councillor Mary Martin and the Leader commented on the detail of the report and the effectiveness of the consultation process undertaken in support of the review, with the Leader making particular reference to the effect of consultation outcomes in shaping the policy recommendations.

Resolved – (1) That the analysis of the consultation undertaken on the options for post 16 transport for mainstream students and students with a Special Educational

Need and Disability (SEND), attached at appendix 1 to the report, be noted.

(2) That the proposed Education Transport Policy 2018/19, attached to the report at Appendix 2, be approved, including:

- Changes to remove automatic discretionary subsidised support for pupils accessing mainstream Post 16 education, with the exception of the transport from the Ridgeway transport area to the Ridgeway 6th form for reasons set out in the body of the report, in response to the consultation and the need for young people to be able to access education the transport arrangements are maintained with an annual contribution of £495 (this is detailed within Part 1 of the report from paragraph 3.13 to paragraph 3.19).
- Changes relating to Special Educational Need and Disability (SEND) 16 years to 25 years travel to offer a Personal Travel Budget (PTB), a bus pass. Options to increase independent travel training and more personal travel arrangements will be explored, but in response to the consultation there will be no introduction of an annual contribution from parents. (this is detailed within Part 2 of the report from paragraph 3.20 to paragraph 3.37).

(3) That the Cabinet Member for Corporate Services and Digitalisation be authorised to investigate and establish methods such as a travel app to assist parents when taking up personalised travel budgets.

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

## **22. Debt Management**

In accordance with the requirement of the Council's Debt Management Policy, Councillor Russell Holland, the Deputy Leader of the Council and Cabinet Member for Finance and Commercialisation, and the Director of Law & Democratic Services and the Head of Revenues & Benefits, submitted the annual report of debts written off in 2016/17.

Councillor Holland informed members that discussions were being held with the Department of Work and Pensions on how the Universal Credit was affecting the rate of housing rent arrears.

Resolved – That it be noted that:

1. The Collection rates for Council Tax and Miscellaneous Incomes improved in the financial year 2016/7, whilst the collection rates for Business Rates and Housing Rents reduced. All collection rates remain above average compared to other Unitary Authorities.
2. The work being undertaken to reduce Council Tax recovery proceedings and the use of Enforcement Agents has led to a 38% reduction in the number of summonses issued (a fall of 5,382) in the last 3 years. The number of referrals to bailiffs did increase slightly in 2016/7, but is still lower than in the financial years 2013/14 and 2014/15.

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

## **23. References from Other Council Bodies - Health and Wellbeing Board**

Councillor Brian Ford, the Cabinet Member for Adults' Health and Social Care, and

the Director of Law and Democratic Services, submitted joint report inviting Cabinet to consider references from the meeting of the Health and Wellbeing Board held on 24<sup>th</sup> May 2017 regarding (i) the development by NHS England and its partners of a toolkit to help health and social care organisations work together in identifying, assessing and supporting the wellbeing of carers and their families, this including a template Memorandum Of Understanding (MOU) that local partners can use to help us work together in supporting Carers of all ages and their families, and (ii) the Better Care Fund planning process and resource allocation.

In response to a question by the Leader of the Council, Councillor Ford expanded on how the Council was working with the Clinical Commissioning Group to ensure the most effective use the Better Care Fund.

Resolved – (1) That the intentions and principles of the Carers Memorandum of Understanding be supported.

(2) That, with reference to the Better Care Fund 2017-19:

- a) The proposed spend on the additional funding of £2.914m as outlined in the Spring Budget 2017 be agreed.
- b) The Director of Adult Services be authorised to produce the Better Care Fund Plan, in conjunction with the Accountable Officer of the Clinical Commissioning Group, in line with statutory guidance published by NHS England with the level of adult social care spending protected in line with spend in 2016/17 plus inflation of 1.79%.
- c) The Director of Adult Services, the Director of Finance (Section 151 Officer), and the Director of Law and Democratic Services be authorised to update the National Health Services 2004 Section 75 Agreement with the Better Care Fund agreed funding.

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

## **24. Site in South East Swindon - Proposed disposal and collaboration agreement**

Councillor Toby Elliott, the Cabinet Member for Strategic Planning and Sustainability, and the Corporate Director, Economy, Regeneration and Skills, submitted a joint report proposing a collaboration between the Council and a major local business partner to develop a Council owned site in South East Swindon to provide good quality housing across a mix of tenures and investment in the community to maximise the benefits delivered through the residential development.

Councillor Emma Bushell, representing Walcot and Park North, and Councillor Jim Grant, the Leader of the Opposition, asked questions about engagement with Ward Members and the local community regarding the report proposals and other local projects and opportunities to use the same collaborative arrangements to facilitate developments elsewhere. Councillor Elliott responded to the questions at the meeting.

Resolved – (1) That the Head of Property Assets, in consultation with the Cabinet Member for Strategic Planning and Sustainability, and the Corporate Director for the Economy, Regeneration and Skills, be authorised to negotiate terms for an option agreement with the business partner identified in the report for the disposal to the



partner of the site identified in the plan attached as an Appendix to the report, on the terms set out in the main body of the report and subject to Cabinet agreeing the final terms.

(2) That the Director of Law and Democratic Services, in consultation with the Cabinet Member for Strategic Planning and Sustainability, Corporate Director for the Economy, Regeneration and Skills, and the Head of Property Assets, be authorised to enter into such necessary legal agreements to effect the transaction in order to protect the Council's interests and in compliance with Procurement and State Aid rules.

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

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## Budget Management Update

**Cabinet**

**Date: 6<sup>th</sup> September 2017**

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Author: Cabinet Member for Finance and Commercialisation, and  
Corporate Director for Resources and Growth

Wards: All

Parishes Affected: All

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### **1. Purpose and Reasons**

- 1.1 This report presents the 2017-18 revenue budget forecast out-turn and quarter one of the capital monitoring position.
- 1.2 The effective management of financial resources through robust financial management processes underpins the Council's ability to achieve its plans and priorities.
- 1.3 Responsible budget management underpins the Council's strategic objective of consistently making the best use of all available resources.

### **2. Recommendations**

Cabinet is recommended to:

- 2.1 Note the projected revenue budget out-turn position for 2017-18 set out in Table 1 and Appendix 1;
- 2.2 Approve the virements set out in Appendix 2;
- 2.3 Note the capital monitoring position as set out in Tables 1 & 2 and Appendix 3;
- 2.4 Endorse the expenditure incurred in phase 1 of the Queens Drive Regeneration project outlined in paragraph 3.6.2;
- 2.5 Note the distribution of the Devolved Formula Capital funding to the Local Authority maintained schools, as detailed in paragraph 3.7.

Detail

#### 2017-18 Projected Revenue Out-turn

- 2.6 The forecast as at the end of June is that unless mitigating actions are undertaken the Council's overall budget will be overspent by £2.45m for the financial year.
- 2.7 The significant changes since the last report to Cabinet are:-
  - 2.7.1 Increased pressure of £1.2m in Children Services. In common with national developments recently reported by the Local Government Association, the council is facing additional costs due to increased

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Further information on the subject of this report can be obtained from Mick Bowden, Direct Dial 07392 109917, or e-mail MBowden@swindon.gov.uk.

# Budget Management Update

Cabinet

Date: 6<sup>th</sup> September 2017

demand in respect of external placements, adoption and fostering services, legal costs and agency staff;

2.7.2 One off costs of transitioning to the new libraries operating model of £123k;

2.7.3 The release of the budget risk contingency of £4.183m;

2.7.4 Further savings of £303k have been identified and delivered in respect of the Digitisation, Procurement and Headcount Reduction projects.

2.8 The budget and projected out-turn by Department is set out in Table 1 below, with a more detailed analysis is set out in Appendix 1.

Table 1 – Projected Out-turn By Department

Department	Budget 2016/17 £'000	Full-Year Projected Outturn £'000	Projected Variance £'000	Movement since last report £'000
Adult Services	81,945	81,955	10	(140)
Children Services	28,939	30,695	1,756	1,249
Communities and Place	27,574	28,274	700	170
Economy	(2,071)	(2,007)	64	14
Resources	23,274	23,274	0	0
Corporate	(23,197)	(23,277)	(80)	(4,486)
<b>Total General Fund</b>	<b>136,464</b>	<b>138,914</b>	<b>2,450</b>	<b>(3,193)</b>

2.9 In response to the current position the Chief Executive has sent a communication to all budget managers informing them of the current financial position reinforcing that the essential nature of all expenditure should be considered before committing to it. This includes a ban on all overtime unless it is essential for the delivery of front line services.

3. Corporate Directors will continue to work with their management teams to ensure that the rigour around spending decisions is being consistently applied across their services.

3.1 Officers continue work on actions to manage this position within the overall approved budget. Work that is currently underway includes:-

3.1.1 Children Services:-

- Developing a campaign to increase the number of directly recruited foster carers, particularly to meet the needs of more complex cases. This is

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expected to enable a reduction in the reliance on Independent Fostering Agencies which in turn would see a reduction in the cost of provision;

- Working on proposals to engage with fostering agencies with a view to exploring alternative models for supporting children and young people in local placements, utilising SBC assets;
- Focussing on providing a dedicated service to children, who are assessed as able to return to their birth family, to enable them to safely do so; with support;
- Continue to provide a multi-agency decision making process within Family Contact Point that provides children and families with the right service, at the right time, in order to reduce unnecessary referrals to expensive statutory social care services. This has led to a reduction of about approximately 300 referrals to social care in 2016/17.
- Looking at demand management through recruiting volunteer 'parent buddies' to support them early in the life of a problem as well as looking at the Family Service providing an 'Edge of Care' service, that further support children, where appropriate and safe, to remain with their families.

3.1.2 Ongoing work on the Digitisation, Procurement and Headcount Reduction projects has identified further savings that are reflected within this report. This work is continuing and further savings will be reflected in future reports as they are identified;

3.1.3 A team of seconded staff has been created to take, analyse and diagnose further savings opportunities that may exist, initially within our Adults services, and eventually across the wider council. The development and training of this team has been done in partnership with Newton Europe who are currently delivering a significant demand management project within Adult Social Care, and will take much of the learning from what has been done there to and apply elsewhere. The team was created in July 2017 and has just completed its training period. It will now begin undertaking diagnostic activity to identify the priority areas for redesign activity.

3.2 The Swindon Programme is currently in the opportunity development phase of its mobilisation, and is designed to deliver against the budget challenges of 2018/19 and 2019/20. Where possible, any early opportunities to deliver savings will be taken to contribute towards the budget challenge of 2017/18. Further details of what early opportunities exist will be more clearly understood by October 2017.

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Further information on the subject of this report can be obtained from Mick Bowden, Direct Dial 07392 109917, or e-mail [MBowden@swindon.gov.uk](mailto:MBowden@swindon.gov.uk).

# Budget Management Update

Cabinet

Date: 6<sup>th</sup> September 2017

## Budget Risks

- 3.3 Adult and Public Health Services have improved their budget position as at the end of June to almost break even. However, there is a financial risk linked to a number of specialist mental health placements for older people which, if they materialise, would result in a pressure of up to £200k.

## Capital Programme Monitoring 2017-18

- 3.4 Table 1 below sets out the current status of the 2017-18 capital budget and forecast outturn position. The main variance to those previously reported to Cabinet relate to the HRA programme and are detailed below.
- 3.5 Table 2 shows how the capital programme is being funded.
- 3.6 The detailed capital monitoring for quarter one is attached at Appendix 3.

Table 1 - Budget Forecasts and Variances

Service	Approved Budget 2017-18 Onwards	Forecast Scheme Spend to Completion	Projected Variance
Group	£'000s	£'000's	£'000's
Community Works	1,397	1,397	0
Corporate Projects	63,724	64,484	760
Section 106	10,876	10,596	0
Schools	8,534	8,534	0
Social Care	1,153	1,153	0
Transport	92,984	92,989	5
<b>Total General Fund</b>	<b>178,668</b>	<b>179,433</b>	<b>765</b>
HRA	48,183	48,411	228
<b>Service Totals</b>	<b>226,851</b>	<b>227,844</b>	<b>993</b>

Further information on the subject of this report can be obtained from Mick Bowden, Direct Dial 07392 109917, or e-mail MBowden@swindon.gov.uk.

# Budget Management Update

Cabinet

Date: 6<sup>th</sup> September 2017

Table 2 - Capital Programme funding

	Current Funding Requirement
Expenditure	£'000
Budget	226,851
<b>Balance to be financed:</b>	<b>226,851</b>
Capital Receipts	3,015
Section 106 Deposits	6,890
Grant Funding	122,526
Revenue Contributions	4,360
HRA balances	46,507
CIL	306
Increase in Borrowing Requirement	43,247
<b>Total</b>	<b>226,851</b>

## Variances

- 3.6.1 A projected overspend of £760k on the Junction 16 improvement works previously reported to Cabinet on 7th December 2016.
- 3.6.2 The Affordable Housing Development Programme report that went to Cabinet on 7th December 2016 (Cabinet Minute 68, 2016-17 refers), set out the phases associated with the Queens Drive Regeneration Project. The first phase of this work required consultation and relocation of the existing residents in dwellings identified within the report. The costs of £228k incurred against the HRA capital programme reflect the initial costs associated with this work. A request for funding for the preparatory phase of this work will be submitted to Cabinet in October. This will be followed by a detailed proposal for the regeneration scheme to be presented to Cabinet in December.

## Devolved Formula Capital Funding ("DFC") for Schools

- 3.7 The Local Authority has received notification from the Department for Education (DfE) of an allocation of £289,711 DFC to be distributed to all LA maintained schools. These funds are provided to the schools to enable them to fund capital works agreed by the schools governing body. Academy schools receive their capital funding directly from the DfE.
- 3.8 Cabinet is requested to approve the distribution of the DFC to the LA maintained schools as set out by the DfE.

## Housing Revenue Account (HRA)

- 3.9 HRA Budget Managers are currently forecasting an overspend of £515k as at the end of June 2017.

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Further information on the subject of this report can be obtained from Mick Bowden, Direct Dial 07392 109917, or e-mail MBowden@swindon.gov.uk.

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Cabinet

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- 3.10 This is an improvement of £56k and has arisen as a result of underspends due to a number of vacant posts across the service.
- 3.11 Officers are continuing to review the budget to identify where further savings can be achieved to offset the currently projected overspend.

## Dedicated Schools Grant

- 3.12 The Dedicated Schools Grant (DSG) is projecting to be £172k overspent.
- 3.13 This is an adverse movement of £30k since the last report and is due to an increase in demand for Early Years places for 2 year olds.
- 3.14 Officers are reviewing all budgets to identify where savings can be made to offset this pressure, should this not be possible this would be a call on the DSG reserves, which stood at £568k at the 1 April 2017.

## **4. Alternative Options**

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

## **5. Implications, Diversity Impact Assessment and Risk Management**

### Financial and Procurement Implications

- 5.1 The forecast overspend of £2.45m assumes that the budget risk contingency has been fully utilised. Work is ongoing to identify options to mitigate this position.

### Legal and Human Rights Implications

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

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

- 5.3 There are no such direct implications.

### Diversity Impact Assessment

- 5.4 A Diversity Impact Assessment (DIA) has not been done as this report does not make any new recommendations that would affect service delivery.

### Risk Management

- 5.5 None other than those highlighted in the body of the report.

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Further information on the subject of this report can be obtained from Mick Bowden, Direct Dial 07392 109917, or e-mail MBowden@swindon.gov.uk.



# Budget Management Update

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## **6. Consultees**

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

## **7. Background Papers**

- 7.1 None

## **8. Appendices**

- 8.1 Appendix 1 – Forecast Out-turn by Directorate 2017/18.  
8.2 Appendix 2 – Proposed Budget Virements  
8.3 Appendix 3 – Capital Monitoring Quarter 1 2017/18.

## **9. Key Decision/Decision in Cabinet Work Programme**

- 9.1 This is not a Key Decision and is included in the Cabinet Work Programme for September 2017.


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Fund	Tier 1 Pillar	Tier 2 Function	Budget 2017/18 £'000	Full-Year Projected Out-turn £'000	Projected Variance £'000	Projected Variance - last report £'000	Movement since last report £'000	Commentary on Reasons for Variance
General Fund	Resources	Internal Audit	359	409	50	0	50	Additional resourcing of anti-fraud initiative. This will result in higher levels of council tax income in the Collection Fund account.
		Finance	3,181	3,154	(27)	(27)	0	
		Corporate	(23,197)	(23,277)	(80)	4,406	(4,486)	Release of £4.2m contingency budget as approved by Cabinet at the June meeting along with improvements in the savings achieved in respect of Digisation and Procurement projects.
		IT	5,103	5,103	0	0	0	
		Transformation	1,354	1,354	0	0	0	
		Law & Democratic Services	3,997	3,967	(30)	(5)	(25)	Staff savings - reduced hours
		Performance, People & Engagement	2,788	2,795	7	0	7	
		Business Services & Support	6,492	6,492	0	32	(32)	Shortfall on savings linked to the Customer Portal has been mitigated by vacancy savings.
	Economy		<b>77</b>	<b>(3)</b>	<b>(80)</b>	<b>4,406</b>	<b>(4,486)</b>	
		Routes to Employment	275	275	0	0	0	A pressure reported as a result of reduced income expectations at Steam (£39k) offset by staff vacancy savings reported within the Lydiard budget (£38k) plus additional minor variances.
		Property & Assets	(4,124)	(4,124)	0	0	0	
		Growth & Regeneration	897	897	0	0	0	
		Planning & Regulatory	881	945	64	50	14	
			<b>(2,071)</b>	<b>(2,007)</b>	<b>64</b>	<b>50</b>	<b>14</b>	

Fund	Tier 1 Pillar	Tier 2 Function	Budget 2017/18 £'000	Full-Year Projected Out-turn £'000	Projected Variance £'000	Projected Variance - last report £'000	Movement since last report £'000	Commentary on Reasons for Variance
	<b>Children Services</b>	Skills & Attainment	1,961	1,984	23	20	3	Pressure relating to two projects in Swindon Challenge.
		Children, Families and Community Health Services	26,978	28,711	1,733	487	1,246	There has been an increase in demand for Children services since the budget was set in January, these increases have impacted on External Placements which has an £888k pressure, Adoption and Fostering services are showing a £442k pressure and Legal budget which is showing a £368k pressure. Staffing pressures have been forecast due to issues with the recruitment of Independent reviewing officer with the need for Agency staff creating a pressure of £107k. These pressures are being partially offset by smaller savings of £72k.
	<b>Adult Services</b>		<b>28,939</b>	<b>30,695</b>	<b>1,756</b>	<b>507</b>	<b>1,249</b>	
		Adults	70,015	70,086	71	151	(80)	The restructure of supporting people housing contracts are forecast to deliver savings of £83k in 17/18 and this has helped to reduce net pressures in Adults.
		Public Health	11,930	11,869	(61)	(1)	(60)	Savings from staff vacancies.
			<b>81,945</b>	<b>81,955</b>	<b>10</b>	<b>150</b>	<b>(140)</b>	

Fund	Tier 1 Pillar	Tier 2 Function	Budget 2017/18 £'000	Full-Year Projected Out-turn £'000	Projected Variance £'000	Projected Variance - last report £'000	Movement since last report £'000	Commentary on Reasons for Variance
	Communities and Place	Libraries & Localities	2,112	2,235	123	0	123	One-off costs of transitioning to new libraries operating model Delayed implementation of 17/18 proposals relating to public toilets and charging for car parking at Stanton Park offset by improved projections for car parking and targeted savings from other operational budgets  The changes loss of the £60 weekly admin fee on PSL properties has created a pressure of £1.253m. This is partly offset by the new Flexible Homeless Grant of £807k resulting in a net pressure of £446k. In addition, there are further pressures on income for B & B accommodation caused by claimants moving to Universal Credit totalling £84k.
		Streetsmart	11,340	11,393	53	0	53	
		Housing Services	361	891	530	530	0	
		Highways & Transport	12,057	12,051	(6)	0	(6)	
		Facilities Management	1,704	1,704	0	0	0	
			27,574	28,274	700	530	170	
General Fund Total			136,464	138,914	2,450	5,643	(3,193)	
Health	Health Adults	Health Adults	5,519	5,483	(36)	(36)	36	Forecast savings on FNC payments will be repaid to Swindon CCG at year end.
		Swindon CCG (Adult) funding	(5,519)	(5,483)	36	0	0	
	Health Childrens	Children's Health Delivery Services - CCG Funded	0	0	0	(2)	2	
		Children's Health Commissioning	0	0	0	0	0	
Health Total			0	0	0	(38)	38	

Fund	Tier 1 Pillar	Tier 2 Function	Budget 2017/18 £'000	Full-Year Projected Out-turn £'000	Projected Variance £'000	Projected Variance - last report £'000	Movement since last report £'000	Commentary on Reasons for Variance
Dedicated Schools Grant	DSG Commissioning	DSG Skills and Attainment	84,888	84,369	(519)	(584)	65	Pressure £102k in External Placement fees due to increased demand, offset by the High Needs Contingency (£65k), there is also £9k of cost pressure arising from changes in the NNDR charges. Fewer Early Years places taken up by 2 year olds (£203k) and 3&4 year olds (£362k) by the January 17 census which drives the funding, so we will also receive less Dedicated Schools Grant (DSG) funding as below.
Dedicated Schools Grant	DSG Commissioning	DSG Skills and Attainment	(84,888)	(84,197)	691	726	(35)	Dedicated Schools Grant (DSG) funding reduced so that the Education, Skills & Funding Agency (ESFA) can pay a provider Element 1 (26x£4k=£104k) directly for Post 16 places. DSG funding also reduced as fewer Early Years places taken up by 2 year olds £225k and 3&4 year olds £362k by the January 17 census as above.
Dedicated Schools Grant Total			0	172	172	142	30	
Housing Revenue Account	Housing Revenue Account	Supervision & Management	(35,543)	(35,572)	(29)	0	(29)	Vacant posts have realised savings of £29k so far this year.
		Special Services	171	167	(4)	18	(22)	Vacant posts have realised savings of £22k so far this year which have been partly offset by additional costs associated with contracting a service at Newburgh House previously provided by SEQOL.
		Repairs	10,152	10,147	(5)	0	(5)	Staff vacancy savings
		HRA Capital Financing	25,220	25,773	553	553	0	The HRA overspend recognises that the 2016/17 outturn for depreciation charges was £16.8m and it is anticipated that this will increase to £17m this year, the budget is £16.5m. In addition the year end closing process identified that the bad debt provision needed to be higher than was budgeted due to the increase in rent arrears, the projection had been increased by £100k.
Housing Revenue Account Total			0	515	515	571	(56)	

	Resources & Corporate  £'000	Economy	Children Services  £'000	Adult Services  £'000	Communities & Place  £'000	Contingency  £'000	Total General Fund £'000
							
<b>Cabinet 12/07/2017</b>	<b>(4,471)</b>	<b>(2,047)</b>	<b>28,971</b>	<b>82,201</b>	<b>27,627</b>	<b>4,183</b>	<b>136,464</b>
Budgets adjusted to reflect in-year savings from the headcount reduction work.	539	(66)	0	(256)	(217)	0	0
Allocation of corporately held inflation for gas and electricity	(174)	10	0	9	155	0	0
Transfer of property related budgets from the Family Service to Property	0	32	(32)	0	0	0	0
Fleet recharge budgets adjusted to reflect 17/18 charges	0	0	0	(9)	9	0	0
<b>Cabinet 06/09/2017</b>	<b>(4,106)</b>	<b>(2,071)</b>	<b>28,939</b>	<b>81,945</b>	<b>27,574</b>	<b>4,183</b>	<b>136,464</b>

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### Appendix 3 - Capital Projects

Line Ref.	Scheme Name	17/18 Budget Remaining £'000	17-18 Actual Spend £'000	Projected Outturn £'000	Projected Variance £'000
1	Asset Liability Management	112	0	112	0
2	Crematorium Replace Cremators	140	0	140	0
3	Flood Defence Grant	124	0	124	0
4	Hay lane Caravan Site	201	20	201	0
5	Hodson Road embankment stabilisation	332	(0)	332	0
6	Kingsdown Cemetery	11	0	11	0
7	Lydiard Site traffic management	3	1	3	0
8	Playground Refurb	11	3	11	0
9	Private Sector Renewal Grants	277	(11)	277	0
10	Reinvestment in Allotments	103	0	103	0
11	Village Centres 13/14	83	0	83	0
	<b>Community Works</b>	<b>1,397</b>	<b>14</b>	<b>1,397</b>	<b>0</b>
12	Wichelstowe Infrastructure Expenditure	14,499	372	14,499	0
13	Asbestos Management	325	9	325	0
14	Aspen House	242	62	242	0
15	Aspen House Public Realm	489	0	489	0
16	Barbury Castle	223	0	223	0
17	Barnfield Solar Scheme	2,870	0	2,870	0
18	Bodiam	0	12	0	0
19	Capital Repairs and Maintenance	1,770	417	1,770	0
20	Carriage works @ Railway Village	785	27	785	0
21	Chapel Farm Solar Schemes- A419 Sound Barrier	603	0	603	0
22	Commercial Investment Strategy - Delta 900	4	0	4	0
23	Contribution to Superfast Broadband	240	0	240	0
24	Disabled Facilities Grant	642	(796)	642	0
25	Dynamics	2,694	0	2,694	0
26	Equity Share Properties	250	0	250	0
27	Euclid Street	1,243	21	1,243	0
28	Faringdon Road 1-3	1,103	327	1,103	0
29	Feasibility Studies	396	(9)	396	0
30	Growth Feasibility	1,473	0	1,473	0
31	Housing Development	30	(14)	30	0
32	Idovers	0	3	0	0
33	Kimmerfields	1,433	0	1,433	0
34	Localities - buildings	64	0	64	0
35	Museum Artefacts Storage	146	10	146	0
36	NWOW IT	119	0	119	0
37	Office Accom	133	15	133	0
38	Pollution Control - Borough Farms	26	0	26	0
39	Redevelopment of Dorcan House / Eldene Shopping Centre	335	0	335	0
40	Shaw Ridge Dwellings	0	6	0	0
41	Shaw Village / Pilgrim Close	0	10	0	0
42	SMAG	4,900	0	4,900	0
43	Sparcells	0	8	0	0
44	Stanton Park & Peatmore Reservoir Refurbishment	(34)	(3)	(34)	0
45	Strategic Acquisition (Aspen)	34	0	34	0

### Appendix 3 - Capital Projects

Line Ref.	Scheme Name	17/18 Budget Remaining £'000	17-18 Actual Spend £'000	Projected Outturn £'000	Projected Variance £'000
46	Stronger Together	470	1	470	0
47	Unit 2 Seymour Road	4	0	4	0
48	Waterside Depot - New Lift (DDA Requirement)	70	0	70	0
49	Waterside Depot - Proposed New Road Layout	1,659	38	1,659	0
50	Waterside Fleet Vehicles	868	21	868	0
51	Wellington Street	154	0	154	0
52	Wichelstowe District Centre - Infrastructure	100	15	100	0
53	Wichelstowe District Centre - Phase 2 & 3	17,352	169	17,352	0
54	Wichelstowe J16 Improvements	5,551	531	6,311	760
55	Windmill Hill	0	1	0	0
56	Windmill Hill - Self Build	457	0	457	0
	<b>Corporate Projects</b>	<b>63,724</b>	<b>1,254</b>	<b>64,484</b>	<b>760</b>
57	1 - 7 Purton Road	79	0	79	0
58	Alexander Park	221	8	221	0
59	Alley Gate Public Art	11	0	11	0
60	Angel Ridge Play Area	28	0	28	0
61	Broome Manor Lane / Marlborough Road Traffic Management	8	0	8	0
62	Bruce Street Bridges and Newcombe Drive	58	(6)	58	0
63	Bus Service Improvements at Eldene Drive	5	(3)	5	0
64	Catalint UK Ltd Blagrove	17	0	17	0
65	Childrens Social Care IT Software	280	0	280	0
66	Civil Protection Unit	20	0	20	0
67	County Ground Athletics Track Resurface and Clubhouse	93	35	93	0
68	Croft School Highways Works	495	0	495	0
69	Cycle Improvements at Dorcan Way / Eldene	67	0	67	0
70	East Wichel Major Open Space	347	0	347	0
71	Europa Business Park - Signage	26	16	26	0
72	Even Swindon School - Highway Works	1	(0)	1	0
73	Great Western Community Forest	476	1	476	0
74	Green Spine	5	0	5	0
75	Havelock Square - Public Realm	15	(60)	15	0
76	Highdown Play Area	39	0	39	0
77	Holy Cross School Safety Zone	11	0	11	0
78	Incab monitoring for waste vehicles	53	0	53	0
79	Kingsdown Crossroads	(5)	0	(5)	0
80	Landscape improvements ay Greenbridge & Blagrove	217	1	217	0
81	Lawn Park - Improvements to High St Entrance	55	0	55	0
82	Library IT infrastructure	427	8	427	0
83	Mead Roundabout	1,129	0	1,129	0
84	Mouldon Hill Country Park	386	0	386	0
85	MUGA @ Haydon Wick	20	0	20	0
86	NDA - Management of Protected Species Reserve	43	0	43	0

