

Swindon Borough Council

Cabinet

Wednesday, 17 October 2018

Committee Room 6, Civic Offices

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

Conservative Councillors

David Renard (Chair)

Oliver Donachie

Brian Ford

Dale Heenan

Russell Holland

Mary Martin

Cathy Martyn

Maureen Penny

Gary Sumner

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.

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. 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 5th September 2018.

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. |
|----------|---------------|
| 9 and 10 | 3 |

6. Budget Management Update DF (CM:RH) (Pages 11 - 34)

7. Polling District and Places Review DLDS (CM:DR) **SA** (Pages 35 - 44)

8. Swindon Borough Council (Southern Connector Road, New Eastern Villages) Compulsory Purchase Order 2018 (CE) (CM:GS) **CD; RW; SM** (Pages 45 - 50)

9. Kimmerfields - Purchase Opportunity (CE) (CM:RH) **CE** (Pages 51 - 70)

10. Wichelstowe Parcels Proposed Phase 0 CDCH (CM:GS) **WW** (Pages 71 - 78)

Date of Despatch: 09 October 2018

Key:

Officers:

| | | |
|------|---|--|
| CE | - | Chief Executive |
| CDCH | - | Corporate Director Communities and Housing |
| DLDS | - | Director of Law and Democratic Services (Monitoring Officer) |
| DF | - | Director of Finance (Section 151 Officer) |

Wards

| | | |
|----|---|-------------------------------|
| SA | - | St Andrews |
| CE | - | Central |
| WW | - | Wroughton and Wichelstowe |
| CD | - | Covingham and Dorcan |
| SM | - | St Margaret and South Marston |

RW - Ridgeway

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, and Cabinet Member for Finance |
| OD | | Oliver Donachie | Cabinet Member for Economy Prosperity |
| BF | - | Brian Ford | Cabinet Member for Adults |
| DH | - | Dale Heenan | Cabinet Member for the Town Centre |
| MM | - | Mary Martin | Cabinet Member for Children and School Attainment |
| CM | | Cathy Martyn | Cabinet Member for Housing and Public Safety |
| MP | - | Maureen Penny | Cabinet Member for Highways and the Environment |
| GS | | Gary Sumner | Cabinet Member for Strategic Planning |
| KW | | Keith Williams | Cabinet Member for Corporate and Customer Services |

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

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 Part 5 of the Council's Constitution ("Public Question Time at Council Meetings - Protocol and Guidance"), available on the Council's Website (see link below) or from the Committee Clerk named above.

<http://www5.swindon.gov.uk/moderngov/ecSDDisplay.aspx?NAME=SD6032&ID=6032&RPID=5783709>

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CABINET

WEDNESDAY, 5 SEPTEMBER 2018

PRESENT:- Councillors David Renard (Chair), Oliver Donachie, Fionuala Foley, Brian Ford, Russell Holland, Mary Martin, Cathy Martyn, Gary Sumner and Keith Williams.

Apologies for absence were received from Councillors Garry Perkins.

Councillor Jim Grant, the Leader of the Labour Group, attended the meeting in respect of Minute Nos. 30, 31 and 32.

Councillor Bob Wright attended the meeting in respect of Minute Nos. 31 and 34.

Councillor Jim Robbins attended the meeting in respect of Minute No. 34.

26. Councillors Fionuala Foley and Garry Perkins

Councillor David Renard, the Leader of the Council, advised the meeting that Councillors Fionuala Foley, the Cabinet Member for Highways and the Environment, and Garry Perkins, the Cabinet Member for the Town Centre, would be resigning from the Cabinet with effect from the Council meeting on 20th September. On behalf of the Cabinet, Councillor Renard thanked Councillors Foley and Perkins for their commitment and hard work in support of Cabinet and the Council and in furtherance of their individual portfolio responsibilities.

27. Declarations of Interest.

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

28. Minutes.

Resolved – That the minutes of the meeting held on 11th July 2018, be confirmed and signed as a correct record.

29. Public Question Time.

Mr Roy Worman, a local resident, asked a question regarding the refresh of the Council's Vision, Priorities and Pleades and, in particular, the Council's position in relation to investment in a Thamesdown Drive extension. The Leader of the Council answered Mr Worman's question at the meeting.

30. Budget Management 2018/19

Councillor Russell Holland, the Deputy Leader of the Council and Cabinet Member for Finance, and the Director of Finance, submitted joint report presenting to Cabinet the 2018/19 revenue and capital budget forecast out-turn.