### Appendix 3 - Capital Projects

Line Ref.	Scheme Name	17/18 Budget Remaining £'000	17-18 Actual Spend £'000	Projected Outturn £'000	Projected Variance £'000
87	New College 2001/02 Open Space and play area improvements	19	0	19	0
88	North Star roundabout and Cocklebury Roundabout Great Western Way	1,665	0	1,665	0
89	Pentylands Country Park	35	0	35	0
90	Reception remodelling at Steam Museum	17	0	17	0
91	Relocation of CCTV room to Plus One	(24)	0	(24)	0
92	Spring Gardens Refurbishment	106	0	106	0
93	St Francis - SSZ	16	0	16	0
94	St Marks Recreation Ground	111	0	111	0
95	STEAM - Operations & Retail Management System	12	7	12	0
96	STEAM Museum Frontage Improvements	104	0	104	0
97	Thamesdown Drive Speed Amelioration	46	0	46	0
98	The Street & Thames Ave - Pedestrian crossing	81	0	81	0
99	Transfer Bridges	3,474	0	3,474	0
100	Tree and Landscape Improvements	20	0	20	0
101	Wanborough Footpaths Upgrade	104	0	104	0
102	Whitbourne / Fessy Renovations	206	0	206	0
103	Whitworth Road safety scheme	47	0	47	0
104	Wichelstowe Conservation Project	20	0	20	0
105	Wichelstowe Off Site Landscape and Nature Conservation	120	2	120	0
106	Wroughton War Memorial	58	32	58	0
107	WW1 Memorial Restoration Project	11	0	11	0
	<b>S106</b>	<b>10,876</b>	<b>44</b>	<b>10,876</b>	<b>0</b>
108	Devolved Formula Capital	0	0	0	0
109	Abbey Meads	350	1	350	0
110	Aiming High Short Breaks	0	0	0	0
111	Bridlewood	350	0	350	0
112	Brimble Hill	65	1	65	0
113	Condition Works Identified within the Asset Management Plan	1,343	47	1,343	0
114	Crowdys Hill	2,993	310	2,993	0
115	Disadvantaged 2-year Old's Nursery	218	0	218	0
116	Early Years places - Tick Tock Nursery - Mobile Replacement	90	3	90	0
117	Early Years provision - Grow 2gether dis-advantaged 2 Year Olds	100	0	100	0
118	Eldene Special Resource Provision	0	0	0	0
119	EOTAS	1,499	63	1,499	0
120	Headlands School	509	0	509	0
121	North Swindon Primary School 1FE - Orchid Vale PFI Expansion	262	2	262	0
122	Plas Pencelli Lodge Extension	264	0	264	0
123	St Lukes Special School	82	0	82	0
124	Swindon Academy - DFE Loan Repayment	362	383	362	0
125	Westrop Expansion	47	0	47	0
	<b>Schools</b>	<b>8,535</b>	<b>810</b>	<b>8,535</b>	<b>0</b>

### Appendix 3 - Capital Projects

Line Ref.	Scheme Name	17/18 Budget Remaining £'000	17-18 Actual Spend £'000	Projected Outturn £'000	Projected Variance £'000
126	ASC Equipment	375	0	375	0
127	Assistive Technology	1	0	1	0
128	Estate Rationalisation - CSS systems upgrade	538	0	538	0
129	Extra care sheltered accommodation	112	0	112	0
130	H&SC Joint Working Projects	90	0	90	0
131	Housing Options - Shared Living Accommodation	60	0	60	0
132	On line care assessment tool	26	0	26	0
133	Wheelchairs & Other Equipment	(48)	0	(48)	0
	<b>Social Care</b>	<b>1,153</b>	<b>0</b>	<b>1,153</b>	<b>0</b>
134	LTP Maintenance	1,712	276	1,712	0
135	Backlog Maintenance	100	0	100	0
136	Bus lane enforcement infrastructure	(33)	0	(33)	0
137	Car Parks - Major Maintenance of MSCP	364	(7)	364	0
138	Concrete Light Column replacement	108	0	108	0
139	Cooperative Intelligent Transport Systems	238	0	238	0
140	Drainage Schemes	377	(8)	377	0
141	Footpath 5	250	0	250	0
142	Footway Maintenance	264	(15)	264	0
143	Gateway signage (incl car park directions)	359	0	359	0
144	Great Stall Bridge	7,579	5	7,579	0
145	Highways Asset Management Grant Elements 1 and 2	42	6	42	0
146	Local Sustainable Transport Fund	1,346	104	1,346	0
147	Locality Schemes	99	32	99	0
148	LTP Bus Priority & Infrastructure	201	8	201	0
149	LTP Integrated - Traffic Management	86	(35)	86	0
150	LTP Safety Schemes	406	54	406	0
151	LTP Sustainable Transport	119	0	119	0
152	M4 Junction 15	3,700	0	3,700	0
153	Mead Way Junction Improvements	100	0	100	0
154	NEV A420 Corridor	438	36	438	0
155	NEV Dft Business Case	(4)	36	(4)	0
156	NEV Greenbridge Roundabout	0	(64)	0	0
157	Non Highways Structures (bridges within parks etc.)	212	6	212	0
158	NON LTP Bridge Maintenance	(0)	0	(0)	0
159	NON LTP Maintenance	867	17	867	0
160	NON LTP Traffic Signals	196	0	196	0
161	Public Realm at Wyvern MSCP Site	39	0	39	0
162	Rapid Transit	9,774	12	9,774	0
163	Rights of way Improvement Plan	105	6	105	0
164	Road Markings	25	0	25	0
165	Rodbourne Lagoon	77	1	82	5
166	Sheppard Street Improvements	23	0	23	0
167	Southern Connector Road	11,405	141	11,405	0
168	Strategic Highways Model update	68	1	68	0
169	Street Lighting	796	25	796	0

### Appendix 3 - Capital Projects

Line Ref.	Scheme Name	17/18 Budget Remaining £'000	17-18 Actual Spend £'000	Projected Outturn £'000	Projected Variance £'000
170	Structural Maintenance	403	(14)	403	0
171	Swindon Bus Exchange	2,961	0	2,961	0
172	Town Centre Parking Strategy	50	0	50	0
173	Town Gardens Footbridge	42	(4)	42	0
174	UNION SQUARE CAR PARK	318	0	318	0
175	Wellington Street Improvements	450	0	450	0
176	West of A419 - Package 2	1,956	0	1,956	0
177	White Hart Junction	22,472	5	22,472	0
178	Wichelstowe Western Access	22,900	23	22,900	0
179	Wroughton Park and Ride bus entrance Traffic Signals Removal and other entry modifications	(5)	(40)	(5)	0
	<b>Transport</b>	<b>92,984</b>	<b>609</b>	<b>92,989</b>	<b>5</b>
180	Aids & Adaptations	1,250	(33)	1,250	0
181	Bathrooms	1,424	(33)	1,424	0
182	Central heating	1,800	(87)	1,800	0
183	Contingent Major Repairs	376	32	376	0
184	Electrics	1,100	(50)	1,100	0
185	Environmental & Communal Areas	160	37	160	0
186	Exceptional Extensive	2,243	1,235	2,243	0
187	External/Entrance Doors	99	(2)	99	0
188	External Walls	0	(1)	0	0
189	Improvements	380	27	380	0
190	Kitchens	1,850	(67)	1,850	0
191	Planned Maintenance	2,030	(466)	2,030	0
192	Related assets	0	3	0	0
193	Roofs	1,995	43	1,995	0
194	Windows.	780	0	780	0
195	Regeneration and Acquisition Programme	(229)	104	0	229
196	Sussex Place	3,247	184	3,247	0
197	Scooter stores sheltered	404	1	404	0
198	Brookfield, Highworth	346	209	346	0
199	Penhill United Reform Church	2,066	1	2,066	0
200	Bembridge CI / Sycamore Gr	0	87	0	0
201	HRA Acquisitions Programme	17,000	557	17,000	0
202	Hawthorn, Gorse Hill	3,842	431	3,842	0
203	HRA Vehicle Acquisitions	79	17	79	0
204	Royal British Legion, Penhill	2,507	91	2,507	0
205	Cranmore Ave, Park South	1,421	34	1,421	0
206	Townsend House	842	0	842	0
207	Housing Options - Shared Living Accommodation	1,171	0	1,171	0
	<b>HRA</b>	<b>48,183</b>	<b>2,357</b>	<b>48,412</b>	<b>229</b>

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## Social Enterprise & Inclusion

**Cabinet**

**Date: 6<sup>th</sup> September 2017**

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Author: Deputy Leader of the Council and Cabinet Member Finance and Commercialisation  
Head of Revenues and Benefits

Wards: All

Parishes Affected: All

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### **1. Purpose and Reasons**

- 1.1 To update Cabinet on progress with addressing Social Inclusion and to authorise underwriting loans by Credit Unions to replace Local Welfare Assistance grants.
- 1.2 In addition, the report seeks to determine the future priorities for Social Inclusion and how this continues in support of Priority Four of the Council's Vision - to help individual support themselves and protect the most vulnerable. In particular the recommendations support pledges 24, 25, 27 and 29.

### **2. Recommendations**

Cabinet is recommended to:

- 2.1 Note the progress in relation to Financial Inclusion since the appointment of a Social Inclusion and Welfare Manager in March 2016, as set out in the body of the report.
- 2.2 Agree to underwrite credit union loans, to be granted by the Credit Union instead of Council funded Local Welfare Assistance, for the purchase of kitchen appliances or furniture to households in emergency need. The maximum value of loans is to be £500 and the maximum amount the Council will guarantee to the Credit Union at any one time will initially be set at £25,000.
- 2.3 Authorise the Head of Revenues and Benefits to review the existing post of Social Inclusion & Enterprise Manager, as set out in this report.

### **3. Detail**

Background

- 3.1 A study into Financial Deprivation in Swindon was reviewed by the Cabinet Member Advisory Group for Swindon Benefits and Welfare Reform and this led to a successful business case being made to the One Swindon Partnership members for funding to appoint a Social Inclusion and Welfare Manager for a period of 17-21 months. The Social Inclusion and Welfare Manager started work at the end of March 2016, working with partners and other Council officers in delivering a number of projects.

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Further information on the subject of this report can be obtained from Andy Stevens telephone (01793) 464661 or email [anstevens@swindon.gov.uk](mailto:anstevens@swindon.gov.uk)



# Social Enterprise & Inclusion

Cabinet

Date: 6<sup>th</sup> September 2017

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- 3.2 A Financial Inclusion Policy was agreed by the Cabinet on 13<sup>th</sup> July 2016 (Cabinet Minute 30, 2016/17 refers). The following projects were identified:
- 3.2.1 Maximise income and respond to welfare reform,
  - 3.2.2 Support residents to manage their debt,
  - 3.2.3 Help residents to train, gain and remain in employment,
  - 3.2.4 Promote the expansion of affordable credit options, as an alternative to expensive payday loans or illegal money lending,
  - 3.2.5 Increase skills in money management, reduce fuel poverty, increase financial resilience and promote access to bank accounts, and
  - 3.2.6 Assist residents to switch energy suppliers and assist in the switch to credit meters. Promote eating well for less courses and access to bank accounts.

## Progress to Date

- 3.3 *The Local Welfare Fund (LWF) has been reprioritised.* This has reduced expenditure and instead of their being a shortfall, a budget surplus is now expected.
- 3.4 Other means of assisting claimants are now investigated and evidence of any crisis requested. These changes were implemented in May 2016 and have led to the total value of awards being granted over the 12 month period from May 2016 being £68,649, compared to £216,398 in 2015/16. The administration costs have reduced to approximately £42,000 per annum. The Budget for a full financial year is now £186,000; so the Council is predicted to underspend by £76,000 per annum. This underspend could be up to £97,000 per annum if the recommendation in 2.2 is agreed and there is no call on the Council to pay for any default on the loans.
- 3.5 A direct referral process has been implemented between the Local Welfare Fund and Citizens Advice for debt/budgeting purposes. Staff now actively enquire about debt knowing that they now have direct assistance to offer. (Pledge 24).
- 3.6 *Promotion and increase in Credit Union Membership* - Each of the three Credit Unions in Swindon were approached and one in particular expressed a desire to increase its membership. The Social Inclusion and Welfare Manager has been instrumental in facilitating the merger of two of them: Wiltshire Savings & Loans (WSL) and Steam Ahead. A WSL collection point in Penhill has been established on Tuesday afternoons for residents and membership is steadily increasing. Currently the total number of Swindon members of WSL is 95 with £25,000 worth of issued loans.

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Further information on the subject of this report can be obtained from Andy Stevens telephone (01793) 464661 or email [anstevens@swindon.gov.uk](mailto:anstevens@swindon.gov.uk)



## Social Enterprise & Inclusion

Cabinet

Date: 6<sup>th</sup> September 2017

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- 3.7 In addition to this, a Save As You Earn (SAYE) staff scheme for Swindon Borough Council employees has been implemented. Currently 35 staff (included in the 95) have joined and five loans have been issued. The SAYE scheme is open to all employees of SBC and further information on joining can be found by searching for "SAYE" on the SBC intranet. (Pledge 24).
- 3.8 *Swindon Money Matters* - The Revenues & Benefits area of the SBC website has been enhanced and the financial inclusion offering branded as "Swindon Money Matters". Extensive new information is available in support of such topics as; Universal Credit, debt management and affordable credit. A complementary "Swindon Money Matters" Facebook page has been published and is updated most days Mon-Fri with useful financial information aimed at both key workers and residents alike. (Pledge 24).
- 3.9 *New referral process* - Working together with the National Anti-Loan sharking team, a referral process has been shared with all the Members of the Swindon Benefits and Welfare Reforms Strategy Group. (Pledge 24).
- 3.10 *Money Mentors appointed* - Using funds made available to the Council from the Department of Works and Pensions and the Housing Revenue Account has allowed two Money Mentors to be commissioned with Citizens Advice. Primarily this to help those residents affected by the lower Benefits Cap, but other low income households are being assisted. The mentors receive referrals direct from housing officers and the "troubled families" support workers. (Pledges 24 and 29).
- 3.11 *Cheaper Energy* - Working together with the Council's Affordable Warmth Coordinator a scheme has been implemented that assists residents to switch energy suppliers to obtain cheaper tariffs: "Swindon Energy Matters". Communications are currently working on the implementation of a promotion campaign. (Pledge 24).
- 3.12 *Financial Inclusion Seminars* - Successful quarterly Financial Inclusion Seminars are being held, where Council officers and representatives from all Swindon advice agencies can attend and discuss what help and assistance is available. Attendance at the last seminar was in excess of 50 "front-line" workers including housing officers, social workers and support workers from local charities e.g. Mind and the Swindon Advocacy Movement. Networking between teams is encouraged at events and several collaborations/onward referrals have subsequently been made that have benefited specific residents. (Pledges 24, 27 & 29).

### Future Work

- 3.13 Work will continue to extend Credit Union Membership, the Energy Switching Project (currently working with the Affordable Warmth Coordinator from public health and the communications team to roll out to residents during 2017, utilising
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Further information on the subject of this report can be obtained from Andy Stevens telephone (01793) 464661 or email [anstevens@swindon.gov.uk](mailto:anstevens@swindon.gov.uk)

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a £10,000 budget from public health), the maintenance of website/Facebook and the Seminars.

3.14 In addition, the following work could also be undertaken, subject to the review of the post of Social Inclusion and Welfare Manager:

3.14.1 Further changes to the Local Welfare Scheme - Where furniture or kitchen appliances are needed, the Credit Union(s) could be asked to operate low interest loans to the individuals. This would save approximately £21,000 of Council funding per annum. Although the Credit Union(s) will ask the Council to guarantee or underwrite such loans. Credit Unions (based on the experience of the Bristol Credit Union) would expect to collect approximately 80-85% of their loans and loans can last 12 months. It is therefore recommended that the maximum value of outstanding loans the Council would guarantee at any one time is £25,000, subject to revision. Observation of the scheme over a suitable period may also allow "trusted third parties" such as the credit union or Citizen Advice to offer this loan.

3.14.2 Establishment of a Social Enterprise Network - Social Enterprise has immense potential within our community. Sustainable social enterprises not only provide employment but in doing so deliver social and/or environmental benefits. Unlike "supported employment" or "charity" initiatives they do not require ongoing external funding to continue to operate.

3.14.3 One priority area that could be progressed further is the training and employment for those that have difficulty obtaining employment and social enterprises should be encouraged to build a sustainable business around these people as employees. The numbers of people currently not in full-time employment and claiming Employment and Support Allowance within the borough is 7,000 and those on Job Seekers Allowance for over 12 months is approximately 300. These include people with:

- Learning disabilities
- Physical disabilities
- Long term ill health
- Mental health issues

3.11.4 If 5% (366) of these people were helped into long-term employment over a 5 year period then the following economic benefits would result (all figures are presented on a "per an annum" basis):

- Reduction in Central Governments benefits: (based on lowest ESA) **£1.94 million**

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- Income tax (£586/person) + National Insurance (£764/person):  
**£494,000**
- Housing Benefits reduction (Based on Local Housing Allowance rate for over 35) **£1.97 million**
- Council Tax Support Reduction: Based on 80% of the band A & B  
**£304,000**
- Increased monies spent in the Swindon Economy

3.14.5 There would also be improvements in wellbeing and possibly future reduced requirements for Social Care.

3.14.6 The SBC & DWP “routes to employment” teams would be encouraged to become SE network members with a view to supporting existing and emerging SE’s to make apprenticeship places available. This will also assist with the Swindon Skills and Employment and Economic Strategies.

- 3.15 It is therefore recommended that the existing post of Social Inclusion & Enterprise Manager, funded from the savings to the Local Welfare Assistance Fund, be reviewed. The post would be responsible for encouraging the maintenance and expansion of Social Enterprises (SE) in Swindon by helping to initially establish a SE network. The network could then become the repository of knowledge and support for those wanting to potentially develop a business as a SE. In order to enable this post to more effectively exercise the necessary high degree of creative, strategic thinking coupled with the ability to network and influence the community at all levels, a small amount of administrative support may also be desirable and this could be included within the review.
- 3.16 A number of steps will be undertaken in order to establish the Social Enterprise Network (SEN) and ensure that all relevant communities, stakeholders, existing social enterprises and potential “sponsors” are identified and engaged with. Firstly a list of all such groups will be compiled and appropriate representatives identified. This list will contain the involvements and purposes of those listed with a view to using this as the basis of a future SEN directory. An outline prospectus for the SEN will be produced and circulated among those identified. They will subsequently be approached and asked to join and help to initially hone and shape the SEN. The SEN will support the sharing of ideas, expertise, training, support and possible cross funding of existing and emerging SE initiatives. Performance updates, similar to those currently posted to the Swindon Benefits Strategy Group, will be formulated and periodically updated to include measures on membership of the SEN, outcomes of collaborative working and the eventual numbers of residents that have been assisted.

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## 4. Alternative Options

- 4.1 Cabinet could choose not to implement the proposals in this report. No alternative options are being put forward at this stage, but the funding for the post of Social Inclusion and Welfare Manager will end in January 2018.

## 5. Implications, Diversity Impact Assessment and Risk Management

### Financial and Procurement Implications

- 5.1 The recommendation to use Credit Unions to offer 'underwritten' loans instead of the Council giving Local Welfare grants will save the general fund approximately £21,000 per annum. Changes already made to the Local Welfare scheme will result in the budget being underspent by £76,000 this financial year, and if recommendation 2.2 is agreed, the further £21,000, will result in £97,000 being saved. It is recommended that these savings are utilised in the employment of the "Social Inclusion and Enterprise staff" as recommended in 2.3 above.

### Legal and Human Rights Implications

- 5.2 Legal and Human Rights considerations have been taken fully into account in compiling this report. It is considered that the steps taken by the Council in relation to Social Inclusion and Enterprise are proportionate and compatible with convention rights.

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

- 5.3 Reducing the numbers of people against whom recovery action is undertaken may help reduce poverty and possible links to crime, in addition to helping meet the Council's pledge number 24. Pledges 25, 27 & 29 are also facilitated by the recommendations made here. 25: "Deliver a borough-wide approach to increase the impact of volunteering, enabling more people to be active citizens in their communities". 27: "Ensure that more people and their carers are supported to live as independently as possible and reduce the length of time people need to spend in residential care". 29: "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".

### Diversity Impact Assessment

- 5.4 A Diversity Impact Assessment (DIA) has been undertaken and the offering of low interest loans rather than Emergency Assistance Fund grants has been noted as an impact. In mitigation Credit Unions are sensitive in their pursuit of non-payment and seek to avoid hardship. The joining of a credit union also encourages responsibility and once loans are repaid members are encouraged to save for any further emergencies. A copy of the DIA is available from the report author.

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## Risk Management

- 5.5 No additional funding is required to cover the recommendations made based on the reallocation of the Local Welfare budget. There can be no guarantee of success in regard to the establishment and impact of the Social Enterprise network on the growth of Social Enterprises within the borough. There is a risk of the “emergency loan” defaults estimated at 15% of the £25,000 initial underwriting limit: £3,750 being higher. However this is a potential expenditure to save the balance of £21,250 against this budget. Further based on the last 6 months Local welfare awards average (Nov 16 to April 17 inclusive) of £2,448, an additional saving of £40,000 may be obtained.

## **6. Consultees**

- 6.1 The Director of Finance (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

## **9. Key Decision/Decision in Cabinet Work Programme**

- 9.1 This is a Key Decision.

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## Swindon Skills and Employment Strategy and the outcome of the Post 16 Area Review

**Cabinet**

**Date: 6<sup>th</sup> September 2017**

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Author: Cabinet Member for the Economy and Skills  
Cabinet Member for Children's Services and School Attainment  
Director of Children's Services

Wards: All

Parishes Affected: All

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### **1. Purpose and Reasons**

- 1.1 This report seeks agreement on the priorities and activities outlined in the Skills and Employment Strategy for 2017 – 2020 which is a refresh of the 2013-2016 strategy. The draft Strategy has been developed to summarise the skills and employment priorities and activities that need to take place to achieve the vision and overall aims for skills as outlined in the draft Economic Strategy.
- 1.2 The paper provides an update on the Skills and Employment Board and its sub groups and key activity to date.
- 1.3 The report provides a summary of the outcomes and recommendations for the Swindon, Wiltshire and Gloucestershire Post 16 Area Review, completed in February 2017. The report was published on 3 August 2017.
- 1.4 This report supports Priority Two of the Vision to "Offer educational opportunities that lead to the right skills and right jobs in the right places" and Pledges 18 (Increase the number of businesses employing an apprentices) and 19 (secure a range of options to access Higher Education in Swindon').

### **2. Recommendations**

Cabinet is recommended to:

- 2.1 Endorse the draft refreshed Skills and Employment Strategy for 2017-2020 as set out summarised in paragraphs 3.12 to 3.16 and set out in detail in Appendix 1 of the report.
- 2.2 Authorise the Director of Children's Services to make arrangements for the implementation of the delivery of the Skills and Employment Strategy, in consultation with the Cabinet Member for the Economy and Skills and the Skills and Employment Board.
- 2.3 Note the outcomes and recommendations of the Post 16 Area Review and the update on progress to implement the recommendations.

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# Swindon Skills and Employment Strategy and the outcome of the Post 16 Area Review

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## 3. Detail

### Introduction

- 3.1 The current Skills and Employment Strategy for 2013-2016 was approved by Cabinet in December 2013 (Cabinet Minute 72, 2013/14 refers). It was developed by the Skills and Employment board, the governance structure for which is at Appendix 2. The Board has now reviewed and refreshed the strategy.

### Management and delivery of the Swindon Strategy

- 3.2 As part of the review, the Board sub-groups were revised in December 2016 with an agreement to rationalise to just 3 groups in order to bring some overlapping agendas together and ensure efficient use of officer and partner's time. The 3 sub-groups are outlined below. Action plans have been drafted and these will be finalised by the sub groups once the strategy is agreed.

Skills for Growth	Skills for Inclusion	Higher Education
Apprenticeship growth. Employability including Careers Enterprise Network	Increasing participation in learning and reducing NEET (16-18 year olds).  Improving routes to employment for vulnerable groups.  Adult learning	Higher Education Strategy  Higher and Degree Apprenticeships  Higher Futures Programme.

### The role of the Local Enterprise Partnership

- 3.3 The Swindon and Wiltshire Local Enterprise Partnership (SWLEP) is a private sector led partnership between Swindon Borough Council, Wiltshire Council and local businesses. Its primary role is to drive economic growth, by creating jobs, attracting new investments and supporting new and growing businesses in Swindon and Wiltshire
- 3.4 The SWLEP Strategic Economic Plan (SEP) has Skills and Talent as its number 1 priority, outlining the 'need for an appropriately skilled and competitive workforce to achieve our growth ambitions'. The SWLEP Skills and Talent Sub Group oversee the implementation of the priority with SBC providing the 'Lead Officer' role to support the development and implementation of the Sub Group Action Plan.

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# Swindon Skills and Employment Strategy and the outcome of the Post 16 Area Review

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- 3.5 The Swindon Skills and Employment Strategy aligns with the LEP Skills and Talent strategic priorities and action plan. The strategy also acknowledges the potential strategic investment opportunities that are presented, particularly related to higher level skills and apprenticeships.
- 3.6 Currently, there are two skills programmes that are delivered by Wiltshire Council (WC) and Swindon Borough Council (SBC) which receive funding through the LEP. These are the Careers Enterprise Network and the Higher Futures Programme (previously City Deal).

## The Swindon Economic Strategy (draft)

- 3.7 The draft Economic Strategy for Swindon sets out the Council's ambition 'to grow Swindon's economy, create jobs and attract inward investment, to create wealth and prosperity for local people and communities, ensure our residents have the skills they need and to promote Swindon as a key location for employment and for people to live'. The Council's vision for Swindon's Economy is that by 2026, Swindon will aim to be the UK's most innovative, productive, fastest-growing city, and will grow sustainably by up-skilling our workforce to enable our businesses to compete, whilst enhancing residents' quality of life.
- 3.8 The strategy outlines six ambitious objectives for skills and are as follows:
- Meet the skills and technical needs of Swindon businesses.
  - Inspire young people to further their skills and education.
  - Grow the number of businesses who use apprenticeships.
  - Increase number of Swindon residents with degree-level qualifications.
  - Drive higher level apprenticeships that meet the technical needs of employers.
  - Support the social inclusion agenda by reducing the proportion of young people who are not in education employment or training (NEET) and increase the number of vulnerable residents including Care Leavers and those with Special Educational Needs and Disabilities (SEND) accessing education, employment and training.
- 3.9 The draft Economic Strategy provides the wider strategic framework for the Skills and Employment Strategy, skills being one of four themes outlined to achieve the vision.

# Swindon Skills and Employment Strategy and the outcome of the Post 16 Area Review

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## The Swindon Challenge Board and work with Schools

- 3.10 The proposed Skills and Employment Strategy contributes to the objectives of the Swindon Challenge Board with a number of projects specifically working with schools to improve outcome of young people in education. Schools are represented on the Skills and Employment Board and each of the sub groups and there are good links to the Swindon Association of Secondary Headteachers (SASH). Work with schools includes the work to reduce NEET, Careers Enterprise Network to improve employability, and work to raise awareness of Apprenticeship opportunities and to improve progression to University level education. A paper outlining the work of the Skills and Employment Board and its sub groups with schools is being presented to the Swindon Challenge Board in November 2017.

## Review of progress of the Skills and Employment Strategy to date

- 3.11 The Skills & Employment Board has reviewed its progress to deliver the strategy, and it has been successful in achieving the following:
- 3.11.1 The successful set up and management of the partnership with appropriate representation of SBC, the LEP, employers, schools, colleges, training providers, commissioners, voluntary sector and wider delivery partners.
  - 3.11.2 The successful implementation of the Raising Participation Age/NEET Strategy. Effective partnership working is taking place between schools, colleges, training providers, the voluntary sector and employers. Work has specifically focused on strategies to ensure young people remain in learning after one year to their 18<sup>th</sup> birthday.
  - 3.11.3 The launch of the Careers and Enterprise Network. A network between senior business representatives and schools with the aim of ensuring robust Careers and Employability Plans are in place. All schools and colleges including special schools are part of the network.
  - 3.11.4 The launch of the first Jobfest in 2015 for young people aged 16-24 years and a third successful event in 2017. Over 40 employers and over 400 residents came together to showcase employment opportunities in Swindon.
  - 3.11.5 The implementation of the Higher Futures Programme in partnership with Wiltshire Council. The programme offers impartial information, advice, guidance and brokerage to Swindon employers on Apprenticeships and higher level skills training.

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- 3.11.6 The Implementation of the Apprenticeship Growth Strategy in partnership with employers. A number of events and activities to promote Apprenticeships to employers and to raise awareness and understanding of the Apprenticeship Levy. Work has been commissioned to ensure schools, young people and parents are aware of Apprenticeships as a progression pathway. Apprenticeship growth is strong with an annual average increase in starts of 9%. Work to ensure more Higher and Degree Apprenticeship are available is underway.
- 3.11.7 The implementation of the Community Learning Trust, a partnership between Community Learning providers. The Trust has worked together to reduce duplication and ensure we are working towards one single curriculum in Swindon. The Trust aims to improve the number of referrals between providers to ensure that learners are able to access progression to further learning, work or volunteering.
- 3.11.8 Effective partnership working to shape the spending specifications across the LEP for European Social Funding (ESF) programmes and co-ordination to ensure the programmes are integrated into the wider skills and employment offer.
- 3.11.9 A refresh of the Higher Education Strategy has taken place with a successful partnership workshop to drive this forward in September 2016. Work to submit a bid for a Higher Education Centre was submitted to the SWLEP Board in June 2016 but was unsuccessful. Work to ensure future successful working across the LEP and to ensure the development of a strategy for the area with a strong evidence base of need for Swindon and Wiltshire led to a paper outlining the direction of travel for a HE Strategy being agreed by the SWLEP Board in May 2017. The strategy is due to be finalised in April 2018. Work is also underway to prepare a bid for an Institute of Technology, focusing on the needs of Swindon (refer 3.23). SBC is working in partnership with Oxford Brookes University to ensure the successful delivery of the Study Higher Programme, a project working with 14-19 year olds to raise the aspiration and improve progression to University.

## The Skills and Employment Strategy 2017-2020

- 3.12 Having achieved a number of successes in the 2013-16 strategy, the refreshed document outlines the specific outcomes and performance measures that it aims to achieve in the period 2017-2020. Draft action plans outlining the detail of the activities planned to achieve the strategy would be finalised once the strategy is approved by Cabinet. The priorities and outcomes are summarised below.

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# Swindon Skills and Employment Strategy and the outcome of the Post 16 Area Review

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- 3.13 **Ensure the skills system meets the needs of employers and learners** and facilitate collaborative approaches to the delivery of provision as outlined in the Post 16 Area Review recommendation.
  - 3.14 **Skills for Growth** – Ensure business have the skills for the future and present workforce, including growth of apprenticeships and young people have the technical and employability skills needed.
    - 3.14.1 Inspire young people to further their skills and improve young people's preparation for the world of work by ensuring all schools and colleges have effective Careers and Employability Plans in place through the Careers and Enterprise Network.
    - 3.14.2 Increase the number of businesses employing an apprentice (Pledge 19) and raise awareness of apprenticeships amongst young people.
    - 3.14.3 Deliver the outputs in the revised Higher Futures Plan, working with business to meet their workforce skills needs and increase the number of residents embarking on a level 4 qualification.
  - 3.15 **Skills for Inclusion** – Reduce unemployment and promote social inclusion by improving the participation of young people and adults in learning and securing progression to sustainable employment.
    - 3.15.1 Ensure all young people NEET or at risk of NEET have opportunities to progress to a positive and appropriate destination after 16.
    - 3.15.2 Increase the proportion of young people from vulnerable groups in learning, particularly Looked After Children/Care Leavers and young people with Special Educational Needs/Disabilities. Support the work of the 'Reducing Demand' Swindon Programme to increase the number of adults with a Learning Disability and with an Adult Social Care Package to access paid employment.
    - 3.15.3 Increase the proportion of Adult Learners progressing to further learning, work or volunteering.
    - 3.15.4 Develop Post 16 engaging and relevant sector based routes with skills providers to increase the percentage of young people achieving a Level 2 (GCSE level) by 19.
  - 3.16 **Higher Education** - Secure a range of options to access Higher Education in Swindon that is responsive to employer need, contributes to narrowing the participation gap, makes sustained improvements in participation rates of young people and offers an opportunity for up-skilling whilst in employment.
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# Swindon Skills and Employment Strategy and the outcome of the Post 16 Area Review

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- 3.16.1 Clearly outline the options to grow University level provision in Swindon and outline the opportunities for investment. Submit a bid for an Institute of Technology within the timeframes outlined by the DfE.
- 3.16.2 Engage with Swindon employers to develop an attractive and sustainable curriculum that maximises the uptake of the improved Higher Education Offer.
- 3.16.3 Work with the LEP to ensure a LEP wide Higher Education Strategy is in place with the needs of Swindon employers and learners clearly articulated.
- 3.16.4 Create a greater learner demand by raising aspiration & achievement amongst Swindon residents (young and old). Specifically, increase the percentage of young people (under 25) moving from an A level programme or equivalent into University level provision.

## Gloucestershire, Swindon and Wiltshire Post 16 Area Review

- 3.17 The Gloucestershire, Swindon and Wiltshire Post 16 Area Review took place between September 2016 and February 2017. The review was part of national post 16 reforms which focuses on Sixth Form Colleges and Further Education Colleges. The guidance outlines that Government expects the area reviews to “enable a transition towards fewer, larger, more resilient and efficient providers, and more effective collaboration across institution types.” The reviews were managed and chaired by the Further Education and Sixth Form College Commissioner (now part of the DfE). The review was overseen by a local Steering Group consisting of college chairs of governors and principals, LEP representatives, the local authorities, FE and Sixth Form College Commissioners and Regional School Commissioners. Swindon College, New College, Wiltshire College, Cirencester College, Gloucestershire and Hartpury Colleges were all included in the review. The review started by assessing the educational and economic needs of the area before evaluating institutional options to meet that need. For Swindon and Wiltshire, the LEP and the two LAs worked together to commission an evidence base and report to summarise the needs of employers and learners in the area and these findings were presented to the Steering Group and are summarised in the final report.
- 3.18 Despite the review being finalised in February 2017, the publishing of the final report was delayed until 3<sup>rd</sup> August 2017 due to the election. The Steering Group was required to keep the report confidential until the date of publication.
- 3.19 It should be noted that Institutions are responsible for deciding whether to accept any recommendations arising from a review. However, the Government has stated that it expects institutions to take action in light of the review’s findings.

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- 3.20 Reviews aim to achieve the following but it should be noted that the focus is on point 1, delivering institutions that are financially viable.
- 3.20.1 Institutions which are financially viable, sustainable, resilient and efficient and deliver maximum value for public investment. This may mean rationalised curriculum; multi campus colleges sharing back office functions.
  - 3.20.2 Delivering an offer that meets each area's economic and educational needs. This means that the skills vision of the LEP has been clearly articulated, and that consideration is given about how existing structures can be adapted to deliver provision more effectively and efficiently.
  - 3.20.3 Providers with strong reputations and greater specialisation. An important outcome will be clear progression routes to higher level skills, with providers focussing on what they can deliver effectively to a high standard.
  - 3.20.4 Sufficient access to high quality and relevant education and training for all. The curriculum on offer is inclusive to enable participation by all those with SEND.
  - 3.20.5 Colleges well equipped to respond to the reform and expansion of the apprenticeship programme. The government intends that apprenticeships are the biggest part of the vocational market. Innovative preparation by colleges in responding to the new employer led environment must be considered in the review.

## Post 16 Area Review recommendations relating to Swindon

- 3.21 The recommendations were agreed by the Steering Group at its last meeting in February 2017. The review recommended that New College Swindon and Swindon College develop a proposal to merge by March 2017 with a view to implementing the merger by January 2018.
- 3.21.1 The LEP and LA supported this model as it would ensure the long term financial viability of both colleges with one cost effective FE College offer in Swindon to support the overall aim of improving post 16 attainment and progression. It would also ensure one 'single curriculum' for Swindon aligned to the skills needs and employment opportunities (a technical and academic offer) and maximise the use of resources to enable strong Apprenticeships delivery, an enhanced Higher Education offer and a curriculum which meets the needs of more vulnerable young people and adults.
  - 3.21.2 The merger proposal was not accepted by both colleges and there are no plans to implement the merger at this time although the situation may

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change in the future. The final report outlines that 'The New College Swindon Corporation declined to pursue this option and wishes to remain a stand-alone institution'. Swindon College Governors supported the recommendation for the two colleges to merge. Opportunities to move forward with collaborative approaches across the colleges are being followed up through the LEP wide Strategic Planning Group and locally through work between SBC and the colleges. This includes a collaborative approach to the development of Apprenticeships and Higher Education provision. The 2 colleges are key strategic and operational partners in the Swindon Skills and Employment Board and its sub groups and have a significant role in delivering the Skills and Employment Strategy.

- 3.21.3 Swindon Borough Council has no formal authority to compel change. However, the Council, through the Cabinet Member for the Economy and Skills along with the relevant senior officers, is able to act as a broker or facilitator between the two separate institutions.
- 3.22 The LEPs, local authorities and colleges should form 2 strategic planning groups (one for Gloucestershire and one for Swindon/Wiltshire).
  - 3.22.1 These should be co-terminus with each LEP and should monitor implementation of the review recommendations and drive the collaborative agenda relating to post-16 learning and skills. This is in addition to the formal review of the recommendations between the colleges and the DfE.
  - 3.22.2 The first meeting of the Swindon and Wiltshire LEP-wide Strategic Planning Group took place in May 2017, chaired by the LEP Director and attended by Wiltshire College, Swindon College, New College, Cirencester College, SBC, Wiltshire Council, and a DfE representative. The meeting focused on the plans for a collaborative Higher Education Strategy and the preparation of a bid for an Institute of Technology (IoT).
  - 3.22.3 Approaches to move forward with a Higher Education Strategy and an IoT bid were approved at the Swindon and Wiltshire LEP Board in May. It has been agreed that the IoT will focus on the needs of Swindon and meet the needs of Swindon and the surrounding area in N. Wiltshire. Swindon College is the lead FE college, working with the LEP, Employers and Universities to prepare for a bid. (Bid details are due out in the autumn).
- 3.23 The strategic planning groups should review the potential for the development of an IoT for their area.
  - 3.23.1 The government has outlined plans to create a number of Institutes of Technology with the aim of improving progression routes to higher level

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technical skills and meeting the skills gaps outlined by employers, particularly in STEM (Science, Technology, Engineering, and Maths) subjects. The guidance to date suggests that IoTs will be the next step for learners after 'A' level or equivalent and provide a route into a Degree level programme. They would be employer-led, with employers setting the vision, being part of the governance and having a key role in delivery.

3.23.2 If the bid is successful, the IoT would build on current provision and be an important part of wider work to raise aspirations and strengthen the local higher level skills provision. It would support the delivery of Pledge 19 to 'secure a range of options to access Higher Education in Swindon'. Work in preparation to submit a bid is underway, focusing initially on ensuring employer commitment and buy in.

## Next Steps

3.24 If Cabinet approves the Strategy, the Skills and Employment Board would oversee implementation, with key links into the Economic Strategy and the Swindon Challenge Board. The Director of Children's Services is the officer responsible for its implementation in consultation with the Cabinet Member for the Economy and Skills. The three sub groups are in place, action plans have been drafted and these will be finalised once the strategy is agreed.

## **4. Alternative Options**

4.1 Cabinet could decide that a Skills and Employment Strategy is not the best way forward or to focus on a different set of priorities for Skills and Employment and a different approach to their implementation. A coherent approach to skills and employment however is recommended to ensure that the large number of partners involved in funding, commissioning and delivering skills and employment solutions are all working to clearly defined outcomes and priorities with links to the LEP.

## **5. Implications, Diversity Impact Assessment and Risk Management**

### Financial and Procurement Implications

5.1 Skills and Employment Provision is currently delivered by a wide range of providers, principally funded by the Education Funding Agency/Department for Education (DfE), Skills Funding Agency, Department of Work and Pensions and via European Funding. As part of Children and Families Integrated Teams, the Council provides support to 16/17 year olds who are NEET and the Skills and Employment team manage a small budget to commission activity to support Skills and Employment provision. Additional resources are available through the



# Swindon Skills and Employment Strategy and the outcome of the Post 16 Area Review

Cabinet

Date: 6<sup>th</sup> September 2017

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Swindon and Wiltshire Local Enterprise Partnership, for example the £43M Structural Investment Fund.

## Legal and Human Rights Implications

- 5.2 All legal and human rights implications have been taken into account in preparing this report. It is considered that the report's recommendations are compatible with Convention Rights.

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

- 5.3 There are no immediate implications for staff although, through the Economy Programme, officer priorities roles and capacity will be reviewed on an on-going basis.

## Diversity Impact Assessment

- 5.4 A Diversity Impact Assessment (DIA) has been undertaken. The DIA supports work to target interventions where there is a demonstrable need, for example to particular age groups such as young people and reducing disparity of outcomes on the basis of protected Equality groups, for example reducing the employment gap between all residents and those with a disability. A copy of the report is available from the report author.

## Risk Management

- 5.5 Skills and Employment funding and delivery presents a complex picture. Much of the funding is allocated based on a national system and maximum flexibilities and freedoms will need to be adopted in order to focus resources on the priorities and ensure provision is having an impact. Opportunities to be innovative and use funding differently will need to be explored in order to achieve the outcomes in the strategy and address some of the challenges. A risk register is kept up to date as part of the wider business planning process.

## **6. Consultees**

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

## **7. Appendices**

- 7.1 Appendix 1: Swindon Skills & Employment Strategy (*This appendix can be inspected on the Council's website and copies can be obtained from the Committee Officer*)

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Further information on the subject of this report can be obtained from Sally Burnett, 01793 463061, [sburnett@swindon.gov.uk](mailto:sburnett@swindon.gov.uk)

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7.2 Appendix 2: Skills and Employment Governance and Sub Groups (*This appendix can be inspected on the Council's website and copies can be obtained from the Committee Officer*)

## **8. Additional Documents**

8.1 A copy of the Post 16 Area Review Report can be inspected on the Council's Cabinet website and is available on request from the report author.

## **9. Key Decision/Decision in Cabinet Work Programme**

9.1 This is not a Key Decision and is included in the Cabinet Work Programme for September 2017.



Department  
for Education

# **Gloucestershire, Swindon and Wiltshire Area Review**

**Final Report**

**August 2017**

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## Background

In July 2015, the government announced a rolling programme of around 40 local area reviews, to be completed by March 2017, covering all general further education and sixth-form colleges in England.

The reviews are designed to ensure that colleges are financially stable into the longer-term, that they are run efficiently, and are well-positioned to meet the present and future needs of individual students and the demands of employers. Students in colleges have high expectations about standards of teaching and learning and the extent to which their learning prepares them to progress further, to higher education or directly into employment.

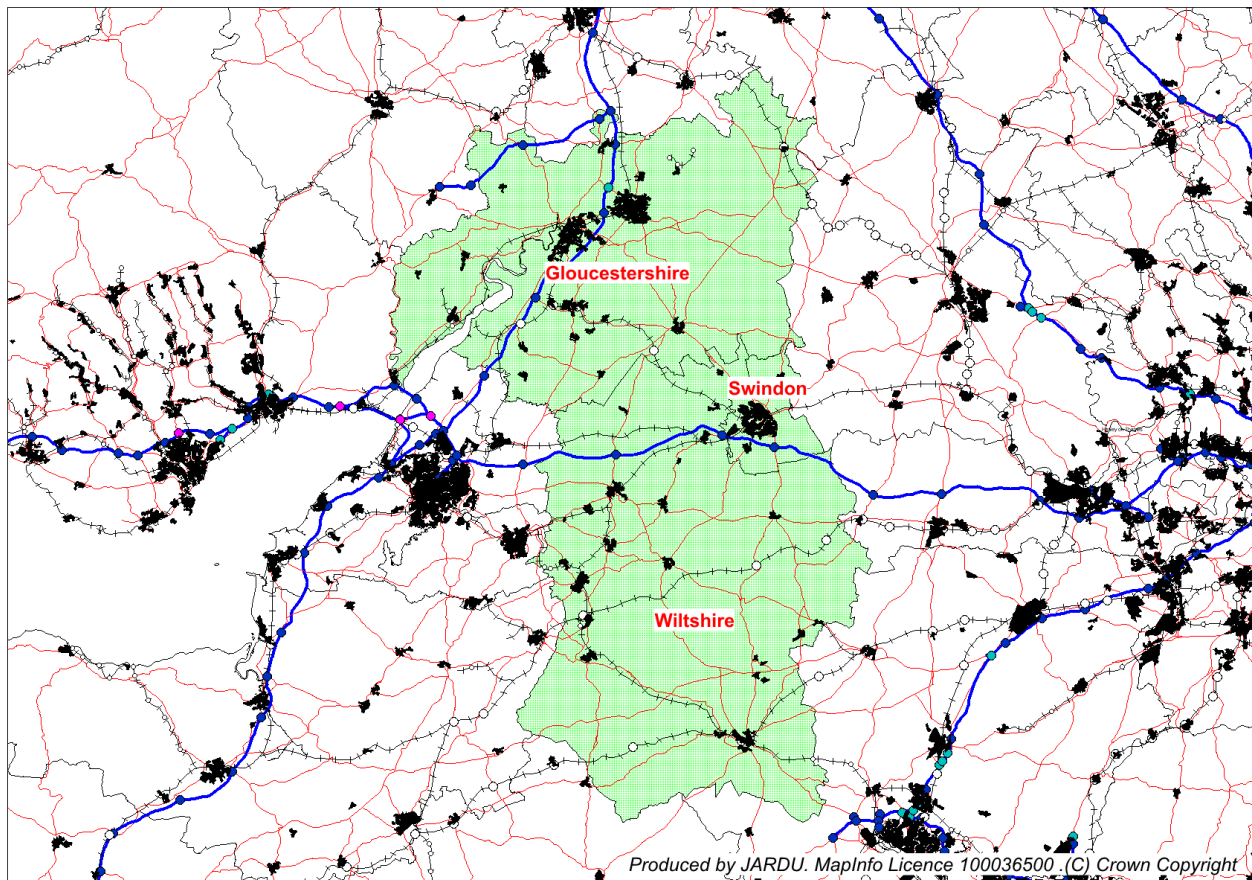
The local steering group was chaired by the Further Education Commissioner. The steering group met on 4 occasions between September 2016 and February 2017 and additional informal meetings also took place to consider and develop options in greater detail. Membership of the steering group comprised each college's chair of governors and principal, representatives from Wiltshire Council, Swindon Borough Council, Gloucestershire County Council, Gloucestershire First Local Enterprise Partnership (LEP), Swindon and Wiltshire LEP, the Regional Schools Commissioner, and representatives from the Skills Funding Agency (SFA), the Education Funding Agency (EFA), and the Department for Education (DfE).

Visits to colleges and support throughout the process was provided by staff from the Further Education and Sixth Form College Commissioners' teams. The Joint Area Review Delivery Unit (JARDU) provided the project management, administrative support and developed supporting materials and papers used by the steering group. JARDU also led on consultations with local stakeholders.

# The needs of the Gloucestershire, Swindon and Wiltshire area

## Demographics and the economy

Gloucestershire, Swindon and Wiltshire area review covers the 3 local authority areas of Wiltshire Council, Swindon Borough Council and Gloucestershire County Council. The total population is just over 1.3 million. The area is illustrated on the map below:



The table below provides a snapshot of key demographic and economic data<sup>1</sup>, which has acted as a starting point for this review.

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<sup>1</sup> ONS Local Authority Profiles – see data annex – Local socio-economic data. Please note that ONS update the data set on a regular basis and that the data included relates to the point at which the report was written.

	<b>Gloucestershire County Council</b>	<b>Swindon Borough Council</b>	<b>Wiltshire Council</b>	<b>Great Britain</b>
Total population (2015)	617,200	217,200	486,100	63,258,400
Population aged 16 to 64	61.6%	64.5%	60.6%	63.3%
% with higher education qualifications <sup>2</sup>	41.2%	28.8%	37.4%	37.1%
Those formally qualified to level 2+	79.2%	68.9%	78.1%	73.6%
Gross weekly pay £ of residents	524.9	551.6	522.3	541.0
Gross weekly pay £ by workplace	515.8	574.9	495.5	540.2
Out-of-work benefit claimants	1.1%	1.2%	0.9%	1.9%
% of main benefit claimants	6.5	7.1	5.5	8.6
Jobs density <sup>3</sup>	0.89	0.90	0.86	0.83

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<sup>2</sup> Percentages relate to those aged 16 to 64.

<sup>3</sup> Job density relates to the level of jobs per resident aged 16-64. For example, a job density of 1.0 would mean that there is one job for every resident aged 16-64. The job density for the South West as a whole is 0.86, which is slightly above the national average.



Total workplace units:				Average for the South West
Micro <sup>4</sup>	84.4%	82.0%	85.9%	84.0%
Small	12.9%	13.6%	11.7%	13.2%
Medium	2.4%	3.7%	2.2%	2.5%
Large	0.3%	0.8%	0.3%	0.3%

The key points to note are:

- Gloucestershire County Council area has the highest percentage of people qualified at level 4 or above in the review area (41.2%). Swindon Borough Council area has the lowest at 28.8% with the national average standing at 37.1%
- 79.2% of the population in the Gloucestershire area, compared to 68.9% in the Swindon area, are formally qualified to level 2 or above. The national average is 73.6%
- over 80% of businesses in the review area are micro which employ 1 to 9 people
- the job density for Gloucestershire, Swindon, and Wiltshire is above the national average of 0.83
- weekly wages of Wiltshire and Gloucestershire residents by workplace are significantly lower than the national average, while Swindon is significantly higher on both measures of weekly wages.

## Patterns of employment and future growth

Across the **Gloucestershire First LEP<sup>5</sup>** area employment is expected to increase by 34,000 over the 13-year period between 2012 and 2025. The health, business administration and support services, construction, and accommodation and food services sectors are projected to create the largest numbers of jobs, while employment in wholesale, manufacturing and education is expected to fall.

The increase in health employment is also significant in percentage terms, representing an expansion in the sector's workforce of more than one-third (34%) by 2025 compared to 2012 levels. Employment in the property sector will also increase at a similar rate (34%)

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<sup>4</sup> Micro-businesses have a total of 1 to 9 workers; small businesses have 10 to 49 workers; medium businesses have 50 to 249; large businesses have 250+ (2015 data).

<sup>5</sup> [Gloucestershire Skills Statement Evidence Base Executive Summary](#)

with business administration and support services (29%), accommodation and food services (27%), construction (26%) and financial and insurance (25%) sectors expanding by one-quarter or more. The contraction in education employment predicted is significant, representing a loss of 8,400 jobs and 30% of the 2012 workforce.

The highest rate of employment growth is expected to be seen in the professional occupations (+43%), in caring, leisure and other service occupations (+25%) and among managers, directors and senior officials (+22%).

There is a clear shift away from lower skilled employment, outside the caring, leisure and other service occupations. The three higher level occupations are forecast to add 23,000 jobs over the next 10 years and to comprise 44.6% of total employment in 2020, compared with 39.8% in 2010.

Replacement demand occurs where there is a need to recruit and train new entrants into jobs to replace those leaving. In occupations where employment is projected to expand, the addition of replacement demand leads to an even greater total net employment requirement. It is estimated that there will be a requirement to fill 142,000 jobs between 2010 and 2020. Total net requirements are positive across all occupations, which shows that there is a continuing need for relevant skills provision, even in areas where overall employment levels may be falling. The overall requirement is skewed towards higher-level occupations.

Currently 25% of vacancies in Gloucestershire are reported to be hard to fill, mainly due to a lack of required skills/qualifications/work experience. The occupations where the skills gaps are most acute are associate professionals, sales and customer service, and skilled trades.

There are good rail and road links through the review area particularly towards the midlands and southwest. There is a low level of outward commuting of skilled people and a relatively high level of graduate retention within the area (88%).

For the **Swindon and Wiltshire LEP<sup>6</sup>** area, total employment is forecast to rise between 7% and 8% between 2015 and 2030. This equates to around 27,000-29,000 additional jobs over the period. This forecast of new jobs does not take into account the need to replace workers who retire or leave the workplace, which is termed 'replacement demand'. It is estimated that the replacement demand will be far more significant, and will total 141,000 jobs between 2012 and 2022.

Taking into account new and replacement demand, the sectors with the greatest requirement for new recruits in the Swindon and Wiltshire LEP area between 2012 and 2022, are forecast to be wholesale and retail, health and social work, and professional

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<sup>6</sup> [Swindon and Wiltshire Economic Assessment 2016 Executive Summary](#)

services. At an occupational level, managers, professionals and associate professionals will account for the greatest demand for both additional workers and to replace existing workers in the period up to 2022. There will also be more employed in caring, leisure and other occupations by 2022, and this will be primarily driven by the demands of the health and social care sector.

## LEP priorities

The **Gloucestershire First LEP**'s priorities for growth as set out in their Strategic Economic Plan are in the following sectors<sup>7</sup>:

- nuclear and renewable energy
- aerospace
- precision engineering and medical instruments
- cyber security.

The **Swindon and Wiltshire LEP**'s<sup>8</sup> key objective in relation to skills and talent is that "We need an appropriately skilled and competitive workforce to achieve our growth ambitions." The LEP has identified a number of priority sectors where the learning and skills offer reflects the needs of the area, and which are driven by innovation and contribute significantly to productivity. These are:

- advanced engineering and high value manufacturing
- health and life sciences
- financial and professional services
- digital and information and communications technology
- land based industries.

These sectors will all require science, technology, engineering and maths (STEM) skills and high level technical skills.

## Feedback from LEPs, employers, local authorities, students and staff

Feedback from LEP representatives, local authority representatives and employers consulted during the area review process drew attention to:

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<sup>7</sup> [Appendixes to Strategic Economic Plan](#)

<sup>8</sup> [Swindon and Wiltshire Strategic Economic Plan January 2016](#)

For Gloucestershire:

- an increase in employment opportunities for vulnerable young people and adults
- promoting apprenticeships - the apprenticeship levy presents an opportunity to encourage the use of apprenticeships not only as a route for young people to enter the labour market but also as a tool for workforce development. Colleges are well placed to capitalise on this
- the need for high quality provision in the Central Forest of Dean area. With low aspirations, poor educational outcomes and a lack of jobs, the central Forest of Dean area is the area of greatest concern to Gloucestershire and is one of the building blocks to tackling this area's problems
- any plans for changes to provision in Swindon should consider the provision offered by Cirencester College, which forms an integral part of the offer in the south of the county, which is a predominantly rural area.

For Swindon and Wiltshire:

- the need to create the appropriate infrastructure for the future and reduce duplication in both academic and technical provision. This should include strategic and collaborative approaches across the area with specialisms, ensuring duplication is limited
- the need to ensure the colleges in Cirencester and Swindon are sustainable given the increase in school sixth-form provision
- the need to improve outcomes for learners in Swindon. There would be significant advantages in collaborative approaches or a formal merger of the 2 colleges. In the views of Swindon Borough Council and Swindon and Wiltshire LEP, this would be more sustainable than the current arrangement
- the need to improve attainment in technical subjects, particularly at levels 1 and 2 and, at level 3, to ensure that learners are able to achieve good outcomes across all provision and progress to higher levels
- the need to drive up English and maths attainment pre-16 and by the age of 19 to give learners the foundations for progression to employment
- the need to explore a range of options to improve attainment, raise aspirations and improve outcomes for vulnerable young people who have not achieved well in the past
- a requirement for the college offer to include clear pathways into employment, including to apprenticeships
- ensure there is scope for greater specialisation and clear progression pathways to higher education and employment, particularly in STEM subjects to provide the skills that employers need
- the need to develop local higher education provision and close collaboration with universities from outside the LEP area
- the gaps in provision at level 2.

Employers' feedback reflected the following key points:

- the main relationship with colleges is linked to apprenticeships. Some respondents provided work experience placements and supported careers events. Many employers have a good relationship with colleges and are active in the planning of curriculum and involved in employers' groups
- there is a need for more capital investment in STEM areas
- half of the employers were happy that the colleges do provide what they need to deliver their business. They referred to flexibility, new courses and tailored provision
- one third of employers evaluated the level of service the colleges as good, supportive, proactive, and willing to listen. Others suggested that colleges needed a more business like model with a customer service focus and lacked commercial expertise
- most employers suggested that the current skills requirements and forecast need for skills will be met by the colleges in the review area. They suggested that colleges will need to keep up with new technology developments and opportunities for developing higher apprenticeships
- employers look for colleges that are flexible to meet business needs, provide a good quality learning environment and a good level of service building strong, long term relationships.

For each area review, the National Union of Students submitted a report on the views of students which was considered by the steering group. Where the NUS submitted a report these are available on [NUS connect](#).