Councillor Holland and Councillor Gary Sumner, the Cabinet Member for Strategic Planning, responded to questions put by Councillor Jim Grant, the Leader of the Labour Group, regarding:

- The delivery of housing and land sales through the Council's housing company as a measure to mitigate potential overspend.
- The profit accruing to the Council as a result of the sale of properties at the Euclid Street site.
- The disparity between projected and actual accruals through housing and land sales through the Council's housing company.

Resolved – (1) That the 2018/19 revenue budget forecast out-turn for each service area, set out in Table 1 and Appendix 1 to the report, be noted.

(2) That the risks to the current forecast be noted and also that the Corporate Management Team will continue to take action to manage spending within the approved budget.

(3) That the virements set out in Appendix 2 to the report be approved.

(4) That the forecast capital expenditure, set out in Tables 2 & 3 and Appendix 3 to the report, be noted.

(5) That the changes to the capital programme, set out in section 3.11 of the report, be approved.

(6) That the contents of Appendix 4 to the report, regarding the 2017-18 Community Infrastructure Levy (CIL), be noted and that this be approved to be published on the Council's website.

(7) That the annual retention of 5% of the total annual CIL receipts to cover administration costs, as detailed in paragraphs 3.15 - 3.16 of the report, be approved.

(8) That the intention for CIL receipts to support capital programme proposals to be taken to Cabinet in February 2019 as part of the annual capital budget setting process be noted.

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

31. Customer Access Strategy

Councillor Keith Williams, the Cabinet Member for Corporate and Customer Services, and the Director of Performance, Organisational Improvement and Communications, submitted joint report outlining the results of a recent consultation on the Council's draft Customer Access Strategy and offering recommendations as to how the Council should modernise customer access in the future. It was noted that the report was necessary in order that the Council can modernise its approach to customer services and keep in step with customer expectations as to how they wish to contact the Council.

Councillor Williams, with Councillor Oliver Donachie, Cabinet Member for Economy Prosperity, responded to questions put by Councillors Mary Martin, Cabinet Member for Children and School Attainment, Jim Grant, the Leader of the Labour Group, and Bob Wright, regarding:

- Digital inclusion and the support available for customers who might be less confident in using available technologies to access services and the timeframe for getting this support in place.
- Projected savings through digitisation and the reasons for the Council not pursuing digital solutions previously.
- Problems encountered by members in respect of the Hotline service and issues with the Council's incoming call handling systems generally.

Resolved – (1) That the results of the Customer Access Strategy consultation and the accompanying analysis be noted.

(2) That the Customer Access Strategy 2018-2021, attached to the report at Appendix 1, be endorsed.

(3) That Cabinet's recognition of the contribution of the March 2018 cohort of Aspiring Leaders to the development of the Customer Access Strategy be recorded in the minutes.

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

32. Vision, Priorities and Pledges

Councillor David Renard, the Leader of the Council, and the Chief Executive submitted a joint report setting out an updated set of Pledges that the Council intends to deliver for the people of Swindon in order to achieve the Vision for the Borough of Swindon and the associated four priorities, as agreed by full Council on 15th September 2015. This report was necessary to provide to Cabinet the detail of how the Council's Vision and Priorities will be delivered in its current context.

It was noted that, since the adoption of the Council's Vision, Priorities and Pledges in 2015, some of the Pledges had been delivered and new issues and opportunities had emerged and that it had been necessary to update the Pledges to reflect these changes.

Councillor Renard, with Councillors Russell Holland, the Deputy Leader of the Council and Cabinet Member for Finance, Mary Martin, Cabinet Member for Children and School Attainment, and Brian Ford, Cabinet Member for Adults, responded to questions put by Councillor Jim Grant, the Leader of the Labour Group, regarding the content of several of the new pledges detailed in Appendix 1 to the report, specifically where these made reference to statutory functions.

Resolved – (1) That the 26 Pledges, set out in Appendix One to the report, be adopted.

(2) That the Leader of the Council and the Chief Executive be authorised to work with Portfolio Holders and Corporate Directors to set out a suite of specific deliverables for each of the years 2018/19, 2019/20 and 2020/2021 which will clearly show how each Pledge will be achieved

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

33. Annual Review of Local Ombudsman Complaints

Councillor David Renard, the Leader of the Council, and the Director of Law and Democratic Services, submitted joint report on the receipt of the Local Government and Social Care Ombudsman's (LGO) Annual Review for 2017/2018, which gives the total number of complaints and enquiries received by the LGO with regard to Swindon Borough Council. The report highlighted the annual summary of statistics on the complaints made to the LGO regarding the Authority for the year ended 31st March 2018.