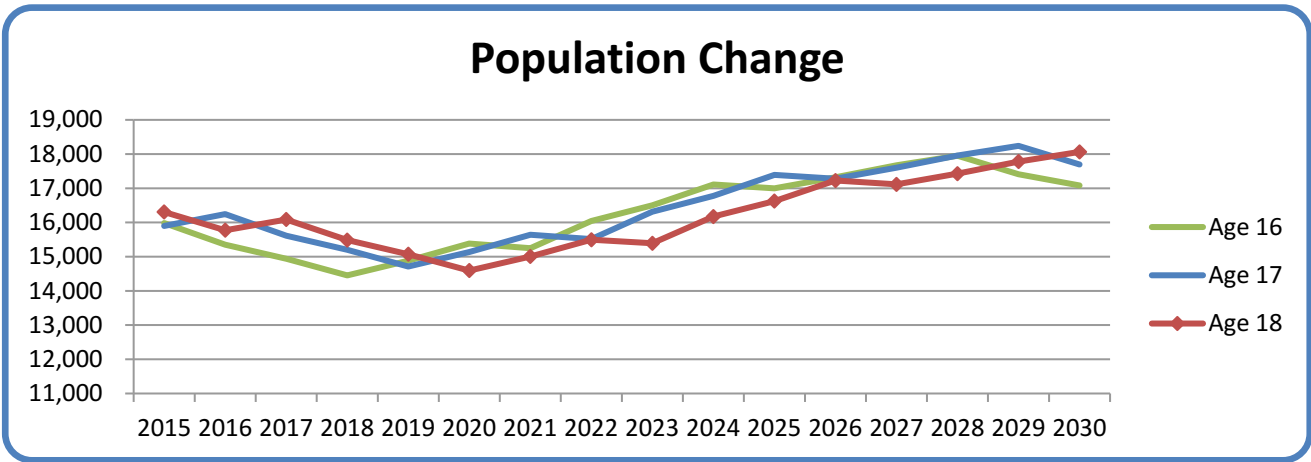
The colleges taking part in the review took primary responsibility for ensuring that their staff and union representatives had an opportunity to provide input throughout the review, which the steering group took into account. The Further Education Commissioner held meetings with staff union representatives prior to some of the steering group meetings to enable them to feed their views into the review.

## **The quantity and quality of current provision**

The steering group considered information provided by each local authority about population projections, focusing on the changes in the number and needs of young people aged 16+.

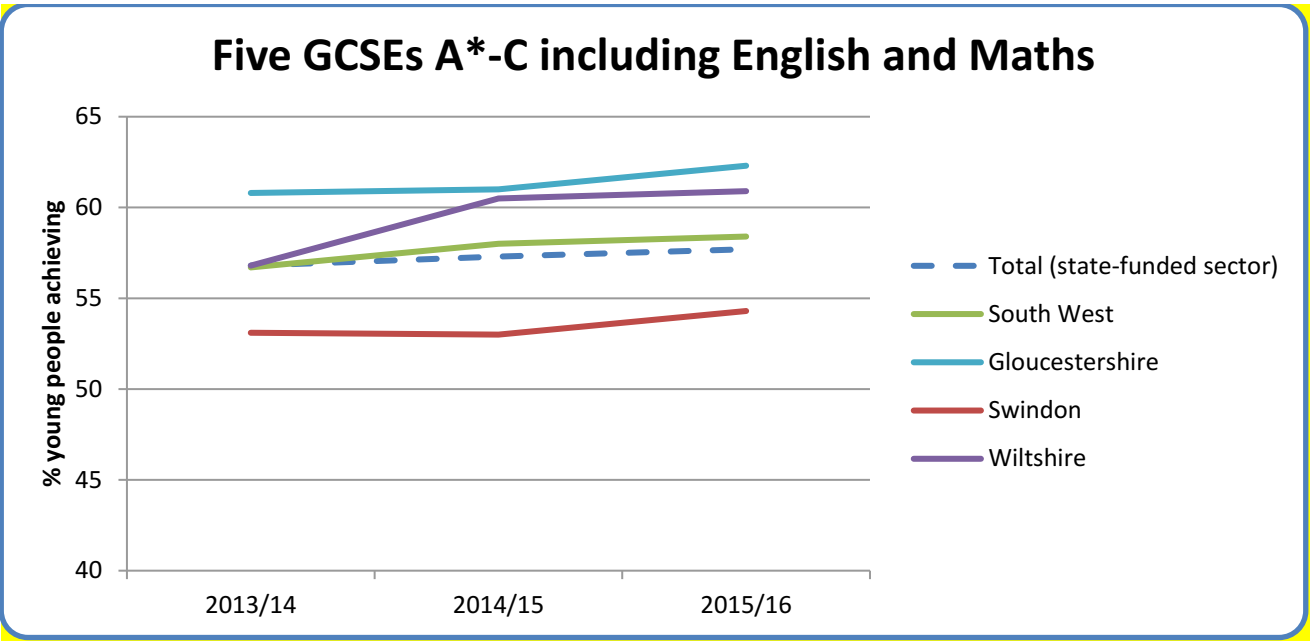
The chart below shows the expected change in the number of 16-18 year olds in Gloucestershire, Swindon and Wiltshire by 2030. The numbers of 16 to 18 year olds is

expected to fall by 7% between 2015 and 2019, and then increase by 15% between 2019 and 2030<sup>9</sup>.



### Performance of schools at Key Stage 4

The recent trend in GCSE results for 16 year old school pupils completing year 11 across the 3 local authority areas is illustrated overleaf<sup>10</sup>.



GCSE results in Gloucestershire are 4.6 percentage points above the 2015 to 2016 national average (57.7%). Wiltshire's GCSE results are above the national average by 3.2%. GCSE results in Swindon are 3.4% below the national average. All 3 areas showed slight

<sup>9</sup> ONS sub-national population projections – see data annex: Population projections

<sup>10</sup> School Key Stage 4 results – see data annex. Local authority and total (state-funded sector) figures covering achievements in state-funded schools only.

improvements in results between 2014 to 2015 and 2015 to 2016, although Swindon remains below both the national and regional averages<sup>11</sup>.

## Schools with sixth-forms

Area reviews of post-16 education and training institutions are predominantly focused on general further education and sixth-form colleges in order to ensure there is a high quality and financially resilient set of colleges in each area of England. Schools with sixth-forms have the opportunity to seek to opt in to a review if the local steering group agrees.

The underpinning analysis for the review included current post-16 provision in the area delivered by schools with sixth-forms. Regional Schools Commissioners and local authorities have had the opportunity to identify any issues with school sixth-form provision, and feed these into the review. Regional Schools Commissioners take account of the analysis from area reviews in any decisions they make about future provision.

There are currently 55 funded schools with sixth-forms in the review area, including 4 local authority maintained schools, 48 academies, 1 free school, and 2 university technical colleges<sup>12</sup>. Most school pupils in the age range 16 to 18 are enrolled on A level courses.

Overall funded student numbers in mainstream school sixth-forms decreased by 416 in the 3 years from 2014 to 2015 to 2016 to 2017 with a total of 12,543 young people funded in a mainstream sixth-form setting in 2016 to 2017<sup>13</sup>. School sixth-forms in the area vary in size but, using as a guide, for illustration purposes only, the application threshold of 200 for new school sixth-forms in academies, there are 24 school sixth-forms (including local authority maintained and academies but excluding special schools) that were funded below that figure in 2016 to 2017. The majority of schools with sixth-forms were graded by Ofsted as good or better.

## The further education and sixth-form colleges

Six colleges (1 sixth-form college, 4 general further education colleges and 1 specialist land based college) participated in this review:

- Cirencester College
- Gloucestershire College
- Hartpury College

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<sup>11</sup> In 2013 to 2014, a change in how the GCSE performance of schools was defined led to a drop in the overall numbers of young people achieving 5 GCSEs A\*-C including maths and English.

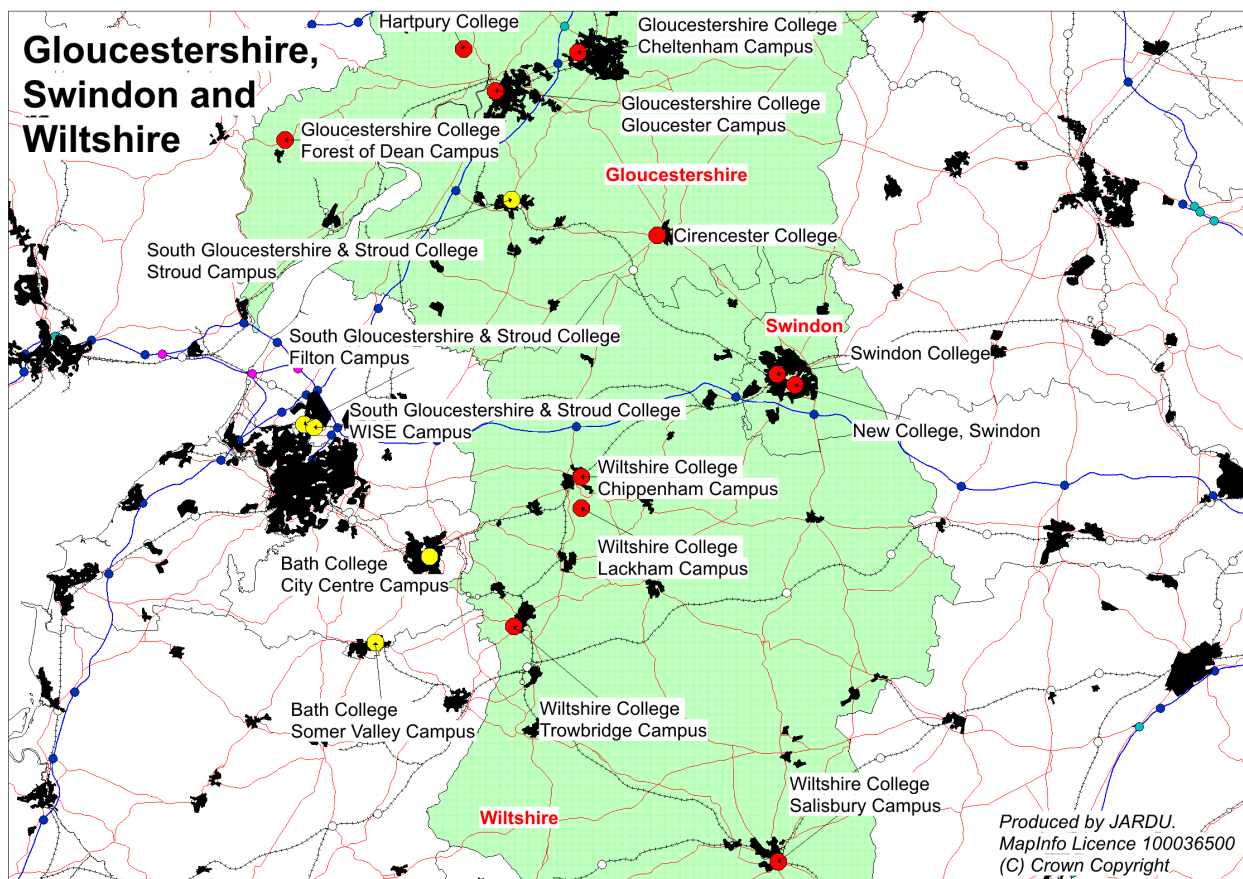
<sup>12</sup> EFA Allocations – see data annex: 16 to 19 funding. Where part of a local authority is in the review area, that local authority has been included in the school sixth-form data. Non maintained special schools have been included in total schools.

<sup>13</sup> EFA allocations – see data annex: 16 to 19 funding.



- New College Swindon
- Swindon College
- Wiltshire College.

The location of these colleges is shown on the map overleaf:



Part of the area review process involved a visit to each college by specialist further education and sixth-form college advisers who report to the respective commissioners. The advisers met with governors, senior managers and staff, and reviewed a wide range of documents and data relating to each college's current range and quality of provision, their track record in attracting students, and their overall financial health. Through a data sharing protocol between members of the steering group, the information from each of these visits was shared with colleges and has informed the evidence base to the steering group for this review.

## The current offer in the colleges

Cirencester College, a sixth-form college, offers a wide range of A levels, which accounts for 60% of a significant level 3 offer delivered by the college. The most popular A levels offered are maths, psychology, history, english and business.



Cirencester College also offers apprenticeship provision in business administration, and digital and creative media.

Three of the general further education colleges also offer A levels. The 4 general further education colleges and the specialist land based college offer a broad range of technical provision for young people and adults including foundation learning, maths and English, apprenticeships for both age 16-18 learners and adults and some higher education provision.

The highest volumes of technical courses offered are in the following areas:

- agriculture, horticulture and animal care
- science and maths
- arts, media and publicity
- health and social care
- leisure, travel and tourism.

## Quality of provision and financial sustainability of colleges

The following table provides a summary of the size and quality in each of the colleges:

College	Most recent overall Ofsted grade <sup>14</sup>	EFA allocations (2016 to 17) <sup>15</sup>	SFA allocations (2016 to 17) <sup>16</sup>	Total college income (2014 to 2015) 000s <sup>17</sup>
Cirencester College	Outstanding (February 2007)	£9,436,175	£710,340	£12,487
Gloucestershire College	Good (November 2016)	£15,246,566	£7,536,050	£37,203
Hartpury College	Good (March 2015)	£8,528,656	£1,052,299	£28,338
New College Swindon	Good (August 2009)	£13,027,409	£3,850,051	£18,530

14 Ofsted – see data annex: College inspection reports

15 EFA allocations – see data annex: 16 to 19 funding

16 SFA allocations – see data annex: Adult funding

17 College accounts academic year 2014 to 2015 data – see data annex: College accounts. Figures in 1000s

College	Most recent overall Ofsted grade <sup>14</sup>	EFA allocations (2016 to 17) <sup>15</sup>	SFA allocations (2016 to 17) <sup>16</sup>	Total college income (2014 to 2015) 000s <sup>17</sup>
Swindon College	Outstanding (March 2013)	£9,360,521	£6,061,947	£23,297
Wiltshire College	Good (June 2015)	£16,751,640	£6,091,317	£34,734

Overall, the condition of college buildings varies. Some colleges have higher average space per student than others, but this does not necessarily indicate being over-spaced. Each college has unique circumstances and constraints regarding estates. The area review has highlighted some instances where rationalisation or further investment might be considered further during implementation.

## Higher education in further education<sup>18</sup>

Progression of young people to higher education across the Gloucestershire, Swindon and Wiltshire review area is variable. In Gloucestershire the progression rate for young people who reached 18 between 2005-2009 and participated in higher education (HE) was 36.3%, in Swindon it was 24.2% and in Wiltshire 36.4% of young residents progressed to higher education, compared to a national average of 34.7%<sup>19</sup>.

The University of Gloucestershire (UoG) offers the majority of higher education in the area. The Royal Agricultural University (RAU) offers around 20 undergraduate courses, and is based in Cirencester.

The colleges in the Gloucestershire, Swindon and Wiltshire review area deliver a range of higher education courses some directly funded by HEFCE, and in partnership with universities delivering franchised or non-franchised programmes.

- Cirencester College offers a small number of niche higher education subjects delivered in partnership with the RAU
- Gloucestershire College offers higher education provision and university partners include University of Gloucestershire (UoG), University of West of England (UWE) and Birmingham City University

<sup>18</sup> HEFCE POLAR 3– see data annex: Higher education progression

<sup>19</sup> Derived from HEFCE POLAR 3 – see data annex: Higher education progression

- Hartpury College offers higher education provision and university partners include University of West of England
- New College Swindon's higher education partnerships include Bath Spa University and the UoG, and the college offers a range of Higher National Programmes
- Swindon College's higher education partnerships include Oxford Brookes University and UoG
- both Royal Agricultural and Bournemouth Universities are Wiltshire College's core partners.

## **Provision for students with special educational needs and disability (SEND) and high needs<sup>20</sup>**

In 2016 to 2017, the EFA funded 1,289 post-16 places across the 3 local authorities in colleges, special schools and specialist post-16 institutions. Colleges delivered 740 funded places between them. The colleges delivering the highest numbers of funded places are Gloucestershire College, Swindon College and Wiltshire College.

During the review, Gloucestershire County Council stated that it has had some success in working with colleges and others to increase employment opportunities for students with high needs. However, there are still high levels of young people not in education, employment or training (NEET).

Swindon Borough Council and Wiltshire Council suggested that the majority of high needs students are catered for by the further education sector as part of the strategy to meet needs in the local community. There are limited out of area placements for students with SEND. In the Swindon and Wiltshire areas have been some key developments in provision for high needs students, including supported internships, but numbers are small.

Gloucestershire County Council identified that, while the supported internship programme is working well for 18+ students at 2 colleges, there are concerns about lack of employment based education and training for 16-18 year olds at foundation level. Swindon Borough Council and Wiltshire Council suggested that a wider strategy is needed to improve outcomes and progression for this cohort.

The steering group acknowledged that structural changes taking place as a result of the review should not disadvantage post-16 students with SEND or high needs.

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<sup>20</sup> EFA Allocations – see data annex: 16 to 19 funding: High needs

## Apprenticeships and apprenticeship providers

In 2015 to 2016, there were 13,560 apprenticeship starts delivered in the review area. These were students who are resident in the area<sup>21</sup>. Overall, the most popular frameworks were business, administration and law, public services and care, retail and commercial enterprise, and health.

The colleges in the review area delivered 5,780 apprenticeships between them in 2014 to 2015. Of these, 49% were at level 2 and 51% at level 3. In total, the colleges reported 80 higher level apprenticeships in the same period.

Twenty independent training providers based in the review area were publicly funded to deliver apprenticeships. These providers delivered a total of 4,640 apprenticeships in 2014 to 2015 across the review area.

## Land based provision

Landex, the sector organisation that represents a significant number of colleges which deliver land based provision, has prepared a report for steering groups on the mix and balance of land based provision across the country, the key deliverers of this and the importance of that provision to the sector and the economic development of the country.

The strategic importance of the industry environmentally to food and water security in the future is set out. The land based and agri-tech industries have an ageing workforce and an increasing need for workers who can apply scientific and technological skills in a land based environment. And, while agriculture and land based engineering have relatively small provider bases compared to their significance to the industries they serve, there may be risk with loss of provision in either area.

Nationally, apprenticeships in the land based sector have been slow to grow and there is a low rate of progression to level 4 and above among students who go into employment in the sector after completing a level 2 or level 3 programme.

Hartpury College is a specialist mixed-economy land based and sports college in Hartpury, a village some 6 miles from Gloucester. The college offers provision in a small number of areas: agricultural; animal care; equine; veterinary nursing and sport. Its provision ranges from FE level 2 up to Masters Degrees. Hartpury College currently offers intermediate and advanced apprenticeships in agriculture and advanced apprenticeships in sporting excellence. It recruits both locally from the Forest of Dean sub-region and nationally from 43 different local authority areas.

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<sup>21</sup> Numbers of apprenticeships by provider and LA – see data annex: Apprenticeships

Wiltshire College has a land based college campus at Lackham, which includes an estate with a range of land based enterprises including a farm and a specialist animal centre. The largest areas of land based provision offered are horticulture and forestry, and animal care and veterinary science, with a significant offer in classroom-based technical courses. While the college offers apprenticeships also, the numbers here are lower, following the national pattern.

## The need for change

Area reviews are intended to ensure that the further education sector has a strong and sustainable future – in terms of efficiency of operation, quality of provision, and the responsiveness of courses to the needs of individuals and employers.

At the start of the review the Gloucestershire County Council, Swindon Borough Council and Wiltshire Council, and the Swindon and Wiltshire LEP and Gloucestershire First set out their priorities that provision in the area should:

- develop aspirations, improve attainment and progression, especially amongst vulnerable groups of learners, and develop employability
- develop the local workforce in line with labour market needs, taking advantage of the growing demand for higher levels skills across the review area
- grow apprenticeships and higher education provision.

## The key areas for change

The key issues in relation to this review, and deliberated during steering group meetings, were the need to:

- improve attainment post-16 in local areas where attainment is below national benchmarks, including English and maths, and amongst groups of learners for whom there is a performance gap
- develop opportunities for students with high needs to increase choice locally and offer employment based education
- support the provision of impartial and independent information, advice and guidance
- develop a strategic approach to the delivery of apprenticeships and increase supply throughout the Gloucestershire, Swindon and Wiltshire area, particularly higher level apprenticeships, contributing to the government's 3 million target
- grow employer links and develop the learning offer to meet current and future workforce requirements to achieve economic growth ambitions including in media, tourism, STEM subjects, higher level technical and professional skills, as well as in sectors where the workforce is expected to expand, such as health and social care
- develop a broader higher education offer that encourages progress beyond level 3, particularly in Swindon where the progression rate to higher education is amongst the lowest in the country
- ensure that the learning offer is accessible by students living in the more rural parts of the review area where public transport can be limited
- develop good quality further education provision that contributes to regeneration in the central area of the Forest of Dean by developing skills and employability
- address the configuration of further education provision in Swindon to secure efficiencies and provide a single further education offer, whilst ensuring that the high

quality level 3 further education provision in the south of the Cotswold district is preserved

- a wider strategy is needed to improve outcomes and progression for high needs students across Swindon and Wiltshire.

## **Initial options raised during visits to colleges**

During their visits, advisers reported that all colleges had given considerable thought to potential strategic options in advance of the review. In some cases, this meant informal discussions with neighbouring colleges and stakeholders to canvas views and to assess the potential level of support for change.

The types of options discussed were:

- formal structural change (mergers or federations) which, if well planned and carefully managed, were considered to have the potential to improve financial viability, address quality issues, and retain a good choice of subjects and options for students. Options raised at an early stage included a merger between Swindon College and New College Swindon
- the potential for collaboration to reduce costs and to share services. Cirencester College has recently contracted out payroll
- discussion between colleges about the case for specialisation and further collaboration, particularly for Cirencester College, Gloucestershire College, and Hartpury College
- the case for remaining stand-alone if a college could demonstrate long-term financial sustainability. This was the preferred option for 5 of the colleges: Cirencester College, Gloucestershire College, Hartpury College, New College Swindon and Wiltshire College
- conversion to an academy. This option is available primarily but not exclusively to sixth-form colleges. By becoming an academy, a college is able to develop partnerships more easily with other schools in the area. In order to be approved, academisation proposals must be able to demonstrate how they will lead to strong links with schools, whether through joining or establishing a multi-academy trust (with other academies) or as a single academy trust collaborating with other schools in the area. Like other academies, sixth-form colleges which become academies would be eligible to receive reimbursement of their non-business VAT and would be classified as public sector bodies. Academising and becoming part of a multi-academy trust was considered as an option by Cirencester College.

# Criteria for evaluating options and use of sector benchmarks

## Assessment criteria

In each area review, 4 nationally-agreed criteria are used for the process of assessment. These are:

- meets the needs of current and future students and employers
- is feasible and generates financial sustainability
- raises quality and relevance of provision, including better outcomes
- achieves appropriate specialisation

## FE sector benchmarks

To support rigorous assessment of proposals, particularly options leading to major structural change, DfE have developed a series of sector 'quality and financial indicators and related criteria'.

Financial benchmarks relate to delivering operating surpluses of 3% to 5%, ensuring borrowings stay below 40% of annual income (the maximum threshold set for affordability), staff costs of no more than 65% of total income (FE sector average) and a current ratio greater than 1. Financial plans were assessed for each option, including colleges seeking to stand-alone, prior to consideration by the local steering group.

A number of other indicators are also taken into account by the steering group. These relate to the impact of proposed changes on quality of provision, on teaching efficiency, and how they actively support growth in apprenticeships and work at levels 4 and 5. Within proposals, overall levels of provision for high needs students should be maintained. New strategic plans need to be supported by LEPs and local authorities. Colleges may also need to review their senior staffing and their governance to ensure that they have the required skills, and the capacity to implement rapid change.

The assessment of options indicated that, based on the information available to the area review steering group, the colleges would move towards the benchmarks and indicators through successful implementation of options, and that the protected characteristics groups, including high needs students, would retain at least equal access to learning.



More detail about these benchmarks is contained in area review guidance Annex F<sup>22</sup> (revised March 2016).

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<sup>22</sup> [Reviewing post-16 education and training institutions: updated guidance on area reviews Annex F, Pages 49-53](#)

## Recommendations agreed by the steering group

Seven recommendations were agreed by the steering group at their meeting in February 2017. These were:

- Cirencester College to remain a stand-alone sixth-form college continuing to explore opportunities for further collaboration or academisation.
- Gloucestershire College to remain a stand-alone further education college.
- Hartpury College to remain a stand-alone specialist land based college, exploring options to secure higher education title.
- Wiltshire College to remain a stand-alone further education college.
- New College Swindon and Swindon College will develop a proposal to merge by March 2017 with a view to implementing a type B merger by January 2018. The detail of the proposal will be developed by the colleges to reduce overlap of technical programmes and grow higher level skills provision (including apprenticeships). The colleges' next stage will be supported by the DfE, funding agencies and, where appropriate, the Further Education Commissioner.
- The LEPs, local authorities and colleges form 2 strategic planning groups (co-terminous with each LEP) to monitor implementation of the review recommendations and to drive the collaborative agenda relating to post-16 learning and skills.
- The strategic planning groups to review the potential for the development of an Institute of Technology for their area.

Each of these options is now outlined in more detail:

### Cirencester College

Cirencester College to remain a stand-alone sixth-form college continuing to explore opportunities for further collaboration or academisation.

- in terms of meeting current and future needs, the college's curriculum maps to the sector priorities of both LEPs in the review area. There is a strong contribution to the development of STEM skills. Apprenticeships delivery in media, digital, ICT, and financial and professional services corresponds to local employment priorities. The college hopes to extend its facilities with an Animal Science Centre. Gloucestershire First LEP has stated that it is important to preserve the high quality provision delivered by Cirencester College. The college is also in discussion with the Swindon and Wiltshire LEP about how it can support its priorities, given the geographical proximity. There is a small cohort of learners with high needs at the college and this provision will continue to be offered
- with regard to financial sustainability, initial financial assessment demonstrated that, provided the college's growth targets are achieved, the college will achieve nearly all financial benchmarks by 2018/19 and while it does not achieve the remaining

operating surplus benchmark by 2019/20, it is forecast to make steady progress towards this

- Cirencester College is rated by Ofsted as outstanding and has a strong reputation locally, attracting learners from a wide catchment area. Overall success rates apprenticeship success rates area above the national benchmarks
- the college will continue to provide a primarily level 3 offer, with plans to grow apprenticeships and higher education provision that are relevant to the needs of students and the local economy including the LEP priorities.

## Gloucestershire College

Gloucestershire College to remain as a stand-alone further education college.

- in terms of meeting current and future needs, the college will continue to offer a broad curriculum across 3 main campuses in Gloucestershire to young people and adults, including those with high needs. This includes a small A level offer in Cheltenham and the Forest of Dean. The college offers predominantly technical provision from levels 1 to 3 across all subject areas except land based. Apprenticeships are one of the LEPs priorities and the college is the largest apprenticeship provider in Gloucestershire
- with regard to financial sustainability, initial financial assessment demonstrated that, with the exception of staff costs which the college will keep under review, the college achieves all the financial benchmarks immediately, and it shows a strong balance sheet
- in respect of quality of provision, the college was assessed as good by Ofsted. Overall success rates are just above national benchmarks. Overall apprenticeship success rates also above national benchmarks
- the college will continue to deliver a broad curriculum including specialisms in engineering and construction, which are identified by the LEP as priority sectors in Gloucestershire. The college also offers a broad range of apprenticeships across 20 or more subject areas and works with over 1,000 employers each year. The college, together with the University of Gloucestershire and South Gloucestershire and Stroud College, has jointly funded a post within the LEP to determine a skills strategy for the county. The college will continue to work with the LEP to adapt provision in line with the emerging strategy. The new facility in Cinderford will extend the impact of the college in that part of the county.

## Hartpury College

Hartpury College to remain a stand-alone specialist land based college, exploring options to secure higher education title through a higher education and further education group structure.

- in terms of meeting current and future needs Hartpury will continue to deliver local, regional and national priorities in the land based sector. The college has a small number of high needs students and will continue to develop provision to meet future needs. The college has applied for taught-degree status with ambitions to be badged as a university, but retaining its separate further education provision
- with regard to financial sustainability, the college has a significant asset base and robust balance sheet sustained by strong operating performances. Initial financial assessment demonstrated that it is projected to be sustainable as a stand-alone institution, moving towards achieving three of the five key financial benchmarks by 2017/18 and making progress towards the remaining benchmarks thereafter
- in respect of quality of provision, the college was assessed as good by Ofsted. Sports provision is graded by Ofsted as outstanding. The college's residential facilities were inspected in March 2016 and graded as outstanding (for overall effectiveness, outcomes for learners, quality of service, safeguarding and effectiveness of leadership and management). The college's overall success rates for 16 to 18 year olds were above national benchmarks.
- the college is a specialist land based provider. This is recognised by both the local authority and the LEP and Gloucestershire has an above average reliance on land based employment. One of the LEP priorities is the need for high levels skills, to which Hartpury will continue to make a significant contribution.

## **New College Swindon and Swindon College**

New College Swindon and Swindon College will develop a proposal to merge by March 2017 with a view to implementing a type B merger by January 2018. The detail of the proposal will be developed by the colleges to reduce overlap of technical programmes and grow higher level skills provision (including apprenticeships). The colleges' next stage will be supported by the DfE, funding agencies and, where appropriate, the Further Education Commissioner.

- in terms of meeting current and future needs, the merged college would provide a single 'Swindon curriculum' aligned to the skills needs and employment opportunities across Swindon and its wider recruitment area. Progression routes and technical education pathways will be developed through to high levels, particularly in STEM related areas to meet employment priorities for the area and help to raise aspirations
- with regard to financial sustainability, initial financial assessment demonstrated that New College Swindon is sustainable and resilient with a robust balance sheet achieving three of the financial benchmarks by 2019/20. If the college addresses its staff costs, which are high for the college sector, it would likely make good progress towards the operating surplus benchmark and enhance financial resilience. Swindon College demonstrates a sound financial position which improves strongly as they deliver their plan, achieving four benchmarks by 2019/20 and making good progress towards the remaining benchmark of operating surpluses. Initial financial assessment

has indicated that the merged 's position would be financially strong and it will likely meet all of the benchmarks for financial sustainability by 2019 to 2020 through exploiting opportunities for economies of scale, including the release of savings in curriculum, management and support functions.

- in respect of quality of provision, Swindon College is graded as outstanding by Ofsted, and New College Swindon is graded as good, with apprenticeships graded as outstanding. Both colleges' capacity to raise quality to outstanding could be reinforced further by a successful merger, building on the strengths of each college
- the 2 colleges' specialisms would be brought together, complementing each other and eliminating duplication and unnecessary competition where it exists. The merged college would have a curriculum spanning all sectors (other than land based) and would be in a strong position to meet local authority and LEP needs and ambitions for the area and grow higher education, apprenticeship and high needs provision.

The New College Swindon Corporation declined to pursue this option and wishes to remain a stand-alone institution.

## Wiltshire College

Wiltshire College to remain a stand-alone further education college.

- in terms of meeting current and future needs, the college's curriculum delivers to the priority sectors identified by the LEP (establishing a new civil engineering academy, for example) whilst maintaining provision in all areas where there is employment demand in the region and beyond, such as construction, health and tourism. Collaborative working discussions are taking place with Bath College and Swindon College on joint promotion and delivery of higher level apprenticeship provision. The college will continue to offer provision for high needs students and is developing its specialist support team
- with regard to financial sustainability, initial financial assessment demonstrates that, in achieving nearly all the financial benchmarks by 2017/18 and making good progress on the remaining operating surplus benchmark by 2019/20, the college is projecting to be sustainable as a stand-alone institution
- in respect of quality of provision, the college is rated as good by Ofsted. This demonstrated progress since the previous inspection, under the leadership of the new principal
- the college will continue to deliver its broad curriculum offer, including specialisms in engineering and land based programmes, which both reflect LEP and national priorities.

## **Collaboration between the LEPs, local authorities, Regional Schools Commissioner and the colleges**

The LEPs, local authorities and colleges will form 2 strategic planning groups (co-terminous with each LEP) to monitor implementation of the review recommendations and to drive the collaborative agenda relating to post-16 learning and skills.

This will include (but is not limited to):

- discussions to address gaps in particular sectors where higher and degree level apprenticeship are needed
- joint promotion of apprenticeships to meet the needs of employers and the LEPs in the review area
- apprenticeship delivery and end point assessment
- promotion of adult loans
- consideration of out of area travel flow issues
- recruitment and staff sharing in hard to recruit areas
- addressing science, technology, engineering and maths (STEM) needs, potentially through development of an Institute of Technology
- general further education colleges individually or collectively, where it is mutually beneficial, continuing to work together on benchmarking, sharing expertise and models of shared service or federation both within and across review areas.

## **Institute of Technology**

The strategic planning groups to review the potential for the development of a proposal for an Institute of Technology (IoT) for their area aligned to the requirements of emerging national policy.

- IoTs should meet local economic needs for higher technical STEM skills by strengthening and growing provision to fill gaps in the market. There is a need in the Gloucestershire, Swindon and Wiltshire review area, as prioritised by both LEPs, for increased specialisation in STEM related areas and a focus on the higher-level skills.

## Conclusions from this review

The purpose of area reviews is to put colleges on a stronger financial footing whilst also enabling them to better meet the economic and educational needs of students and employers for the long term.

Throughout the review, colleges have worked closely with their LEP, local authorities and the review team, sharing detailed information about their performance and processes. Each local steering group member has been in a position to offer ideas for change, and make comments and assessments about others' proposals and plans for their area. The review team is grateful for the positive approach taken by all the local stakeholders involved in the review.

The issues arising from the area review, summarised in 'The need for change', will be addressed through:

- a recommended merger of the 2 Swindon colleges which would reduce duplication and build capacity to grow higher education and apprenticeships provision in Swindon
- growing the breadth of apprenticeships and the higher level offer through greater collaborative working across the review area
- utilising the 2 new strategic skills groups to help support and drive developments to meet local and employer needs. This will be done through identifying and addressing any gaps in types or level of provision including media, tourism, STEM subjects, higher level technical and professional skills, as well as in sectors where the workforce is expected to expand, such as health and social care, and particularly in relation to apprenticeships, high needs learners, higher level education and information, advice and guidance
- a strategy to improve outcomes and progression for high needs students in the Swindon and Wiltshire areas can be further developed through the strategic skills groups
- having financially resilient colleges that develop clear pathways leading to skilled employment or higher education, helping to raise aspirations and attainment of learners in the area
- collaboration between colleges to reduce duplication and ensure the needs of learners and employers are met. This includes sharing best practice in areas such as English and maths provision
- development of a proposal for an Institute of Technology to address low levels of aspiration and progression to higher level skills training.

## Next steps

The agreed recommendations will now be taken forward through recognised structural change processes, including due diligence and consultation.

Proposals for merger, sixth-form college conversion to academies, or ministerial approval, for example of a change in name, will now need intensive work by all parties involved to realise the benefits identified. Colleges will want to give consideration to making timely applications for support from the [Restructuring Facility](#), where they can demonstrate that the changes cannot be funded through other sources. Colleges exploring academy conversion will be subject to the application process and agreement by the Sixth Form College Commissioner and the Regional Schools Commissioner.

Primary responsibility for implementation of recommendations relating to individual colleges rests with those institutions. However, it will be important to understand how progress is going in the round in each area and each set of area review recommendations will be formally monitored at both national and local levels. As the [guidance](#) produced for LEPs and local authorities sets out all those involved in the local steering group will be expected to play their full part in ensuring that changes happen within the timescale agreed. In this context, LEPs and local authorities are expected to retain their focus on driving changes, and assessing how implementation of recommendations is contributing to local economic performance. The EFA and SFA, with oversight from the FE Commissioner and Sixth Form College Commissioner, will also be monitoring progress across all areas.

A national evaluation of the area review process will be undertaken to assess the benefits brought about through implementation of options. It will include quantitative measures relating to the economy, to educational performance, to progression, to other measures of quality, and to financial sustainability. This analysis will also take account of the views of colleges, local authorities, LEPs, students and employers about how well colleges are responding to the challenges of helping address local skills gaps and shortages, and the education and training needs of individuals.





Department  
for Education

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## Swindon Economic Strategy to 2026

**Cabinet**

**Date: 6<sup>th</sup> September 2017**

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Author: Cabinet Member for the Economy and Skills  
Corporate Director for Resources and Growth

Wards: All

Parishes Affected: All

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### **1. Purpose and Reasons**

- 1.1 This report seeks to inform Cabinet of the responses to the draft Economic Strategy during the consultation and to seek Cabinet's endorsement that the draft be recommended to Council for approval.
- 1.2 The report also seeks to authorise the Corporate Director of Resources and Growth, in consultation with the relevant Cabinet Member, to develop an implementation plan for the strategy by March 2018.
- 1.3 The economic strategy sets out the Vision, objectives and high level actions that will accelerate growth in Swindon's economy over the next ten years. This will allow Swindon to remain one of the UK's fast-growth, high value economies and also achieve sustainable and inclusive growth. The strategy will allow us to bid for funding for infrastructure, skills and other investment to enable this growth and also attract investment from private sector companies.
- 1.4 The strategy underpins the Council's Vision, particularly priority one: improve infrastructure and housing to support a growing, low carbon economy and priority two: offer education opportunities that lead to the right skills, in the right jobs in the right places.

### **2. Recommendations**

- 2.1 That the draft Economic Strategy attached at Appendix 1, which sets out the Vision, Objectives and high level actions for Swindon's economy over the next ten years, be recommended to Council for approval.
- 2.2 That, subject to Council's approval, the Corporate Director for Resources and Growth, in consultation with the Cabinet Member for the Economy and Skills, be authorised to finalise the delivery plan which will contain more detail on the actions over the next 1-2 years.

### **3. Background**

- 3.1 Swindon Borough Council adopted its current Economic Strategy (2013-26) in 2013 (Council Minute 93, 2012/13 refers). It is good practice to review and update existing strategies as local and national factors change. As part of preparing the refreshed strategy, the Cabinet Member and Officers have sought

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Further information on the subject of this report can be obtained from Trudy Godfrey, 01793 466416 , [TGodfrey@swindon.gov.uk](mailto:TGodfrey@swindon.gov.uk).

# Swindon Economic Strategy to 2026

Cabinet

Date: 6<sup>th</sup> September 2017

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engagement from the 'Growing the Economy' Overview and Scrutiny Committee, whose chair and members are thanked for their contributions.

- 3.2 Having produced a draft Economic Strategy, Cabinet approved starting a public consultation at its meeting on 26<sup>th</sup> April 2017; however, this had to be delayed until after the General Election on 8<sup>th</sup> June 2017 (Cabinet 125, 2016/7 refers). A copy of the consultation draft can be found with the papers for the April 2017 meeting.

## Key points from the Draft

- 3.3 Swindon's Economic Strategy to 2026 is attached in Appendix 1. The Vision reads: *"By 2026, Swindon will aim to be the UK's most innovative, productive, fastest-growing city, and will grow sustainably by upskilling our workforce to enable our businesses to compete, whilst enhancing residents' quality of life."*
- 3.4 The strapline to sit alongside the vision is "Accelerating Swindon's Growth Potential" as this reflects our status as one of the UK's fastest growing towns. To date our growth has been predominantly population-based (driven by rapid housing delivery), but in the economic strategy, we articulate our intent to grow the economy, and employment, to match housing growth. This will become more important as the authority becomes more dependent on business rates a way of securing income to invest in the place and essential public services.
- 3.5 The four key themes associated with the Economic Strategy are Business Growth, Land and Infrastructure, Town Centre Regeneration and Education and Skills. The associated aims are:-
- 3.5.1 To grow the economy, strengthen and diversify the business base and create jobs that deliver enhanced opportunities for innovation and exporting
  - 3.5.2 To enhance Swindon's competitive position as one of the UK's most productive economies by attracting investment, accelerating housing delivery and creating high value employment
  - 3.5.3 To create a fast growth high value economy by improving education outcomes and upskilling our residents to enable our businesses to grow and compete
  - 3.5.4 To enhance the attractiveness of Swindon as a place to live, visit and do business in through delivering transformational change in the town centre including significant improvement to the leisure, cultural and evening economy
- 3.6 Increasing equality and opportunity is an underpinning imperative, to reduce dependency and improve resilience through a strong and growing economy
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# Swindon Economic Strategy to 2026

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which benefits everyone. This will improve life chances, reduce worklessness and ultimately improve health and well-being outcomes.

- 3.7 The strengths, weaknesses, opportunities and threats provide a summary of the comprehensive evidence base that is being developed through the Joint Strategic Needs Assessment (JSNA) for each theme, and is published on this <http://www.swindonjsna.co.uk/dna/Economy>.

## Economic Strategy Consultation

- 3.8 Throughout the development of the Economic Strategy, there was widespread stakeholder and business engagement. Officers held a range of meetings and workshops, including:
- 3.8.1 A number of meetings with Switch onto Swindon helped to develop the Strategy;
  - 3.8.2 A workshop with a Swindon business group called INFLUENCE to explore economic priorities;
  - 3.8.3 A meeting with 14 representatives from various business support providers including Thames Valley Chamber of Commerce, Business West, Department for International Trade;
  - 3.8.4 A meeting with Swindon Investment Group (which includes 12 commercial agents);
  - 3.8.5 Individual business meetings with a wide range of businesses including Honda, BMW, Johnson Matthey, Oxford Brookes, Becton Dickinson, Dialogue Semiconductor, Patheon, Dynamatic Technologies, and Nationwide to explore their economic priorities;
  - 3.8.6 The Swindon Skills Board was used to identify priority actions to ensure that our residents' skills match the needs of our employers (50 business and education representatives); and
  - 3.8.7 Over 50 businesses completed an online survey on the draft Economic Strategy.
- 3.9 In addition, there was a public consultation event that ran from 4<sup>th</sup> June to 10<sup>th</sup> July 2017 and to which there were 96 responses and feedback on the draft Economic Strategy. A detailed report with feedback from the survey is available for inspection on the Council's website.
- 3.10 Appendix 2 contains the responses from the business survey and the public consultation. Responses were coded to allow weights to be allocated to responses in respect of different categories of comments. The appendix also highlights how the draft strategy was amended in light of the responses received.

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# Swindon Economic Strategy to 2026

**Cabinet**

**Date: 6<sup>th</sup> September 2017**

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3.11 The consultation response can be summarised broadly as follows:-

- 3.11.1 Over 80% of respondents agreed that the four themes represented an appropriate focus for Swindon's economy.
- 3.11.2 Over 70% of respondents stated that Town Centre Regeneration was required and the town centre as a whole needs investment.
- 3.11.3 Over 15% of respondents commented on the importance of preserving the heritage of Swindon TC as part of the Town Centre Regeneration.
- 3.11.4 35% of respondents mentioned a University is needed to address skills shortages and education levels across Swindon.
- 3.11.5 Around 20% of respondents felt stated that school performance should be improved and addressed.
- 3.11.6 A number of respondents felt that Brexit was a risk with a number of comments stating that the Swindon economy was not diverse enough.

3.12 As a result of the consultation, the following changes are proposed to the draft strategy:

- 3.12.1 Request for more detail on how the strategy will be delivered. We have amended the strategy to include some 'high level' actions and detailed actions will be contained within the delivery plan that will be developed during 2017/18.
- 3.12.2 Almost a third of respondents felt that town centre regeneration should be a priority for the council. We amended the town centre regeneration theme to highlight more of the projects that the council / Forward Swindon Limited are taking forward to regenerate the town centre.
- 3.12.3 Some 10% of respondents would like to see improvements to infrastructure to help support and mitigate growth. We have included some more of the infrastructure projects within theme 3 (land and infrastructure), and how we are working with partners and neighbouring authorities to bring these forward. The delivery plan and Transport Strategy (forthcoming) will contain further detail.
- 3.12.4 8% of respondents think changing perceptions of Swindon and re-marketing the town need to be prioritised. Theme 1 (Business Growth) has been amended to respond to this and the Switch onto Swindon campaign and Ambassadors programme will help with changing perceptions.

3.13 Appendix 2 provides further details on all the changes that are proposed.

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# Swindon Economic Strategy to 2026

Cabinet

Date: 6<sup>th</sup> September 2017

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## 4. Alternative Options

- 4.1 The Council could choose not to update the current Economic Strategy. However the Strategy is now 5 years old, and the evidence base that has been refreshed has pointed to some urgent needs to address issues including setting new strategic employment land allocations. Doing nothing would risk a slowing economy, which would not support delivery of the Council's Vision, Priorities, and Pledges.

## 5. Implications, Diversity Impact Assessment and Risk Management

### Financial and Procurement Implications

- 5.1 The future prosperity of the borough and viability of the council are reliant, in part, on the successful implementation of the economic strategy and the growth in Swindon's economy.

### Legal and Human Rights Implications

- 5.2 Legal and human rights implications have been taken into account in preparing this report. It is considered that the recommendations are compatible with Convention Rights.

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

- 5.3 There are no direct implications as a result of this report

### Diversity Impact Assessment

- 5.4 The Economic Strategy has a Diversity and Inequality Assessment, a copy of which can be obtained from the report author. All large employment sites and strategic transport schemes will require their own individual diversity impact assessments to be carried out.
- 5.5 There are no specific risks for which additional mitigation is required.

## 6. Consultees

- 6.1 The Director of Finance (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 Joint Strategic Needs Assessment for the development of the Economy evidence base is currently in draft, and available from the author on request.

# Swindon Economic Strategy to 2026

Cabinet

Date: 6<sup>th</sup> September 2017

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## 8. Appendices

- 8.1 Appendix One – Draft Swindon Economic Strategy 2012-26 (*This appendix can be inspected on the Council's website and copies can be obtained from the Committee Officer*)
- 8.2 Appendix Two - Public Consultation responses received and report detailing how the draft Strategy has been amended to take on board consultation responses received (*This appendix can be inspected on the Council's website and copies can be obtained from the Committee Officer*)

## 9. Key Decision/Decision in Cabinet Work Programme

- 9.1 This is a Key Decision and is included in the Cabinet Work Programme for September 2017.



## References from Other Council Bodies

### Health and Wellbeing Board

**Cabinet**

**Date: 6<sup>th</sup> September 2017**

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Author:	Cabinet Member for Adults' Health and Social Care and Director of Law and Democratic Services
Wards:	All
Parishes Affected:	All

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#### **1. Purpose and Reasons**

- 1.1 To consider references from the meeting of the Health and Wellbeing Board held on 12<sup>th</sup> July 2017.
- 1.2 The references support the Council's Vision Priority Four: "Help people to help themselves while always protecting our most vulnerable children and adults".

#### **2. Recommendations**

- 2.1 To agree the recommendations of the Health and Wellbeing Board at its meeting on 12<sup>th</sup> July 2017, as set out in paragraphs 3.4, 3.8 and 3.12 of this report.

#### **3. Detail**

##### Draft Swindon Early Help Strategy 2017-2022

- 3.1 At its meeting on 12<sup>th</sup> July 2017, the Health and Wellbeing Board considered a report of the Acting Director of Children's Services, Swindon Borough Council, seeking its approval of the draft Swindon Early Help Strategy 2017-2022 (Appendix 1).
- 3.2 It was noted that the Strategy describes how, over the next five years, the Council and its health partners will work together across Swindon to help children, young people and families build resilience and self-reliance, and, where additional support is needed, ensure the right help is given at the right time to prevent problems escalating.
- 3.3 Members were advised that the draft Early Help Strategy recognises the contribution and importance of the wider partnerships as well as local communities in ensuring the safety and wellbeing of families, children and young people. It was noted that Early Help is not a single agency responsibility but requires a whole family approach, owned by all stakeholders working together to support children, young people and families. This includes Health, Police, Probation, Schools/Education, Children's Social Care, Adult Services, Housing, Voluntary and Community organisations, Charitable Foundations and the wider public.
- 3.4 The Board resolved:

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Further information on the subject of this report can be obtained from Steve Jones, Direct Dial Telephone Number – 01793 463602, email - [stevejones@swindon.gov.uk](mailto:stevejones@swindon.gov.uk).

## References from Other Council Bodies

### Health and Wellbeing Board

Cabinet

Date: 6<sup>th</sup> September 2017

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- 3.4.1 **That Cabinet and the Governing Body of the Swindon Clinical Commissioning Group be recommended to adopt the draft Swindon Early Help Strategy 2017-2022.**

Swindon Healthy Weight Strategy

- 3.5 Also at its meeting on 12<sup>th</sup> July 2017, the Health and Wellbeing Board considered the updated Swindon Healthy Weight Strategy (Appendix 2).
- 3.6 The Board noted that Swindon Borough Council (SBC), local NHS partners and other key stakeholders across Swindon have an ambition to reduce child and adult excess weight in order to improve health and wellbeing, reduce costs to social services and the NHS, and support a growth in the local economy. This updated strategy is part of the process of working towards this ambition.
- 3.7 Members were advised that the aim of the strategy is to encourage people in Swindon to maintain a healthy weight by creating:
- An environment that encourages people to live active and healthy lives.
  - An ethos of taking responsibility for the health of yourself and your family with support when needed.
  - Communities where a healthy lifestyle is seen as desirable and the norm.
  - An understanding of what works most effectively at an individual, community and population level by including effective evaluation and learning from others.
- 3.8 The Board resolved:
- 3.8.1 **That Cabinet and the Governing Body of the Swindon Clinical Commissioning Group be recommended to adopt the Swindon Healthy Weight Strategy 2017-2022.**

Restorative Youth Services Plan 2017-2018

- 3.9 Also at its meeting on 12<sup>th</sup> July 2017, the Health and Wellbeing Board considered the Restorative Youth Services Plan for 2017/18 (Appendix 3), which incorporates strategies for meeting Government and local targets for reducing first time offending, re-offending, remand, custodial rates, and substance misuse. The Plan also includes strategies for the timely and effective delivery of confidential youth counselling services and programme, delivery of the youth domestic abuse programme RESPECT.
- 3.10 The Board noted that the Local Authority with responsibility for Children's Services is required to ensure that the range of Youth Justice Services outlined

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Further information on the subject of this report can be obtained from Steve Jones, Direct Dial Telephone Number – 01793 463602, email - [stevejones@swindon.gov.uk](mailto:stevejones@swindon.gov.uk).

## References from Other Council Bodies

### Health and Wellbeing Board

Cabinet

Date: 6<sup>th</sup> September 2017

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in section 38 (4) of the Crime and Disorder Act 1998 are delivered through the Youth Offending Team.

- 3.11 Members were advised that the Youth Offending Team in Swindon is required to produce an Annual Plan which reflects on previous performance, and addresses priorities and business risks for the year ahead. This Plan incorporates three other services: the confidential youth counselling service On Trak, and the youth alcohol & drug misuse service U-Turn. New to this particular plan is information and commentary about the RESPECT programme; the adolescent to parental / carer Domestic Abuse programme which has been part of the Restorative Youth Services from October 2016 onwards.

- 3.12 The Board resolved:

**3.12.1 That Cabinet be asked to note the Restorative Youth Services Plan 2017/2018.**

- 3.13 The original reports considered by the Health and Wellbeing Board are available on the Council's website, via the following link, or on request from Committee and Members Services (the clerk's contact details are set out below).

<http://ww5.swindon.gov.uk/moderngov/ieListDocuments.aspx?CId=933&MId=8077&Ver=4>

#### **4. Alternative Options**

- 4.1 It is a matter for Cabinet as to whether the recommendations of the Health and Wellbeing Board are supported and/or agreed or not.

#### **5. Implications, Diversity Impact Assessment and Risk Management**

##### Financial and Procurement Implications

- 5.1 The report to the Health and Wellbeing Board advises that the Council already provides resources to fund Early Help provision. No further financial resources are being sought at this time.
- 5.2 There are no direct financial or procurement implications arising from development of the Healthy Weight Strategy. Planned work as outlined in the action plan is covered by existing budgets or will go through appropriate Swindon Borough Council approval processes. In the longer term enabling people to maintain a healthy weight may reduce health and social care cost by reducing the harms association with overweight and obesity.
- 5.3 The YOT is statutorily required to be financed through a mix of funding from the Youth Justice Board, Local Authority (Children's Services), Wiltshire Police and

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Further information on the subject of this report can be obtained from Steve Jones, Direct Dial Telephone Number – 01793 463602, email - [stevejones@swindon.gov.uk](mailto:stevejones@swindon.gov.uk).

## References from Other Council Bodies

### Health and Wellbeing Board

Cabinet

Date: 6<sup>th</sup> September 2017

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Crime Commissioner, and partner organisations. The total Youth Justice Board grant for 2017/18 amounts to £225,850 which includes funding set aside to help meet demands associated with Unpaid Work and Attendance Centre requirements from Court. Partnership cash funding amounts to £471,394 of which £267,500 comes from Children's Services. The following agencies also provide cash contributions: £76,994 from the Police and Crime Commissioner; £5,000 from the National Probation Service; £19,700 from the Clinical Commissioning Group; and £62,200 from the Wiltshire Community Foundation (RESPECT Programme). In a separate initiative, RYS was able to commission CAMHS to recruit a 0.7 fte Mental Health Worker following a successful bid for funds from the Clinical Commissioning Group (CCG) (£40,000).

#### Legal and Human Rights Implications

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

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

- 5.5 The Healthy Weight Strategy has the potential to reduce health inequalities as there are significant inequalities in excess weight with higher prevalence in more deprived areas and those in these areas also experiencing greater harms caused by excess weight. The strategy also has the potential to improve health, as excess weight is associated with a range of conditions such as diabetes and stroke.
- 5.6 Restorative Youth Services are uniquely placed to straddle the criminal justice and care environments, resulting in strong links with the overarching strategic themes encompassed within key partner agencies including the Police and Crime Commissioner (Wiltshire and Swindon).

#### Diversity Impact Assessment

- 5.7 A Diversity Impact Assessment (DIA) has been completed as part of the Strengthening Families Programme. No adverse or other significant issues were found. The Early Help Strategy will positively impact on vulnerable children living in Swindon's community.
- 5.8 A diversity impact assessment (DIA) was completed for the 2013-15 Healthy Weight strategy. This has been reviewed and evidence collated as to the completion of specific actions from this. No additional DIA was required as the strategy is a refresh of an existing strategy and there have not been significant changes which impact upon DIA.

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Further information on the subject of this report can be obtained from Steve Jones, Direct Dial Telephone Number – 01793 463602, email - [stevejones@swindon.gov.uk](mailto:stevejones@swindon.gov.uk).

## References from Other Council Bodies

### Health and Wellbeing Board

**Cabinet**

**Date: 6<sup>th</sup> September 2017**

- 
- 5.9 The work of the YOT, substance misuse service U-Turn, the youth counselling service On Trak and the RESPECT Programme are embedded in the Restorative Youth Services Plan 2017/18 which includes the Diversity Impact Assessment. The plan does acknowledge the need for RYS to continuously improve in respect of several areas of its core business and to remain vigilant that its services continuously remain accessible to all children and young people.

#### Risk Management

- 5.10 There are no identified unmitigated risks.

### **6. Consultees**

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

### **7. Background Papers**

- 7.1 None.

### **8. Appendices**

- 8.1 Appendix 1 – Draft Swindon Early Help Strategy 2017-2022 (*This appendix can be inspected on the Council's website and copies can be obtained from the Committee Officer*)
- 8.2 Appendix 2 – Swindon Healthy Weight Strategy 2017 (*This appendix can be inspected on the Council's website and copies can be obtained from the Committee Officer*)
- 8.3 Appendix 3 – Restorative Youth Services Plan 2017/2018 (*This appendix can be inspected on the Council's website and copies can be obtained from the Committee Officer*)

### **9. Key Decision/Decision in Cabinet Work Programme/Forward Plan**

- 9.1 This is not a Key Decision and is included on the Cabinet Work Programme/Forward Plan for September 2017.

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## Swindon Borough Local Development Scheme 2017

**Cabinet**

**Date: 6<sup>th</sup> September 2017**

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Author: Cabinet Member for Strategic Planning and Sustainability and Corporate Director for Communities and Housing

Wards: All

Parishes Affected: All

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### **1. Purpose and Reasons**

- 1.1 To inform and seek the agreement of the Swindon Borough Local Development Scheme (LDS) 2017, including joint working arrangements with Wiltshire Council, and of the arrangements to make it publicly available.
- 1.2 All Local Planning Authorities are required to maintain an up-to-date programme of the Development Plans, (principally the Local Plan), that they intend to produce and when they intend to produce them. This programme of development is known as the Local Development Scheme (LDS).
- 1.3 The LDS was last published in 2013. Since that date the Swindon Borough Local Plan has been adopted and evidence base work in respect of the Local Plan Review has commenced. In order to formally commence the Review it critical that an updated LDS is published to inform stakeholders and the public on the work programme and key dates in its production.
- 1.4 Local Plan Review will have a key role in implementing many of the Corporate Plan's priorities and will be fundamental in delivering key elements of the themes of 'One Swindon', including supporting accelerated economic growth and providing a means of ensuring that new development responds to the needs of all of the Borough's communities, such as elderly people.

### **2. Recommendations**

Cabinet is recommended to:

- 2.1 Approve the Swindon Borough Local Development Scheme at **Appendix 1** and to publish it in accordance with the arrangements set out in paragraph 3.15.
- 2.2 Authorise the Head of Planning, Regulatory Services, and Heritage, in consultation with the Cabinet Member for Strategic Planning and Sustainability, and the Director of Law and Democratic Services, to make minor non-material changes to the content of the Swindon Borough Local Development Scheme if required, in consultation prior to publication.

### **3. Detail**

- 3.1 The Council is required to have an up to date Local Plan to provide a planning framework to shape and guide future development as the principal policy document in the determination of planning applications in the Borough.

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Further information on the subject of this report can be obtained from Phil Smith, 01793 466443, psmith@swindon.gov.uk.