It was noted that 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, as set out in Article 13 of the Constitution and that high quality corporate functions, including how complaints are handled, are an essential component of successful delivery of the Council's Vision, Priorities, and Pledges.

Resolved – (1) That the LGO's Annual Review 2017/18, including the summary of National Statistics, and the trends across service areas in Swindon over the period 2010-2018, attached at Appendix 1 to the report, be noted.

(2) That it be noted that, of the 58 complaints submitted to the LGO in relation to Swindon in 2017/18, only 3 were upheld, which is a reduction on the previous year.

(3) That Cabinet records it's thanks to all officers for their efforts in dealing with complaints so effectively.

(4) That the Chief Executive, Corporate Directors, Directors and Heads of Service be authorised to take appropriate actions to 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.

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

34. Rodbourne Traffic Issues

Councillor Fionuala Foley, the Cabinet Member for Highways and the Environment, and the Head of Highways and Transport, submitted a joint report on the Council's response to each of several actions proposed at the Full Council on 19th April 2018, following members' consideration of a petition requesting the Council "take action to resolve the traffic issues in the Rodbourne (Even Swindon) area and, in particular, the problems caused by queuing vehicles trying to enter the car parks of McArthur Glen Outlet Village".

Councillor Foley advised the meeting that the following wording had been omitted from the published report:

To be added to the end of para 3.3.2:

"A meeting to be arranged with Ward Councillors and highway officers, to agree the wider public consultation strategy".

Councillor Foley commented on the success of the McArthur Glen Outlet Village and the important contribution it makes to the Swindon economy. She recognised that the surrounding highway networks are an essential component for the continuing success of the venture but that this needed to be balanced against the requirements of the community of Rodbourne and, as part of the overall highway network, the requirements of the people of Swindon. Councillor Foley outlined the measures that had been taken, and were proposed to be taken, by the Council in conjunction with the Outlet Village Management to facilitate improved access and car parking at the Outlet Village and to try and resolve the associated problems currently being encountered by the local community.

Following her introduction of the report, Councillor Foley responded to questions put by Councillors Jim Robbins and Bob Wright regarding:

- The reasons for the delay in submitting this report to Cabinet.
- Engagement with ward members and the local community regarding the proposed pilot scheme to test the feasibility of making Rodbourne Road northbound only on days when there are special events at the Outlet Village or Steam.
- The limitations of the revised highway lining arrangements on Kemble Drive, particularly the effect on “through traffic” of stationary and parked vehicles on that road.
- Enhanced traffic enforcement in the area at peak times and on weekends and bank holidays.
- Promoting better use of the Bristol Street Car Park on expected busy days at the Outlet.
- The enhancement of signage to improve traffic flows in the area, particularly to direct vehicles to lesser-used car parks, including those accessed from Paddington Drive and Penzance Drive.
- Measures to meet increased parking demands at the Outlet over the Christmas period.
- Traffic flows in the area and the possible introduction of a “yellow box” traffic management system at the top of Dean Street and the junction with Church Place.
- Traffic Management and the feasibility of establishing a Park and Ride Service connecting to the Outlet Village.

Resolved – (1) That it be noted that the Head of Highways and Transport, in consultation with the Cabinet Member for Highways and the Environment, and in accordance with the post’s delegated authority, will undertake the required tasks in response to each of several actions proposed at the Full Council on 19th April 2018, following members’ consideration of a petition requesting that the Council “take action to resolve the traffic issues in the Rodbourne (Even Swindon) area and, in particular, the problems caused by queuing vehicles trying to enter the car parks of McArthur Glen Outlet Village.

(2) That, further to (1) above, Councillor Oliver Donachie, the Cabinet Member for Economic Prosperity, be included as a consultee in relation to the particular matters referred to in paragraphs 3.4 (Church Place Bus gate) and 3.5.2 (enhanced signage) of the report.