# Swindon Borough Local Development Scheme 2017

**Cabinet**

**Date: 6<sup>th</sup> September 2017**

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- 3.2 The Swindon Borough Local Plan 2026 was adopted on March 26<sup>th</sup> 2015 (Council Minute 97, 2014/15 refers). The independent Local Plan Inspector in his report recommended an early review of the Plan to update the housing and employment land requirements.
- 3.3 The Planning and Compulsory Purchase Act, 2004 as amended by the Localism Act 2011 requires the Council to prepare and maintain a Local Development Scheme (LDS) setting out a rolling three year programme of work to deliver local planning documents.
- 3.4 Swindon Borough Council adopted its first LDS in September 2005, and since that time it has been subject to periodic review. A further review of the LDS has become necessary following the adoption of the Swindon Local Plan 2026 and the Inspector's requirement to undertake an early review of it.
- 3.5 This iteration of the LDS covers the period 2017 to 2020, identifies the Local Development Documents (LDDs) prioritised for production, and sets out a timetable for their production. For clarity, the timetable beyond 2020 is also presented. The main element of the revised LDS is the preparation of the review of the Local Plan. The Revised Local Plan will cover the period 2016 to 2036.

## Joint Working

- 3.6 For the current (adopted) plans, joint working was undertaken on an informal basis with Wiltshire Council, which culminated in agreement at examination of Statements of Common Ground between the two authorities. However, given the functional geographies it is considered that a different, more robust, approach is now required to ensure a sound basis for plan making.
- 3.7 A joint member working group has been set up to discuss and progress work informing the Local Plan Review, comprising key Cabinet portfolio holders from Swindon and Wiltshire. This group acts in an advisory capacity to the Joint Strategic Economic Committee of the LEP. The Joint Member Working Group, and the Joint Strategic Economic Committee of the LEP have endorsed the approach to plan preparation proposed through the LDS.

## Format of the Local Plan Review

- 3.8 Drawing on practice from elsewhere in England, three principal options have been identified for the Local Plan Review, aligning Swindon and Wiltshire's processes and timescales:
  - 3.8.1 A comprehensive single formal joint statutory plan. This could either cover all of Swindon and Wiltshire or the Swindon Housing Market Area, (which extends into Wiltshire).
  - 3.8.2 A formal joint strategic statutory plan with underlying separate local plans. The strategic plan could cover housing and employment numbers, their

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Further information on the subject of this report can be obtained from Phil Smith, 01793 466443, psmith@swindon.gov.uk.



# Swindon Borough Local Development Scheme 2017

Cabinet

Date: 6<sup>th</sup> September 2017

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apportionment and the broad spatial distribution of development, strategic development locations, and strategic infrastructure across Wiltshire and Swindon. This is in effect would be a two part development plan similar to the old Structure Plan/District Local Plan format.

- 3.8.3 Aligned but separate local plans for each authority, informed by a joint evidence base and a non-statutory 'joint framework' covering matters similar to a joint strategic plan which both authorities are 'signed' up to.
- 3.9 The suggested approach to joint working is to pursue separate but aligned plans alongside a joint non-statutory framework. This is considered to be the most effective and proportionate option for Wiltshire and Swindon for the following reasons:
  - 3.9.1 It facilitates streamlined reviews of the recently adopted development plans, allowing a 'light touch' approach to reviewing development management policies as appropriate for each authority.
  - 3.9.2 It provides a means to move forward relatively quickly with the plan reviews to provide robustness around maintaining a five year housing land supply.
  - 3.9.3 It enables each authority to pursue its own plan informed and co-ordinated by the non-statutory framework.
  - 3.9.4 It avoids the lengthy two-stage plan-making process that a joint strategic statutory plan would necessitate, including separate examinations in public for the strategic and local plans.
  - 3.9.5 It avoids the complexity of seeking to bring forward a comprehensive new joint statutory plan for Swindon and Wiltshire.
  - 3.9.6 It provides strong evidence of meeting the legal and policy tests with regard to co-operation, and could act as a platform from which to align land-use and infrastructure planning across the LEP area which should assist when bidding for funding or attracting investment.
- 3.10 A key component of effective collaborative working between the two authorities under this model would be the development and agreement of the **joint non-statutory spatial framework** which sets the broad spatial approach to the quantum and location of development and supporting infrastructure, informed by a shared evidence base, providing a context for decisions over detailed site allocations to be made through the authorities' individual plan reviews. The proposed outline of the scope for the joint non-statutory spatial framework is set out in Appendix 2 in the LDS document (Appendix 1 to this report).

## Effective Engagement and Duty to Co-operate

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Further information on the subject of this report can be obtained from Phil Smith, 01793 466443, psmith@swindon.gov.uk.

# Swindon Borough Local Development Scheme 2017

Cabinet

Date: 6<sup>th</sup> September 2017

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- 3.11 Effective engagement is a pre-requisite to the smooth delivery of a sound Local Plan. The National Planning Policy Framework (para 69) states that local planning authorities should create a shared vision with communities involving all sections of the community in the development of Local Plans. Community involvement is embedded in the preparation of the Local Plan reviews in line with its Statement of Community Involvement. In particular it is important that all Swindon's communities are involved in the Plan making process by the use of a variety of consultation methods, including social media.
- 3.12 The Council is subject to the 'duty to co-operate' under Section 33A of the Planning and Compulsory Purchase Act (2004). This requires local planning authorities and other prescribed bodies to engage constructively, actively and on an ongoing basis with a view to maximising the effectiveness of the preparation of development plan documents. Such co-operation should take place in relation to the sustainable development or use of land (including infrastructure) that would have a significant impact on at least two local authority areas. This work is on-going throughout the preparation of the plan, and will be reported through Cabinet at the appropriate stages of the production of the Local Plan Review.

## Key Dates for the Local Plan Review

- 3.13 The outline programme for the production of the Local Plan Review is presented in Appendix 4 of the LDS document alongside that for the non-statutory joint spatial framework. The key dates for the production of the Local Plan are:

Issues & Options Consultation	Autumn 2017
Preferred Options Consultation	Autumn 2018
Pre-submission Consultation	Summer 2019
Submission for Examination	Early 2020

- 3.14 After submission, the timetable is largely dictated by the Local Plan Inspector, appointed by the Planning Inspectorate. Based on past experience it anticipated adoption of the revised Plan would be in early 2021, assuming it is found sound at examination.

## Next Steps

- 3.15 Should the Cabinet approve the LDS it will be made available on the Council's website at the earliest opportunity.

## **4. Alternative Options**

- 4.1 The Borough Council could choose not to amend its Local Development Scheme. However, an out of date scheme is of little use to stakeholders in programming their responses to key policy documents. Also, the Council's Plan preparation is

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Further information on the subject of this report can be obtained from Phil Smith, 01793 466443, psmith@swindon.gov.uk.

# Swindon Borough Local Development Scheme 2017

Cabinet

Date: 6<sup>th</sup> September 2017

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judged against the timetables in the Scheme and not having an up-to-date Local Plan may incur the intervention of the Secretary of State.

## 5. Implications, Diversity Impact Assessment and Risk Management

### Financial and Procurement Implications

- 5.1 The costs of preparing the review of the Local Plan will be met from the Forward Planning budget, which is determined annually based on likely spend, so the LDS is helpful in providing the basis of a spend profile. Proportional funding would be forthcoming from Wiltshire Council in respect of joint evidence base work.
- 5.2 The Swindon Borough Local Plan is a strategic planning policy document, and as such, it does not necessarily commit the Council itself to funding proposals contained within it. However, the Local Plan is a key document in securing Government funding for infrastructure and subsequent commitments on the Council for the expenditure of such funding.

### Legal and Human Rights Implications

- 5.3 The preparation of the Local Development Scheme and the subsequent Local Plan Review have to be in accordance with relevant legislation, particularly the Planning and Compulsory Purchase Act 2004 as amended by the Localism Act 2011.
- 5.4 The content of this report will not have a direct implication on human rights issues.

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

- 5.5 The Local Plan Review will be subject to a Sustainability Appraisal incorporating Strategic Environmental Assessment and Health Impact Assessment to ensure that the impact of proposals can be minimised with the least negative impact possible on the Plan area. Other planned development documents will be in accordance with the Local Plan.

### Diversity Impact Assessment (DIA)

- 5.6 A DIA has not been undertaken on the LDS as the purpose of the Scheme is to only outline the programme of the development plan, however DIA's will be undertaken on the development plan documents themselves.

### Risk Management

- 5.7 The LDS programmes the statutory development plan for Swindon. Without programming of statutory plans, there is a significant risk that those plans, and the development they cover, will not be delivered when required. Also, there is a

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Further information on the subject of this report can be obtained from Phil Smith, 01793 466443, psmith@swindon.gov.uk.

# Swindon Borough Local Development Scheme 2017

Cabinet

Date: 6<sup>th</sup> September 2017

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risk that without an LDS, stakeholders will not be informed of when responses will be required for key policy documents which could result in fewer responses and participation from Swindon's community.

- 5.8 Delay to the Local Plan Review could undermine the Council's vision to create and realise Swindon's aspirations for development.

## **6. Consultees**

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

## **7. Background Papers**

- 7.1 Joint Strategic Economic Committee Agenda and Minutes 14<sup>th</sup> February 2017.

## **8. Appendices**

- 8.1 Appendix 1: Swindon Borough Local Development Scheme 2017 (*This appendix can be inspected on the Council's website and copies can be obtained from the Committee Officer*)

## **9. Key Decision/Decision in Cabinet Work Programme and Forward Plan**

- 9.1 This is not a Key Decision.

## Local Government and Social Care Ombudsman – Annual Review 2016/17

**Cabinet**

**Date: 6<sup>th</sup> September 2017**

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

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### **1. Purpose and Reasons**

- 1.1 To report the receipt of the Local Government and Social Care Ombudsman's (LGO) Annual Review for 2016/2017, which gives the total number of complaints and enquiries received by the LGO with regard to Swindon Borough Council.
- 1.2 To highlight the annual summary of statistics on the complaints made to the LGO regarding the Authority for the year ended 31<sup>st</sup> March 2017.
- 1.3 Securing good decisions and the effective delivery of services without generating complaints ensures the Council's compliance with the requirements of its decision making principles, set out in Article 13 of the Constitution.

### **2. Recommendations**

Cabinet is recommended:

- 2.1 That the LGO's Annual Review 2016/17, including the summary of National Statistics, and the trends across service areas in Swindon 2010-2017, attached at Appendix 1 to the report, be noted.
- 2.2 That it be also noted that, of the total number of complaints submitted to the LGO in relation to Swindon in 2016/17 (47), 5 were upheld.
- 2.3 That the Chief Executive, Corporate Directors, Directors and Heads of Service continue to ensure that, where possible, complaints are resolved internally before such matters are referred to the LGO and that requests for information from the LGO are dealt with promptly.

### **3. Detail**

- 3.1 The LGO issues an Annual Review Letter and Report in June/July each year regarding authorities' performance in responding to complaints. These are sent to Council Leaders and Chief Executives to support greater democratic scrutiny of local complaint handling and to ensure effective local accountability of public services. The Annual Review Report 2016/17 for Swindon is attached at Appendix 1.

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Further information on the subject of this report can be obtained from Erz Turner, Direct Dial 01793 463002, [Erz.turner@swindon.gov.uk](mailto:Erz.turner@swindon.gov.uk).

# Local Government and Social Care Ombudsman – Annual Review 2016/17

Cabinet

Date: 6<sup>th</sup> September 2017

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- 3.2 47 complaints were received and investigated by the Ombudsman for Swindon Borough Council during 2016/2017. For members' information, 46 complaints were submitted in 2015/2016.
- 3.3 A summary of the LGO's decisions in respect of each of the upheld complaints is attached at Appendix 2.
- 3.4 The LGO has also produced a summary of complaint statistics for every local authority in England, included in the yearly report and published alongside the annual review letters. The summary of national statistics is attached at Appendix 3.
- 3.5 Further information on the Annual Review and summary of statistics can be found on the LGO's website [www.lgo.org.uk](http://www.lgo.org.uk). For members information, the LGO terminology in describing the status and outcomes of complaints are described on its website as:
- 3.5.1 **Upheld:** These are complaints where it has been decided that an authority has been at fault in how it acted and that this fault may or may not have caused an injustice to the complainant, or where an authority has accepted that it needs to remedy the complaint before we make a finding on fault. If the LGO decided there was fault and it caused an injustice to the complainant, usually the LGO will make recommendations for the authority to take some action to address it.
- 3.5.2 **Not upheld:** Where an investigation into a complaint has resulted in that the council has not acted with fault
- 3.5.3 **Advice given:** These are cases where the LGO would not look at a complaint because the body complained about was not within the LGO's scope or the LGO have previously looked at the same complaint from the complainant, or another complaints handling organisation or advice agency was best placed to help them.
- 3.5.4 **Closed after initial enquiries:** These complaints are where an early decision has been made that could not or should not be investigated because the complaint is outside LGO's jurisdiction and cannot lawfully investigated or it has been decided that it would not be appropriate in the circumstances of the case to investigate. Early assessment of a complaint may also show there was little injustice to a complainant that would need an LGO investigation of the matter, or that an investigation could not achieve anything, either because the evidence shows at an early stage there was no fault, or the outcome a complainant wants is not one that can be achieved, for example overturning a court order.
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Further information on the subject of this report can be obtained from Erz Turner, Direct Dial 01793 463002, [Erz.turner@swindon.gov.uk](mailto:Erz.turner@swindon.gov.uk).

# Local Government and Social Care Ombudsman – Annual Review 2016/17

Cabinet

Date: 6<sup>th</sup> September 2017

3.5.5 **Incomplete/invalid:** These are complaints where the complainant has not provided enough information to be able to decide what should happen with their complaint, or where the complainant informs the LGO at a very early stage that they no longer wish to pursue their complaint.

3.5.6 **Referred back for local resolution:** the LGO work on the principle that it is always best for complaints to be resolved by the service provider wherever possible and the Local Government Act 1974 requires LGO to give authorities an opportunity to try and resolve a complaint before they will get involved. Usually complainants are informed on how to complain to an authority and will be asked to contact it directly. In many instances, authorities are successful in resolving the complaint and the complainant does not re-contact the LGO.

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

Authority	Total number of upheld complaints	Complaints per 100,000 population*	Population
Plymouth City Council	15	5.68	264199
Reading Borough Council	9	5.53	162666
Bath and North East Somerset	9	4.79	187751
Wiltshire Council	12	2.46	488409
<b>Swindon Borough Council</b>	<b>5</b>	<b>2.29</b>	<b>217905</b>
Southampton City Council	5	1.97	254275

2016-Mid-year Population Estimates

3.7 For members' additional information, a summary of "complaints trends" across service areas in Swindon, for the period 2010-2017, is attached at Appendix 4.

3.8 It is suggested that, in order to ensure that the Council's performance in relation to its handling of complaints is maintained and improved, the Chief Executive, Corporate Directors, Directors and Heads of Service be asked to continue to ensure that, where possible, all complaints are resolved internally before such matters are referred to the LGO and that requests for information from the LGO are dealt with promptly.

Further information on the subject of this report can be obtained from Erz Turner, Direct Dial 01793 463002, [Erz.turner@swindon.gov.uk](mailto:Erz.turner@swindon.gov.uk).



# Local Government and Social Care Ombudsman – Annual Review 2016/17

Cabinet

Date: 6<sup>th</sup> September 2017

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## 4. Alternative Options

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

## 5. Implications, Diversity Impact Assessment and Risk Management

### Financial and Procurement Implications

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

### Legal and Human Rights Implications

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

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

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

### Diversity Impact Assessment

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

### Risk Management

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

## 6. Consultees

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

## 7. Background Papers

- 7.1 None

## 8. Appendices

- 8.1 Appendix 1 – Annual Review Report for 2016/2017  
8.2 Appendix 2 – Summary of LGO decisions

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Further information on the subject of this report can be obtained from Erz Turner, Direct Dial 01793 463002, [Erz.turner@swindon.gov.uk](mailto:Erz.turner@swindon.gov.uk).



# Local Government and Social Care Ombudsman – Annual Review 2016/17

**Cabinet**

**Date: 6<sup>th</sup> September 2017**

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8.3 Appendix 3 - Summary of National Statistics

8.4 Appendix 4 – Local Government Ombudsman Complaints – Trends in Swindon 2010-2017

**9. Key Decision/Decision in Cabinet Work Programme**

9.1 This is not a Key Decision and is included in the Cabinet Work Programme for October 2017.

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**Local Authority Report:** Swindon Borough Council  
**For the Period Ending:** 31/03/2017

For further information on how to interpret our statistics, please visit our website:  
<http://www.lgo.org.uk/information-centre/reports/annual-review-reports/interpreting-local-authority-statistics>

## Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
5	11	1	13	6	4	2	4	1	47

## Decisions made

				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate	Total
3	1	18	11	5	5	50%	43

### Notes

Our uphold rate is calculated in relation to the total number of detailed investigations.  
 The number of remedied complaints may not equal the number of upheld complaints.  
 This is because, while we may uphold a complaint because we find fault, we may not always find grounds to say that fault caused injustice that ought to be remedied.

### Complaints Remedied

by LGO	Satisfactorily by Authority before LGO Involvement
4	1

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## Summary of LGO decisions in relation to upheld complaints

### Highways and Transport

The complaint alleged that the Council had reneged on its commitment to introduce a Traffic Regulation Order to address a particular car parking problem. The LGO discontinued the case after the Council confirmed it would commit funding and start the Traffic Regulation Order process.

### Education and Children's Services

The first of two Education and Children's Services complaints made to the LGO related to the Council's failure to fully remedy a matter relating to a child's long term care, which failure was felt to have caused injustice to the complainant. The LGO recommended that (a) the Council improve its administrative procedures and practices and (b) pay the complainant £2000 as acknowledgement of distress to feelings caused by the failure. The sum was also an acknowledgement payment for distress to feelings caused by delay in the Council making a decisive recommendation regarding the complainant's suitability as the child's long-term carers. Additionally the Council was recommended to pay £1000 to the child for the delay in identifying a permanent care arrangement. The council has improved its administrative procedure and practice and has paid the sum of £3000.

The second complaint concerned the provision of alternative education for a disabled child suitable support to the mother of the child. The LGO found that the Council had been slow in determining the provision and that this delay had caused the complainant significant disadvantage and recommended that the Council takes action to ensure it finalises amendments to statements. The Council accepted the LGO's recommendations and agreed to ensure that amendments to statements of provision were finalised within the required timescales.

### Environmental Services Public Protection and Regulation

The complaint concerned an insurance claim for damage caused to a wall on the complainant's property by trees located on adjoining council-owned land and, specifically, the "uncertainty and frustration" caused to the Complainant as a result of the delay by the Council's agent in dealing with the claim. The Council and its agent accepted the LGO recommendations to progress the claim, and also to apologise to the complainant and pay £200 in acknowledgement of the injustice caused. The Council also agreed to review the circumstances of this complaint in order to minimise any similar recurrences. The apology and payments have been made and the review has taken place.

### Benefits and Tax

The complaint concerned the Council's management of the Council Tax account for a tenanted property. The LGO found the Council to be at fault in not considering suspension of enforcement action when challenged by the landlord. In response to the LGO decision, the Council agreed to apologise for the failure to consider suspending debt collection and enforcement agent action and to pay the complainant

£150 in recognition of the avoidable distress and inconvenience caused by threats of visits from enforcement agents.

**Summary of Statistics 2016 - 2017**

Complaints and Enquiries Received (by Category) 2016-17

Authority Name	Adult Social Care	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environmental Services, Public Protection and	Highways and Transport	Housing	Planning and Development	Other	Total
Adur District Council	0	0	1	0	2	2	2	2	0	9
Allerdale Borough Council	0	0	0	0	3	1	1	4	0	9
Amber Valley Borough Council	0	2	2	0	1	1	1	9	0	16
Arun District Council	1	0	0	0	2	1	6	6	0	16
Ashfield District Council	0	3	0	0	4	0	7	3	1	18
Ashford Borough Council	0	3	0	0	2	2	5	9	0	21
Aylesbury Vale District Council	0	7	1	0	5	2	1	4	0	20
Babergh District Council	0	0	2	0	2	1	2	7	0	14
Barnsley Metropolitan Borough Council	12	8	6	6	10	6	6	4	2	60
Barrow-in-Furness Borough Council	0	5	1	1	2	0	0	1	1	11
Basildon Borough Council	1	3	1	3	3	2	7	5	2	27
Basingstoke & Deane Borough Council	0	3	3	0	1	0	2	7	0	16
Bassetlaw District Council	0	5	2	0	2	0	0	11	0	20
Bath and North East Somerset Council	10	2	4	7	2	17	3	13	1	59
Bedford Borough Council	4	9	3	16	2	2	8	9	0	53
Birmingham City Council	44	114	21	52	73	38	83	22	5	452
Blaby District Council	1	2	0	0	0	1	5	3	0	12
Blackburn with Darwen Council	7	3	4	10	5	5	1	6	0	41
Blackpool Borough Council	14	4	6	9	4	2	3	3	0	45
Bolsover District Council	0	2	1	0	0	0	1	3	0	7
Bolton Metropolitan Borough Council	6	11	6	10	16	1	5	13	1	69
Boston Borough Council	0	3	1	0	1	0	1	3	0	9
Bournemouth Borough Council	15	2	4	10	6	3	3	5	1	49

Bracknell Forest Council	1	5	3	5	2	1	3	3	0	23
Braintree District Council	0	1	0	0	2	1	2	3	0	9
Breckland District Council	0	1	7	0	2	0	3	19	0	32
Brentwood Borough Council	0	6	1	0	1	0	6	5	1	20
Brighton & Hove City Council	29	8	5	27	15	10	29	10	1	134
Bristol City Council	16	26	12	12	19	15	32	20	4	156
Broadland District Council	1	2	0	0	0	0	3	7	0	13
Broads Authority	0	0	0	0	0	1	0	1	0	2
Bromsgrove District Council	1	3	2	0	1	0	1	5	0	13
Broxbourne Borough Council	0	3	2	0	3	1	1	5	0	15
Broxtowe Borough Council	1	1	0	0	0	0	3	3	0	8
Buckinghamshire County Council	14	0	2	28	4	15	0	1	0	64
Burnley Borough Council	0	3	4	0	2	0	0	1	0	10
Bury Metropolitan Borough Council	12	8	1	9	11	9	2	5	0	57
Calderdale Metropolitan Borough Council	13	7	0	10	17	12	1	12	1	73
Cambridge City Council	0	3	3	0	3	0	2	5	2	18
Cambridgeshire County Council	15	0	2	25	0	6	0	2	1	51
Cannock Chase District Council	0	1	1	0	1	1	1	6	0	11
Canterbury City Council	0	1	2	0	5	2	6	14	0	30
Carlisle City Council	1	2	0	0	1	2	2	2	0	10
Castle Point Borough Council	0	2	1	0	0	0	0	1	0	4
Central Bedfordshire Council	4	3	0	11	7	9	6	14	0	54
Charnwood Borough Council	0	4	0	0	0	0	2	3	0	9
Chelmsford City Council	0	0	0	0	4	2	1	3	1	11
Cheltenham Borough Council	0	1	1	0	3	1	2	5	1	14
Cherwell District Council	0	3	4	0	1	4	0	25	0	37
Cheshire East Council	11	13	7	23	5	12	1	45	0	117
Cheshire West & Chester Council	18	4	9	6	8	11	4	11	0	71
Chesterfield Borough Council	1	0	1	0	1	1	4	3	0	11
Chichester District Council	0	1	2	0	1	2	2	8	0	16
Chiltern District Council	0	1	0	0	2	0	2	5	0	10
Chorley Borough Council	0	2	0	0	2	0	0	5	0	9
Christchurch Borough Council	0	1	4	0	5	2	2	4	0	18



City Of Bradford Metropolitan District Council	12	21	8	31	12	18	5	13	0	120
City of London	1	3	4	0	0	1	3	1	0	13
City of York Council	8	5	6	13	6	6	7	5	0	56
Colchester Borough Council	0	2	0	0	2	0	5	7	0	16
Copeland Borough Council	0	1	2	0	3	1	0	2	0	9
Corby Borough Council	0	2	0	1	4	1	4	0	1	13
Cornwall Council	34	12	12	35	21	14	17	53	3	201
Cotswold District Council	0	2	0	0	0	0	0	7	0	9
Council of the Isles of Scilly	0	0	1	1	0	0	0	0	1	3
Coventry City Council	13	11	10	17	17	16	14	7	0	105
Craven District Council	0	1	0	0	2	0	1	3	0	7
Crawley Borough Council	0	2	0	0	4	2	3	2	1	14
Cumbria County Council	19	0	8	13	3	4	0	1	1	49
Dacorum Borough Council	0	1	2	0	1	3	10	9	0	26
Darlington Borough Council	9	3	2	6	4	3	2	3	0	32
Dartford Borough Council	0	1	0	1	3	1	6	3	1	16
Dartmoor NPA	0	0	0	0	0	0	0	1	0	1
Daventry District Council	1	2	0	0	0	0	1	0	0	4
Derby City Council	10	7	4	20	5	7	7	6	1	67
Derbyshire County Council	23	1	5	35	3	16	0	1	0	84
Derbyshire Dales District Council	0	0	3	0	0	0	1	4	0	8
Devon County Council	34	0	2	47	3	28	0	3	1	118
Doncaster Metropolitan Borough Council	18	8	4	16	7	6	7	13	1	80
Dorset County Council	20	0	1	18	3	10	0	4	0	56
Dover District Council	1	1	1	0	4	3	2	3	0	15
Dudley Metropolitan Borough Council	15	5	2	16	10	5	10	4	0	67
Durham County Council	23	23	6	25	27	6	5	14	0	129
East Cambridgeshire District Council	0	2	0	0	0	0	1	3	0	6
East Devon District Council	0	2	4	0	2	1	6	10	0	25
East Dorset District Council	0	3	0	0	3	3	1	7	0	17
East Hampshire District Council	0	0	4	0	5	0	1	12	0	22
East Hertfordshire District Council	0	0	0	0	2	0	1	5	0	8
East Lindsey District Council	1	1	0	0	7	1	1	26	0	37

East Northamptonshire Council	0	0	1	0	1	0	1	4	0	7
East Riding of Yorkshire Council	15	12	6	18	11	10	4	19	0	95
East Staffordshire Borough Council	0	3	1	0	1	0	1	3	0	9
East Sussex County Council	33	0	0	43	1	9	1	0	0	87
Eastbourne Borough Council	0	12	0	0	5	1	8	6	1	33
Eastleigh Borough Council	0	2	1	0	1	0	2	2	0	8
Eden District Council	0	0	0	0	0	0	0	8	0	8
Elmbridge Borough Council	1	4	1	0	4	1	1	15	0	27
Environment Agency	0	0	0	0	5	0	0	0	0	5
Epping Forest District Council	1	5	3	0	8	2	14	15	0	48
Epsom & Ewell Borough Council	0	4	0	0	3	1	2	5	0	15
Erewash Borough Council	0	2	2	0	3	0	0	0	1	8
Essex County Council	64	0	7	83	7	43	0	5	1	210
Exeter City Council	0	0	1	0	1	1	2	4	0	9
Exmoor NPA	0	0	0	0	0	0	0	0	0	0
Fareham Borough Council	0	3	2	0	1	0	1	1	0	8
Fenland District Council	0	2	0	0	4	0	1	10	0	17
Forest Heath District Council	0	2	0	0	2	0	1	2	0	7
Forest of Dean District Council	0	1	0	1	2	0	1	9	0	14
Fylde Borough Council	0	1	1	0	4	0	1	4	0	11
Gateshead Metropolitan Borough Council	13	1	2	10	3	8	5	1	1	44
Gedling Borough Council	0	4	0	0	3	0	0	5	0	12
Gloucester City Council	0	4	0	1	7	1	2	2	0	17
Gloucestershire County Council	18	1	1	26	2	19	0	4	0	71
Gosport Borough Council	0	4	5	0	0	0	2	1	0	12
Gravesham Borough Council	0	3	1	0	0	1	9	3	0	17
Great Yarmouth Borough Council	1	3	1	0	1	1	5	0	0	12
Greater London Authority	0	0	1	0	0	0	3	1	0	5
Guildford Borough Council	0	3	5	1	4	1	6	7	1	28
Halton Borough Council	8	2	2	8	1	2	1	3	0	27
Hambleton District Council	0	2	1	0	1	0	1	8	0	13
Hampshire County Council	24	0	6	47	5	9	0	1	0	92
Harborough District Council	0	0	5	0	4	0	0	12	0	21