(3) That, in relation to the development of proposals to address traffic issues in the area of the Outlet Village, and also in relation to any consultation on such proposals, the officers give due consideration to the following suggestions made by members during the course of the debate of this item:

- The enhancement of car parking enforcement provision in the area at peak times and on weekends and bank holidays.
- Promoting better use of the Bristol Street Car Park on expected busy days at the Outlet.
- The enhancement of signage to improve traffic flows in the area, particularly to promote more effective use of car parking by directing vehicles to under-utilised car parks, including those accessed from Paddington Drive and Penzance Drive.
- The need to meet with Ward Members and interested parties, to include the Outlet Management as appropriate, to consider measures to address increased parking demands at the Outlet over the Christmas period.

- Traffic flows in the area and the possible introduction of a “yellow box” traffic management system on Rodbourne Road, at the junction of Dean Street and Church Place.
- The feasibility of establishing a Park and Ride Service connecting to the Outlet Village.

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

Budget Management Update

Cabinet

Date: 17th October 2018

Author: Cabinet Member for Finance

Director of Finance

Wards: All

Parishes Affected: All

1. Purpose and Reasons

- 1.1 This report updates the position in relation to the 2018/19 forecast outturn and sets out the approach for addressing the financial challenge in the period to March 2020.

2. Recommendations

Cabinet is recommended:

- 2.1 To note the in-year forecast outturn position for 2018/19 and the responding actions in place to manage the projected year-end overspend;
- 2.2 To note the development of the Council's capital strategy and the approach to delivering a balanced revenue budget for 2019/20;
- 2.3 To agree the virements set out in Appendix 2;

3. Detail

Projected Outturn 2018/19

- 3.1 The forecast as at 31st August 2018 is an overspend of £3m against the revenue budget for 2018/19.
- 3.2 The budget and projected outturn by Department is set out in Table 1 below and a more detailed analysis is set out in Appendix 1.
- 3.3 A number of budget changes have been identified since the last report and Cabinet is asked to approve the virements set out in Appendix 2.

Budget Management Update

Cabinet

Date: 17th October 2018

Table 1 – Projected Outturn 2017/18

| Department | Budget 2017/18 £'000 | Full-Year Projected Outturn £'000 | Projected Variance £'000 | Movement since last report £'000 |
|--|----------------------------|--|--------------------------------|---|
| Adult Services | 84,340 | 83,639 | (701) | (400) |
| Children Services | 33,938 | 39,751 | 5,813 | 2,008 |
| Communities and Housing | 28,136 | 29,355 | (529) | (270) |
| Economy | (2,439) | (2,514) | (75) | (75) |
| Resources | 20,871 | 20,124 | (747) | (737) |
| Corporate | (22,478) | (23,236) | (758) | (516) |
| Total Before Use of Cashflowing Reserve | 143,048 | 146,051 | 3,003 | 10 |
| Transfer to/(from) Cashflowing Reserve | (2,824) | (2,824) | 0 | 0 |
| Total General Fund | 140,224 | 143,227 | 3,003 | 10 |

- 3.4 The projected outturn forecast is unchanged since the report to Cabinet in September. Within the headline figure there have been a number of changes, with the most significant being a further increase in demand for children's social care which has increased the forecast spend on external placements by £1.3m, unaccompanied asylum seekers by £354k and support for children in their home and unregulated placements by £244k.
- 3.5 The increased pressure on children's social care has been offset, largely as a result of the action across all departments to hold existing vacancies in non-essential posts and declare the financial savings from these and undertake a critical review of spend on agency staff and other procurement spend.
- 3.6 Other improvements in the forecast include:
- 3.6.1 A reflection of the early delivery of demand management savings in adult social care that were originally planned for 2019/20 (£340k)
- 3.6.2 A reduction in the use of private sector landlords for meeting housing demand (£200k)
- 3.6.3 Additional grant income across a number of funding streams

Financial Outlook to 2020

- 3.7 The budget report to Council in February 2018 set out a projected funding gap of £30m for the two year period to March 2020. Alongside the budget for 2018/19 it

Budget Management Update

Cabinet

Date: 17th October 2018

also set out an indicative budget for 2019/20, providing a detailed analysis of potential savings identified at that point in time.

- 3.8 As 2019/20 is the last year of the four-year settlement from central government it is anticipated that the funding projections for 2019/20 will be largely unchanged. There has been an announcement that the threshold for calculating New Homes Bonus may be increased (reducing payments to individual authorities) but details of this are not expected to be confirmed until the Provisional Local Government Finance Settlement.
- 3.9 In the period since February 2018 officers have continued to develop and refine the savings proposals using the principles of the Swindon Programme and seeking savings under the four workstreams:
- 3.9.1 Organisational Excellence
 - 3.9.2 Demand Management
 - 3.9.3 Commissioning and Procurement
 - 3.9.4 Commercialisation
- 3.10 The detailed draft budget proposals arising from this work will be considered by Cabinet at its December meeting.