Harlow District Council	0	3	2	0	6	1	6	0	0	18
Harrogate Borough Council	0	2	0	0	5	1	3	13	0	24
Hart District Council	0	2	0	0	0	0	0	0	0	2
Hartlepool Borough Council	3	2	5	4	1	2	1	2	0	20
Hastings Borough Council	1	3	0	0	3	0	3	9	0	19
Havant Borough Council	0	2	1	0	4	0	0	0	0	7
Herefordshire Council	12	5	5	8	6	7	2	25	0	70
Hertfordshire County Council	38	0	2	56	4	17	0	3	1	121
Hertsmere Borough Council	0	4	1	0	2	0	1	8	0	16
High Peak Borough Council	0	0	0	0	2	2	1	2	0	7
Hinckley & Bosworth Borough Council	0	4	3	0	2	0	1	4	0	14
Horsham District Council	0	4	0	0	2	1	5	6	0	18
Huntingdonshire District Council	0	2	2	0	2	2	0	8	0	16
Hyndburn Borough Council	0	0	1	0	2	0	1	2	0	6
Ipswich Borough Council	0	1	1	0	2	0	8	0	0	12
Isle of Wight Council	10	1	1	8	5	8	4	6	0	43
Kent County Council	61	0	4	89	12	14	1	1	1	183
Kettering Borough Council	0	2	5	0	2	0	5	0	0	14
King's Lynn & West Norfolk Council	0	1	2	0	0	2	0	3	0	8
Kingston upon Hull City Council	10	11	3	19	8	2	3	8	1	65
Kirklees Metropolitan Borough Council	23	6	2	22	13	4	6	17	1	94
Knowsley Metropolitan Borough Council	11	1	7	7	10	2	6	8	0	52
Lake District NPA	0	0	0	0	0	0	0	6	0	6
Lancashire County Council	51	0	10	73	6	19	1	1	0	161
Lancaster City Council	0	5	0	1	1	1	2	5	0	15
Leeds City Council	27	14	10	52	17	17	22	42	0	201
Leicester City Council	22	25	6	14	13	8	16	9	1	114
Leicestershire County Council	21	0	3	26	5	17	0	0	1	73
Lewes District Council	0	2	0	0	0	0	3	5	1	11
Lichfield District Council	0	0	2	0	0	0	2	3	0	7
Lincoln City Council	0	3	1	0	3	0	1	2	0	10
Lincolnshire County Council	37	0	4	27	2	10	0	0	0	80
Liverpool City Council	29	38	13	35	16	10	8	12	2	163

London Borough of Barking & Dagenham	8	16	4	23	14	20	21	1	2	109
London Borough of Barnet	25	33	4	17	13	32	32	23	2	181
London Borough of Bexley	17	15	3	8	7	9	8	8	0	75
London Borough Of Brent	35	30	5	15	6	16	49	11	1	168
London Borough of Bromley	37	32	6	28	10	9	30	7	0	159
London Borough of Camden	13	14	9	9	17	21	26	7	1	117
London Borough of Croydon	17	40	2	27	16	21	50	12	0	185
London Borough of Ealing	19	28	4	15	39	25	52	28	2	212
London Borough of Enfield	18	37	5	17	17	14	14	9	1	132
London Borough of Hackney	11	22	6	19	7	22	39	9	1	136
London Borough of Hammersmith & Fulham	10	8	1	7	7	12	17	6	2	70
London Borough of Haringey	20	42	10	30	11	33	48	11	0	205
London Borough of Harrow	9	16	2	7	21	30	16	12	0	113
London Borough of Havering	16	16	6	10	5	13	31	5	2	104
London Borough of Hillingdon	13	17	4	16	11	20	32	17	3	133
London Borough of Hounslow	14	35	4	9	14	22	29	8	1	136
London Borough of Islington	18	18	10	4	8	10	29	5	4	106
London Borough of Lambeth	26	47	10	24	23	38	67	6	3	244
London Borough of Lewisham	16	27	5	28	6	11	36	5	1	135
London Borough of Merton	15	12	3	7	12	25	6	10	1	91
London Borough of Newham	13	21	5	25	14	32	76	5	3	194
London Borough of Redbridge	25	16	4	22	8	12	27	18	3	135
London Borough of Richmond upon Thames	11	7	7	7	7	3	4	12	1	59
London Borough of Southwark	13	23	12	23	6	20	62	7	0	166
London Borough of Sutton	5	6	2	13	2	6	9	8	0	51
London Borough of Tower Hamlets	10	13	10	14	12	14	33	7	1	114
London Borough of Waltham Forest	14	23	4	21	17	22	39	12	0	152
London Borough of Wandsworth	11	10	7	18	4	9	22	10	0	91
Luton Borough Council	13	6	5	17	4	4	15	9	0	73
Maidstone Borough Council	0	6	2	0	6	1	7	13	0	35
Maldon District Council	0	1	3	0	3	0	1	8	0	16
Malvern Hills District Council	0	1	2	0	1	1	0	7	0	12
Manchester City Council	16	23	10	43	19	17	12	4	0	144

Mansfield District Council	0	7	0	0	3	0	3	3	0	16
Medway Council	8	16	7	26	8	9	4	8	1	87
Melton Borough Council	0	1	1	0	2	0	1	2	0	7
Mendip District Council	0	4	1	1	4	0	1	9	0	20
Mid Devon District Council	0	0	0	0	0	0	0	7	0	7
Mid Suffolk District Council	1	2	2	0	0	0	3	8	0	16
Mid Sussex District Council	0	3	4	0	0	1	2	6	0	16
Middlesbrough Borough Council	3	5	5	8	3	6	1	1	0	32
Milton Keynes Council	10	7	4	10	11	8	8	7	1	66
Mole Valley District Council	0	0	1	0	0	0	1	1	0	3
New Forest District Council	0	0	0	0	0	0	5	6	0	11
New Forest NPA	0	0	0	0	0	0	0	3	0	3
Newark & Sherwood District Council	0	6	1	1	1	0	4	11	0	24
Newcastle upon Tyne City Council	11	9	3	8	11	6	9	5	4	66
Newcastle-under-Lyme Borough Council	0	10	1	0	8	2	0	9	0	30
Norfolk County Council	48	0	3	56	2	13	0	3	0	125
North Devon District Council	1	1	3	0	2	2	4	12	0	25
North Dorset District Council	0	2	0	0	0	0	1	5	0	8
North East Derbyshire District Council	0	2	2	0	3	0	1	3	0	11
North East Lincolnshire Council	9	5	5	3	2	4	7	2	0	37
North Hertfordshire District Council	0	1	2	0	2	0	1	2	1	9
North Kesteven District Council	0	0	1	0	1	0	6	4	1	13
North Lincolnshire Council	5	4	2	8	8	4	1	7	0	39
North Norfolk District Council	0	3	1	0	6	1	3	8	0	22
North Somerset Council	8	20	8	13	6	8	3	14	1	81
North Tyneside Metropolitan Borough Council	7	4	5	6	6	3	3	2	0	36
North Warwickshire Borough Council	0	1	1	0	0	0	1	2	0	5
North West Leicestershire District Council	0	4	1	0	2	0	6	5	0	18
North York Moors NPA	0	0	0	0	0	0	0	2	0	2
North Yorkshire County Council	47	0	5	27	4	15	0	0	0	98
Northampton Borough Council	0	7	2	0	10	2	2	1	0	24
Northamptonshire County Council	35	0	3	53	0	11	0	2	1	105
Northumberland Council	12	7	11	31	8	6	1	18	1	95

Northumberland NPA	0	0	0	0	0	1	0	0	0	1
Norwich City Council	0	8	3	0	3	3	13	2	0	32
Nottingham City Council	13	13	14	22	13	11	8	6	0	100
Nottinghamshire County Council	38	1	5	53	3	8	1	0	0	109
Nuneaton & Bedworth Borough Council	0	3	2	0	0	0	5	1	1	12
Oadby & Wigston Borough Council	0	2	0	0	5	0	2	0	0	9
Oldham Metropolitan Borough Council	8	9	6	17	5	6	3	4	1	59
Oxford City Council	0	5	0	0	2	1	3	2	0	13
Oxfordshire County Council	17	0	1	23	4	13	0	3	0	61
Peak District NPA	0	0	0	0	0	0	0	3	0	3
Pendle Borough Council	0	4	2	0	2	0	0	2	1	11
Peterborough City Council	7	5	4	21	3	2	5	6	1	54
Plymouth City Council	17	19	7	11	15	17	2	10	0	98
Poole Borough Council	7	1	5	2	4	0	6	3	0	28
Portsmouth City Council	10	3	2	10	2	2	6	6	1	42
Preston City Council	0	4	2	1	3	1	3	4	0	18
Purbeck District Council	0	0	0	0	0	0	0	5	0	5
Reading Borough Council	4	5	3	18	9	13	6	6	2	66
Redcar & Cleveland Council	5	5	3	7	3	1	0	3	0	27
Redditch Borough Council	0	4	1	0	2	1	0	4	0	12
Reigate & Banstead Borough Council	0	3	1	0	1	0	2	11	0	18
Ribble Valley Borough Council	0	0	0	0	0	0	0	2	0	2
Richmondshire District Council	0	1	0	0	2	0	1	4	0	8
Rochdale Metropolitan Borough Council	10	7	4	8	4	3	0	4	0	40
Rochford District Council	0	0	0	0	1	0	1	2	0	4
Rossendale Borough Council	0	8	2	0	6	1	0	5	0	22
Rother District Council	0	4	3	0	5	1	2	4	0	19
Rotherham Metropolitan Borough Council	5	4	6	9	7	5	4	1	0	41
Royal Borough of Greenwich	14	20	10	26	14	12	22	17	2	137
Royal Borough of Kensington & Chelsea	12	8	12	5	6	6	13	7	2	71
Royal Borough of Kingston upon Thames	10	8	3	7	2	19	14	4	0	67
Royal Borough of Windsor and Maidenhead Council	12	6	2	10	6	4	4	9	1	54
Rugby Borough Council	0	2	2	0	4	1	1	4	0	14

Runnymede Borough Council	0	1	1	0	0	0	0	9	1	12
Rushcliffe Borough Council	0	4	2	0	1	0	1	5	0	13
Rushmoor Borough Council	0	1	0	0	1	0	0	3	0	5
Rutland County Council	0	0	0	3	0	0	1	5	1	10
Ryedale District Council	0	1	1	0	1	0	0	2	0	5
Salford City Council	14	19	6	18	13	4	3	6	1	84
Sandwell Metropolitan Borough Council	19	17	7	21	12	2	19	5	1	103
Scarborough Borough Council	1	3	0	0	15	7	0	8	0	34
Sedgemoor District Council	0	0	4	0	0	0	3	7	0	14
Sefton Metropolitan Borough Council	16	5	6	20	5	1	2	6	2	63
Selby District Council	0	1	1	0	3	0	2	6	0	13
Sevenoaks District Council	1	2	2	0	0	1	1	4	0	11
Sheffield City Council	33	20	6	36	4	50	16	10	0	175
Shepway District Council	0	7	4	0	2	3	5	11	0	32
Shropshire Council	13	7	7	9	6	7	5	36	0	90
Slough Borough Council	8	12	4	13	5	6	12	3	1	64
Solihull Metropolitan Borough Council	9	3	4	5	6	3	5	6	0	41
Somerset County Council	24	0	4	25	0	12	0	1	1	67
South Bucks District Council	0	1	2	0	1	0	1	7	0	12
South Cambridgeshire District Council	0	4	2	0	1	0	2	13	0	22
South Derbyshire District Council	0	0	1	0	1	0	2	1	0	5
South Downs NPA	0	0	0	0	0	0	0	4	0	4
South Gloucestershire Council	7	7	3	7	6	1	3	8	0	42
South Hams District Council	1	3	5	0	1	0	0	12	0	22
South Holland District Council	0	2	3	0	1	0	0	1	0	7
South Kesteven District Council	0	0	3	1	2	0	2	5	0	13
South Lakeland District Council	0	1	0	0	0	1	1	7	0	10
South Norfolk District Council	0	0	2	0	1	1	0	10	0	14
South Northamptonshire District Council	0	2	0	0	0	0	0	6	0	8
South Oxfordshire District Council	0	6	1	0	0	0	3	8	0	18
South Ribble Borough Council	0	5	0	0	4	0	1	5	1	16
South Somerset District Council	0	3	2	0	1	0	3	6	0	15
South Staffordshire District Council	0	3	4	0	2	1	0	4	0	14

South Tyneside Metropolitan Borough Council	15	2	1	11	2	4	6	4	0	45
Southampton City Council	11	5	4	18	9	4	7	2	0	60
Southend-on-Sea Borough Council	11	2	0	14	2	7	12	4	2	54
Spelthorne Borough Council	1	0	1	0	0	3	1	2	0	8
St Albans City Council	0	4	1	0	1	4	4	16	0	30
St Edmundsbury Borough Council	0	2	2	0	0	0	2	6	0	12
St Helens Metropolitan Borough Council	15	4	1	11	6	3	1	3	0	44
Stafford Borough Council	0	5	5	0	3	0	0	7	0	20
Staffordshire County Council	41	1	4	44	6	15	0	2	0	113
Staffordshire Moorlands District Council	0	1	3	0	1	0	1	4	0	10
Stevenage Borough Council	0	4	1	0	1	1	3	3	0	13
Stockport Metropolitan Borough Council	31	7	2	16	4	7	1	4	0	72
Stockton-on-Tees Borough Council	6	5	5	7	3	3	2	8	0	39
Stoke-on-Trent City Council	10	15	4	16	4	3	7	2	0	61
Stratford-on-Avon District Council	0	2	2	0	1	0	1	9	0	15
Stroud District Council	0	1	0	0	1	0	2	4	0	8
Suffolk Coastal District Council	0	4	2	1	2	5	0	2	0	16
Suffolk County Council	25	0	5	40	4	14	0	0	0	88
Sunderland City Council	13	2	4	16	8	3	2	23	0	71
Surrey County Council	73	0	9	58	7	35	1	1	1	185
Surrey Heath Borough Council	1	3	1	0	2	1	2	6	0	16
Swale Borough Council	0	3	3	0	3	3	3	9	0	24
Swindon Borough Council	5	11	1	13	6	4	2	4	1	47
Tameside Metropolitan Borough Council	13	10	8	19	13	4	4	7	0	78
Tamworth Borough Council	0	1	0	0	2	1	3	0	0	7
Tandridge District Council	0	4	0	0	1	0	1	5	0	11
Taunton Deane Borough Council	0	2	1	0	6	0	3	5	0	17
Teignbridge District Council	0	5	1	0	1	2	3	10	0	22
Telford & Wrekin Council	2	5	2	10	3	0	1	6	0	29
Tendring District Council	0	7	3	0	1	0	2	9	0	22
Test Valley Borough Council	0	3	1	0	3	0	1	6	0	14
Tewkesbury Borough Council	0	2	0	0	2	1	2	1	0	8
Thanet District Council	0	10	5	1	9	1	10	11	0	47



Three Rivers District Council	0	4	1	0	2	1	4	6	0	18
Thurrock Council	5	14	2	14	10	3	12	5	0	65
Tonbridge and Malling Borough Council	0	0	0	0	3	2	1	5	0	11
Torbay Council	4	10	6	18	9	7	2	5	0	61
Torridge District Council	0	3	2	0	1	0	0	12	0	18
Trafford Council	14	14	2	9	10	16	3	5	0	73
Transport for London	0	0	4	0	18	259	0	0	0	281
Tunbridge Wells Borough Council	0	4	1	0	3	1	1	8	0	18
Uttlesford District Council	0	5	2	0	0	0	2	1	0	10
Vale of White Horse District Council	0	3	2	0	1	0	3	11	0	20
Wakefield City Council	16	3	5	11	9	5	3	12	0	64
Walsall Metropolitan Borough Council	9	8	3	21	13	2	5	16	2	79
Warrington Council	12	3	3	11	4	1	2	6	1	43
Warwick District Council	0	6	5	0	3	0	4	6	0	24
Warwickshire County Council	26	0	2	18	3	7	0	0	0	56
Watford Borough Council	0	6	2	0	1	0	6	4	0	19
Waveney District Council	0	10	1	0	1	4	4	1	0	21
Waverley Borough Council	0	1	3	0	1	2	4	11	1	23
Wealden District Council	0	5	1	0	1	0	0	11	0	18
Wellingborough Borough Council	0	1	2	0	2	0	4	1	0	10
Welwyn Hatfield Borough Council	0	9	1	0	4	2	4	7	0	27
West Berkshire Council	5	7	1	6	5	3	5	8	0	40
West Devon Borough Council	0	0	0	0	0	1	0	4	0	5
West Dorset District Council	0	1	1	0	1	0	1	11	0	15
West Lancashire Borough Council	1	3	1	0	0	0	2	1	1	9
West Lindsey District Council	0	3	1	0	4	1	2	9	0	20
West Oxfordshire District Council	0	0	0	0	1	0	0	3	0	4
West Somerset District Council	0	2	0	0	0	0	1	3	0	6
West Sussex County Council	30	0	3	29	1	13	0	6	0	82
Westminster City Council	10	51	3	8	16	13	16	4	1	122
Weymouth and Portland Borough Council	0	2	0	0	4	0	0	1	0	7
Wigan Metropolitan Borough Council	16	14	1	10	7	3	6	10	0	67
Wiltshire Council	9	3	5	19	9	4	6	17	1	73

Winchester City Council	0	1	2	0	0	0	0	7	0	10
Wirral Metropolitan Borough Council	29	10	7	28	5	13	5	3	1	101
Woking Borough Council	0	3	1	1	1	0	5	9	0	20
Wokingham Borough Council	7	1	1	12	2	1	1	7	1	33
Wolverhampton City Council	11	4	4	18	7	5	7	1	1	58
Worcester City Council	0	1	1	1	0	1	1	2	0	7
Worcestershire County Council	21	0	3	18	0	9	0	3	1	55
Worthing Borough Council	0	1	0	0	0	1	3	0	0	5
Wychavon District Council	0	1	0	0	1	0	1	8	0	11
Wycombe District Council	0	7	0	0	1	0	2	10	1	21
Wyre Borough Council	0	6	2	0	3	0	0	2	0	13
Wyre Forest District Council	0	1	0	0	2	0	1	1	0	5
Yorkshire Dales NPA	0	0	0	0	0	0	0	1	0	1
Totals	2555	2109	1010	2983	1687	2005	2044	2336	134	16863

#### Notes

These statistics include all complaints and enquiries that were received from 01 April 2016 to 31 March 2017.

Some cases are received and decided in different business years. This means the number of complaints and enquiries received may not match the number of decisions made.

For more information on how to interpret our statistics, please visit: <http://www.lgo.org.uk/information-centre/reports/annual-review-reports/interpreting-local-authority-statistics>

# Local Government and Social Care Ombudsman's Complaints and Enquiries Trends in Swindon 2010-2017

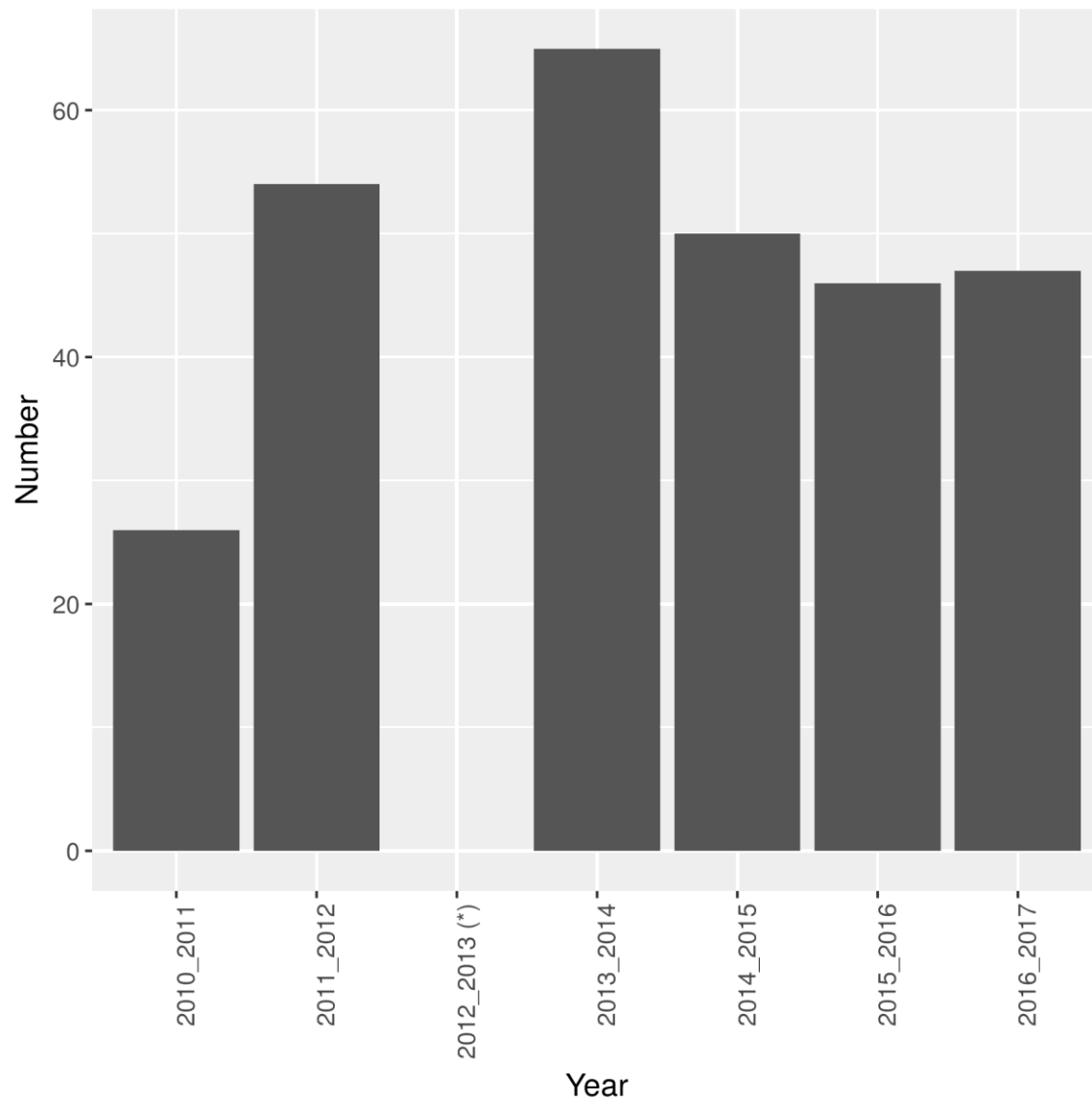
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1	Totals.....	2
2	Adult care services .....	3
3	Benefits & Tax .....	4
4	Corporate & Other Services.....	5
5	Education & Childrens Services.....	6
6	Environmental Services & Public Protection & Regulation .....	7
7	Highways & Transport .....	8
8	Housing .....	9
9	Planning & Development .....	10
10	Other .....	11

Totals and Breakdown by Local Government & Social Care Ombudsman's Service Areas

# 1 TOTALS

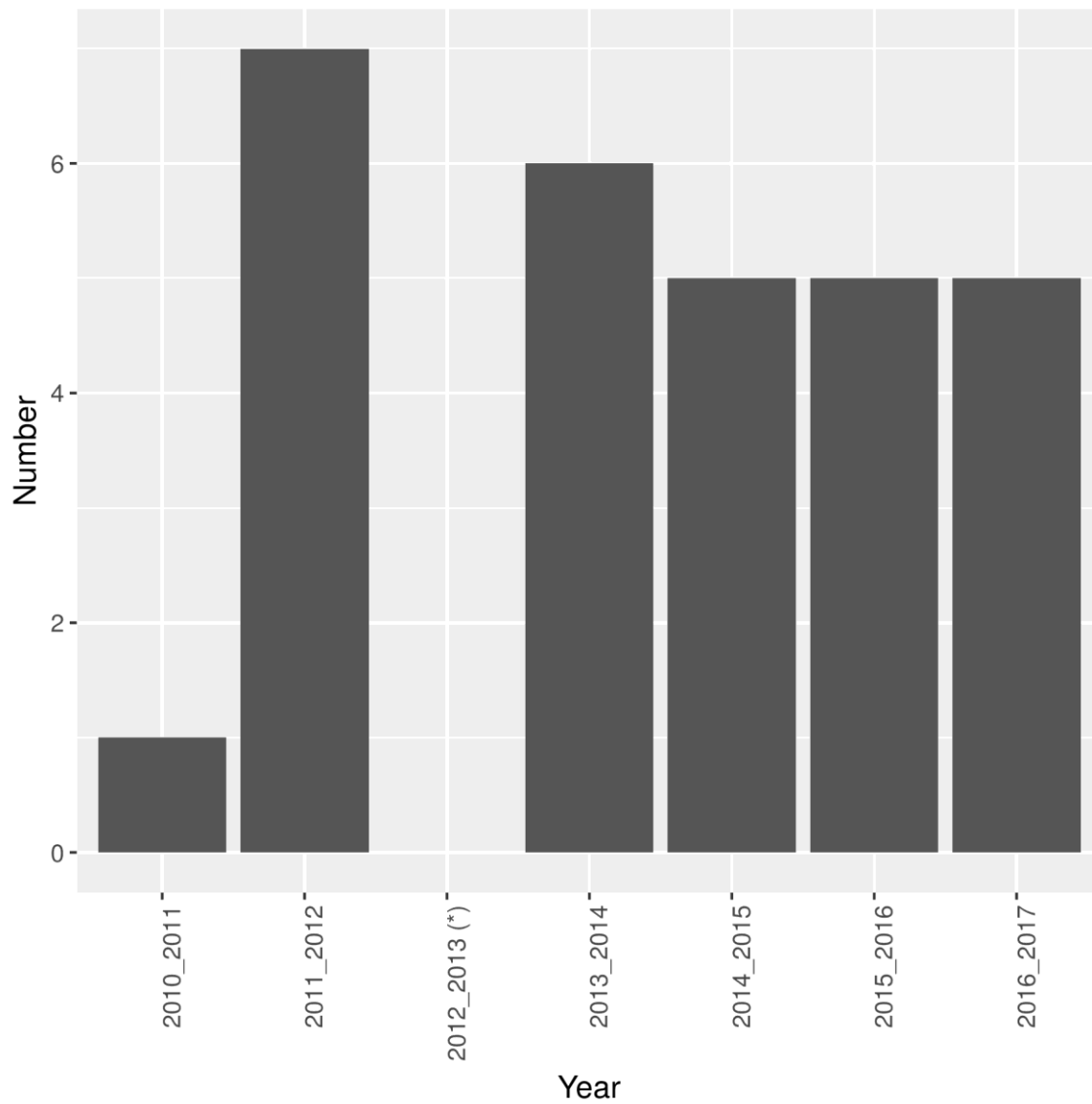
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\* Full data not available for 2013 as the LG & SC Ombudsman changed its business processes

## 2 ADULT CARE SERVICES

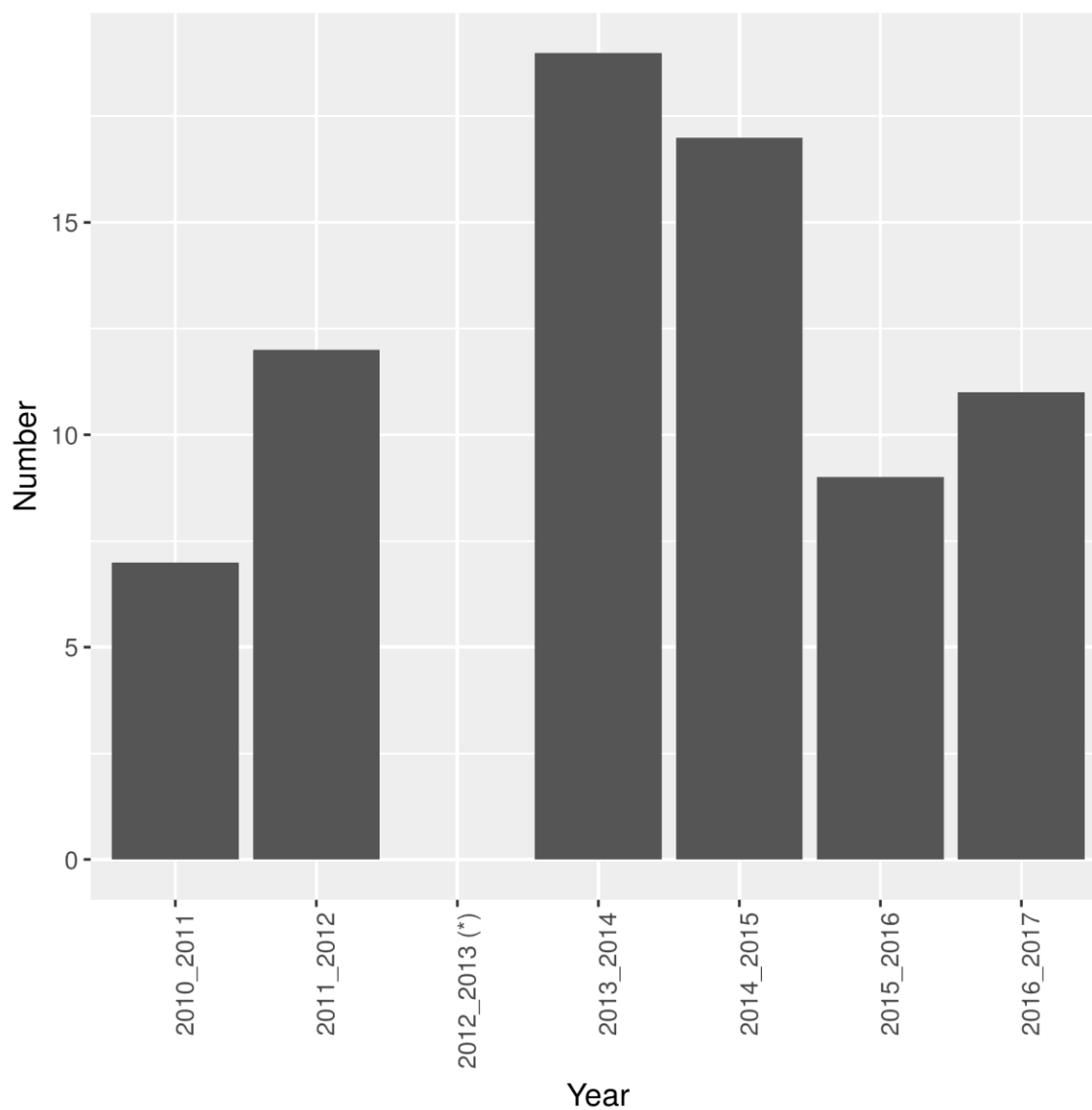
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\* Full data are not available for 2012-2013 as the Local Government & Social Care Ombudsman's Office changed its business processes.

### 3 BENEFITS & TAX

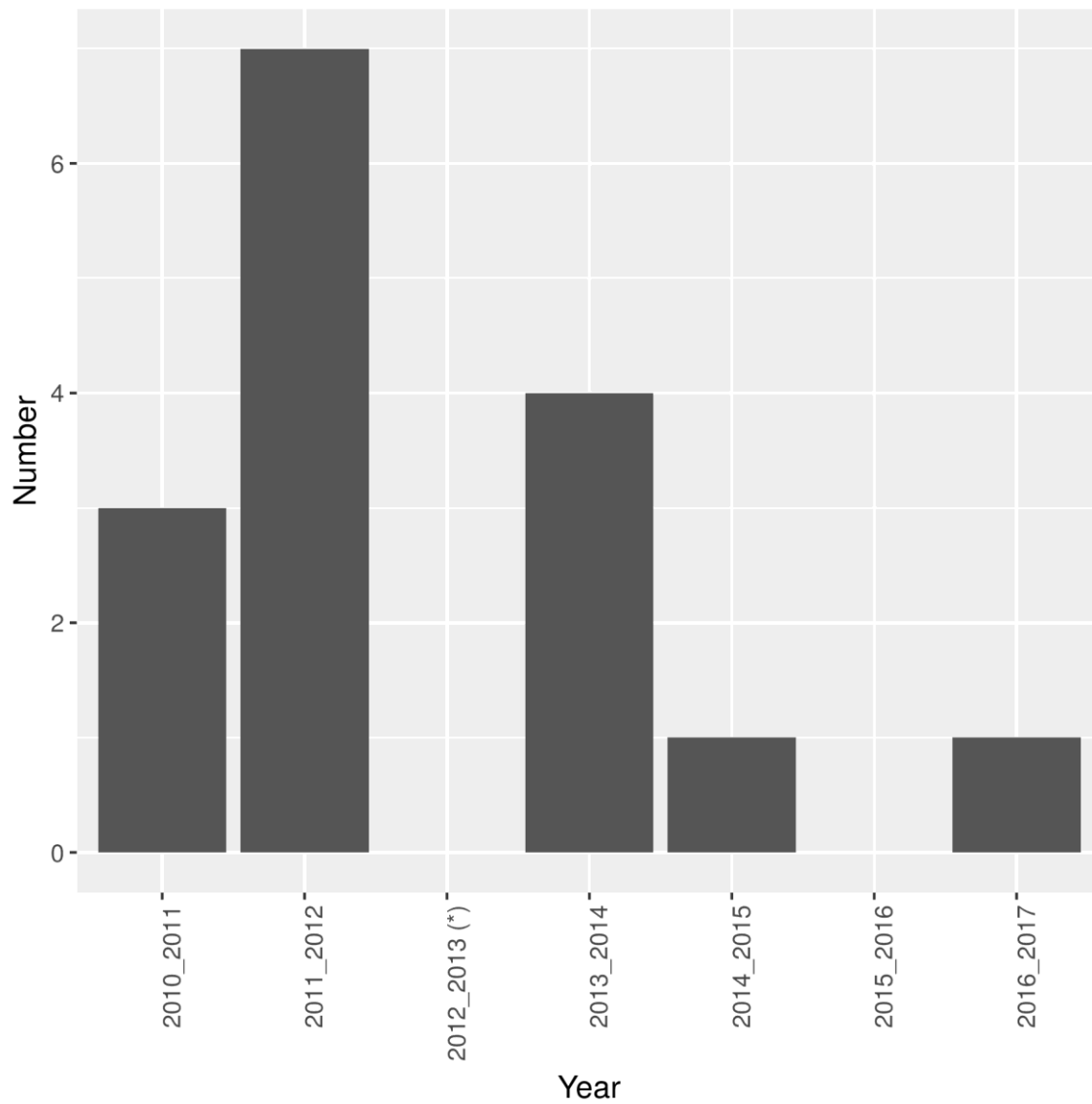
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\* Full data are not available for 2012-2013 as the Local Government & Social Care Ombudsman's Office changed its business processes.

## 4 CORPORATE & OTHER SERVICES

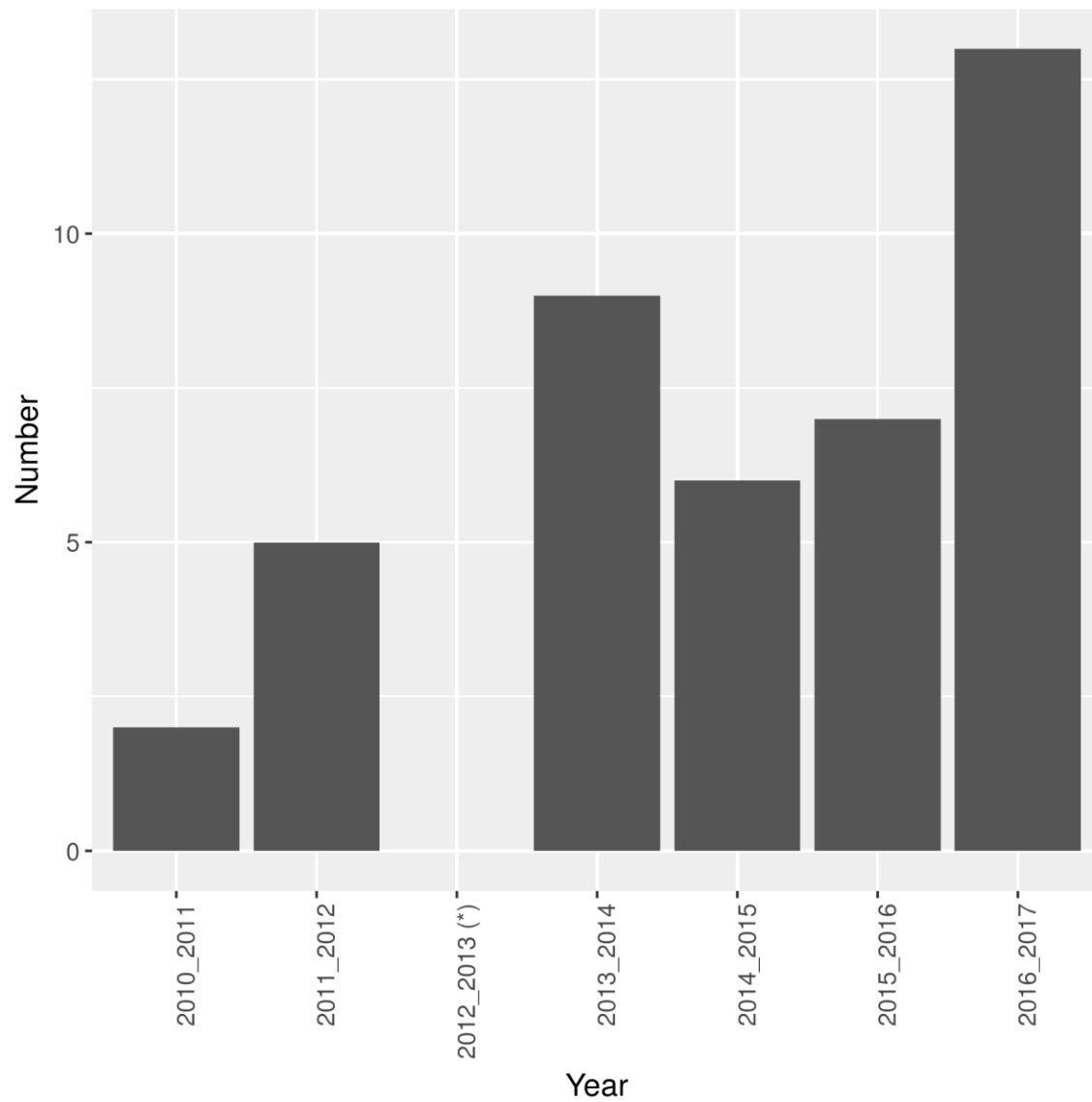
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\* Full data are not available for 2012-2013 as the Local Government & Social Care Ombudsman's Office changed its business processes.

## 5 EDUCATION & CHILDRENS SERVICES

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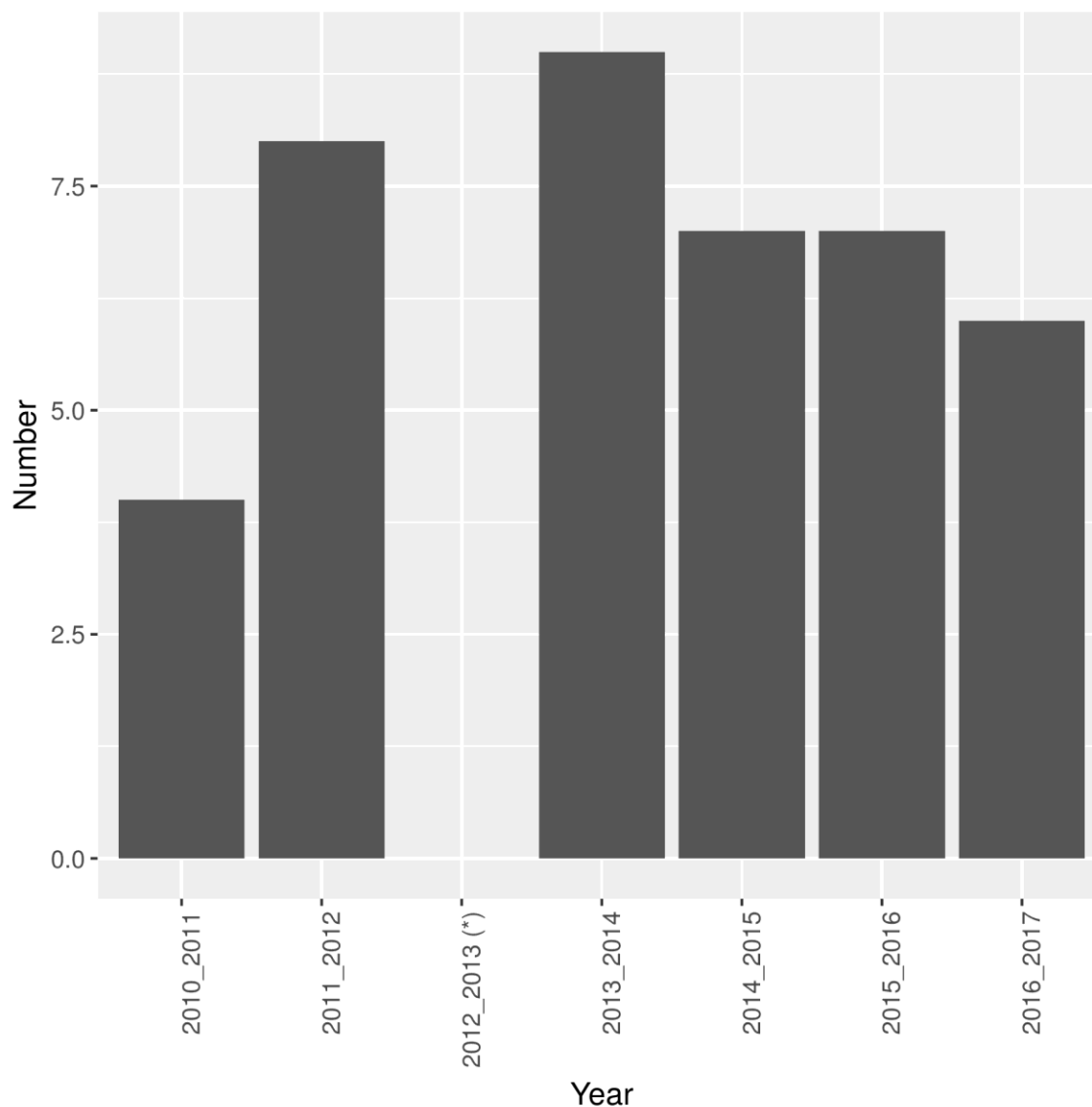


\* Full data are not available for 2012-2013 as the Local Government & Social Care Ombudsman's Office changed its business processes.



## 6 ENVIRONMENTAL SERVICES & PUBLIC PROTECTION & REGULATION

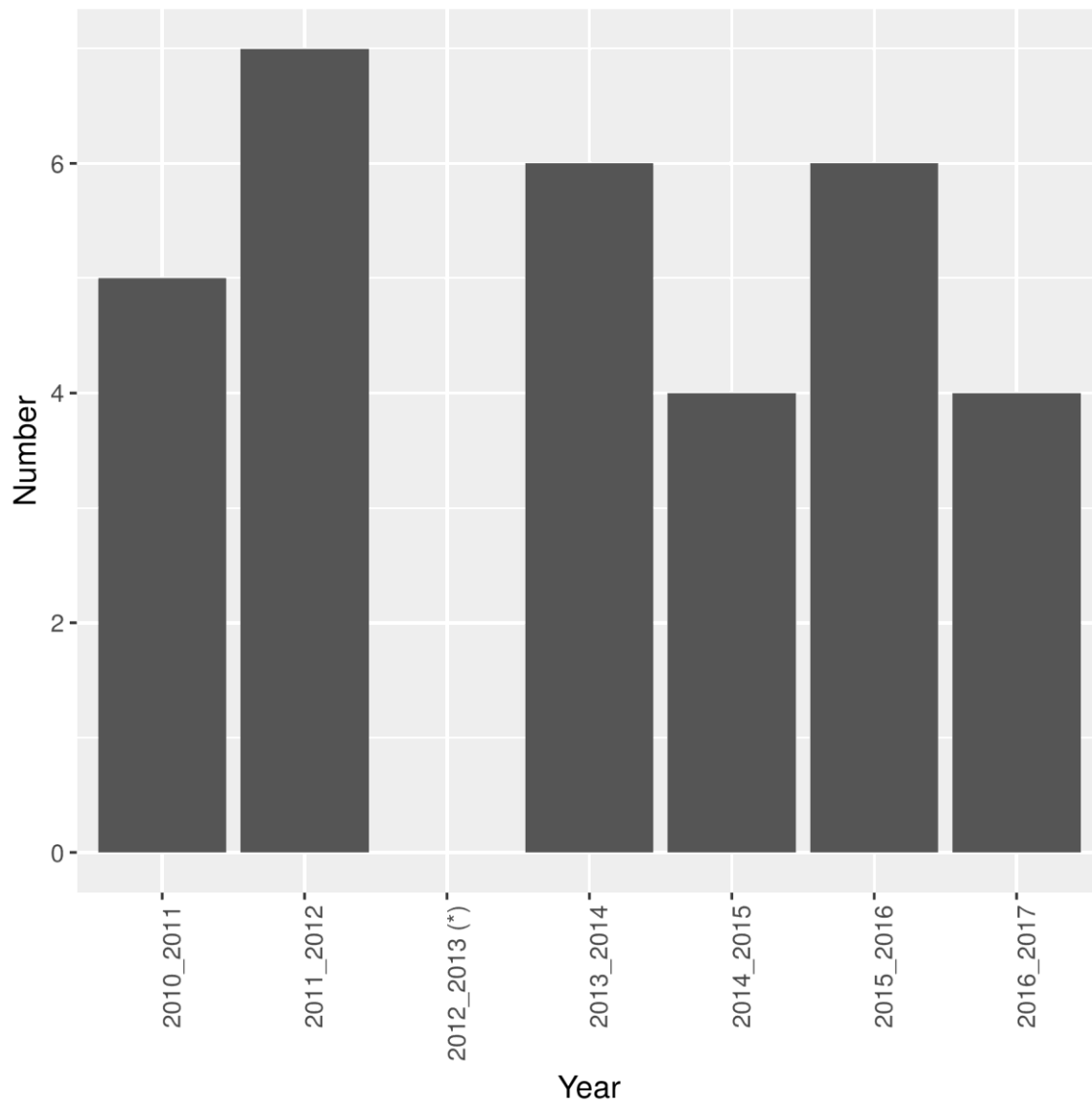
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\* Full data are not available for 2012-2013 as the Local Government & Social Care Ombudsman's Office changed its business processes.

## 7 HIGHWAYS & TRANSPORT

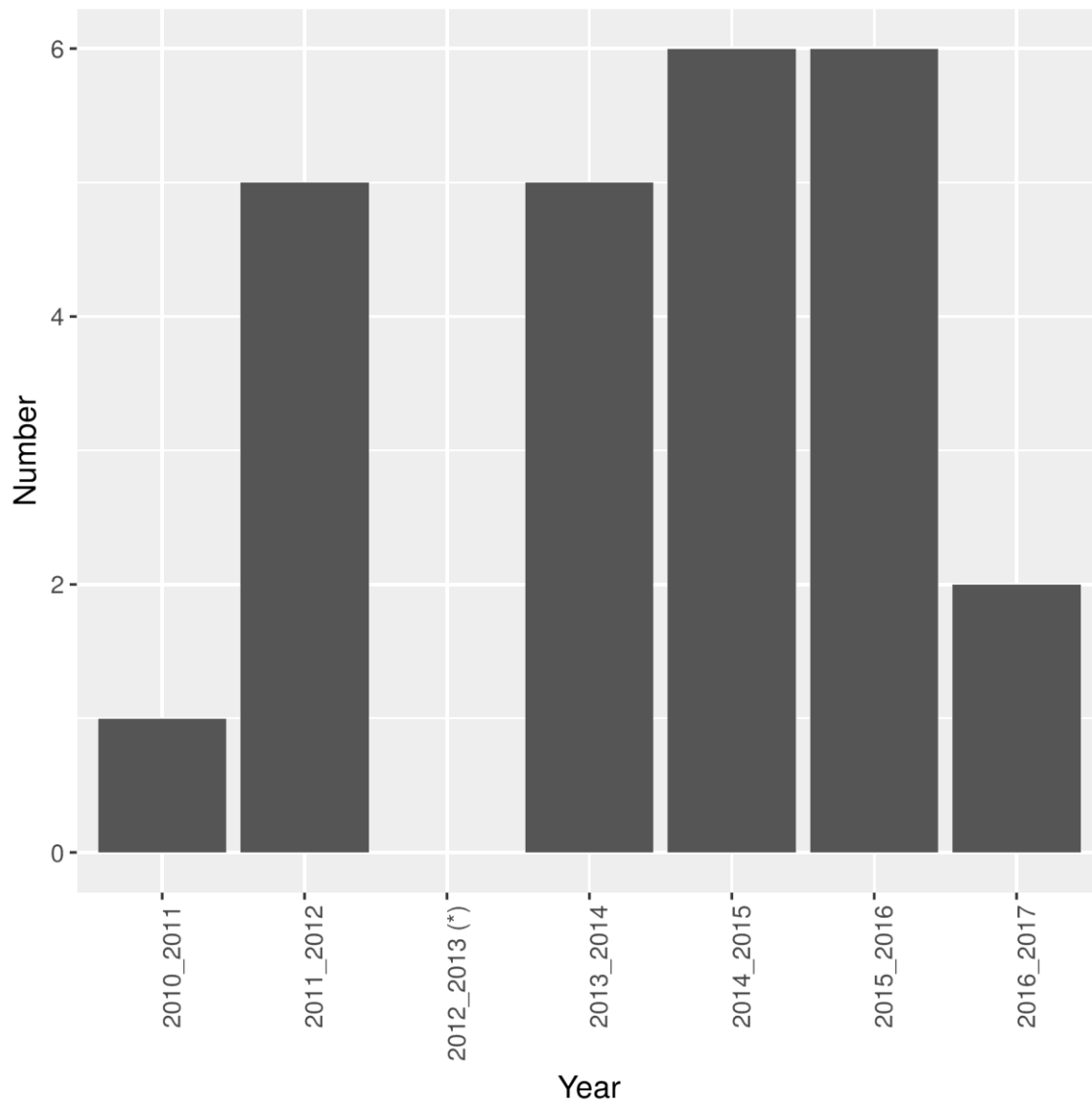
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\* Full data are not available for 2012-2013 as the Local Government & Social Care Ombudsman's Office changed its business processes.

## 8 HOUSING

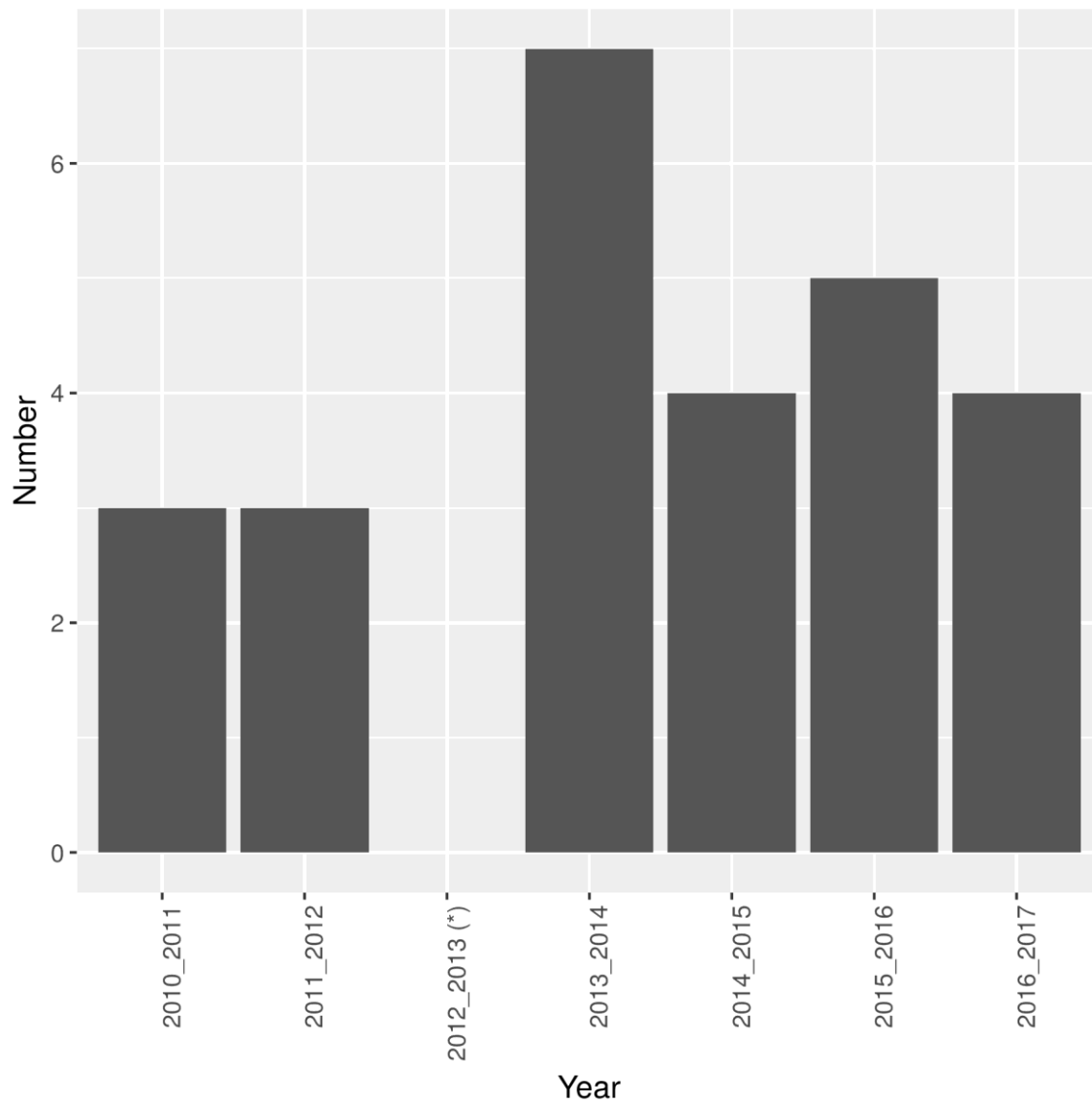
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\* Full data are not available for 2012-2013 as the Local Government & Social Care Ombudsman's Office changed its business processes.

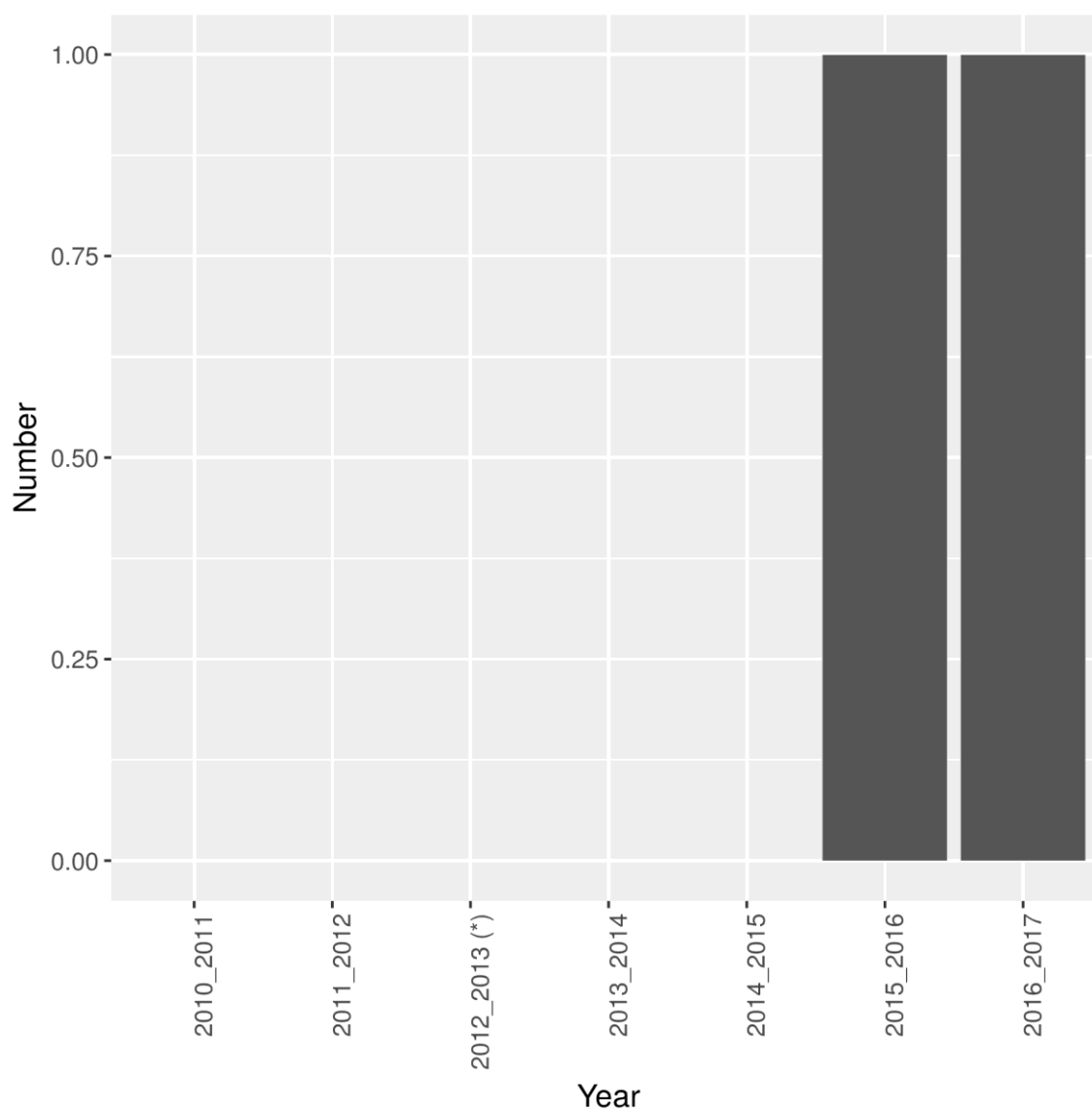
## 9 PLANNING & DEVELOPMENT

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\* Full data are not available for 2012-2013 as the Local Government & Social Care Ombudsman's Office changed its business processes.

## 10 OTHER



\* Full data are not available for 2012-2013 as the Local Government & Social Care Ombudsman's Office changed its business processes.

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of the Local Government Act 1972.

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of the Local Government Act 1972.

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