Outlook for 2020/21 Onwards

- 3.11 Funding for local government from April 2020 onwards will be shaped by three main issues:
- 3.11.1 Spending Review 2019 – this is expected to establish the quantum of funding available nationally for 2020/21 and, possibly, future years
 - 3.11.2 Business Rates Retention – the government is working with local government, led by the Local Government Association, to develop the arrangements for councils to retain 75% of the growth in business rates (compared to 50% currently)
 - 3.11.3 Fair Funding Review – this will establish the assessment of relative needs between authorities and take into account the ability of councils to raise income and will therefore form the basis of the redistribution of resources between councils
- 3.12 Consultations on detailed aspects of business rates retention and fair funding review are anticipated by the end of 2018, but the impact at individual authority level is not expected to be known until Autumn 2019.

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

Budget Management Update

Cabinet

Date: 17th October 2018

3.13 As part of the Council's longer term financial planning a revised capital strategy will be produced. The purpose of this strategy will be to:

3.13.1 Set out how long-term investment decisions are made

3.13.2 Provide a framework for prioritising competing demands

3.13.3 Make efficient use of scarce resource towards delivery of council priorities

3.14 An initial draft of the strategy is set out in Appendix 3. This will be developed, incorporating input from the Resources and Corporate Overview and Scrutiny Committee, over the next few months and will form part of the overall capital programme decision by the Council in February.

4. Alternative Options

4.1 The report sets out the financial position for the council in the current year and the approach to addressing this and the financial challenges in the years ahead. The Council could continue to provide services in the current form but this is not recommended as the organisation would soon become financially unsustainable and important services would be unaffordable.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

5.1 The projected overspend in the current financial year is currently £3.0m. Further management action is aimed at managing the overall position and ensuring there is no further call on the Council's reserves.

5.2 Funding reductions and cost pressures require the Council to meet an anticipated funding gap of £30m over the two year period to March 2020.

Legal and Human Rights Implications

5.3 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.

5.4 Over the years, there have been a number of challenges in the courts as to reductions in budgets. The courts have held that the decision to set a local authority budget for a service at a certain level and to make reductions in specific areas is a political decision which cannot be judicially challenged. How those reductions are implemented; however, is key and will be subject to appropriate consultation.

Budget Management Update

Cabinet

Date: 17th October 2018

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

- 5.5 Where there are such implications these have been reflected in the body of the report.

Diversity Impact Assessment

- 5.6 Diversity Impact Assessments (DIA) will be produced for each of the future savings proposals that could affect protected groups. Where assessments undertaken identify adverse impacts then mitigations are being developed as part of the proposals.

Risk Management

- 5.7 Any risks arising from the proposals contained within this report will be managed through their implementation taking into consideration feedback from the consultation exercise.

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 Cabinet reports.

7. Background Papers

- 7.1 None

8. Appendices

- 8.1 Appendix 1: Forecast Outturn by Directorate 2017/18
8.2 Appendix 2: Virements 2017/18
8.3 Appendix 3: Initial Draft of Capital Strategy

9. Key Decision/Decision in Cabinet Work Programme

- 9.1 This is a Key Decision and is included in the Cabinet Work Programme for October 2018.

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| Fund | Tier 1 Pillar | Tier 2 Function | Function Ref | Heads of Service | Budget 2018/19 £'000 | Actual YTD £'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 and Health & Safety | PF110 | Nick Hobbs | 922 | 281 | 862 | (60) | 0 | (60) | Staff vacancy savings and additional income |
| | | Finance | PF200 | Mick Bowden | 5,183 | (939) | 4,784 | (399) | (30) | (369) | £116k of grant income to cover costs already included in the base budget. £50k improvement on Housing Benefits. The remaining £203k from staff vacancies, extra income and savings on court costs. |
| | | Human Resources and Organisational Development | PF220 | Sonia Grewal | 1,866 | 730 | 1,847 | (19) | 0 | (19) | Staff vacancies. |
| | | Corporate | PF240 | Mick Bowden | (22,478) | (15,010) | (23,236) | (758) | (242) | (516) | £192k saving due to sufficient Carbon Reduction Credits purchased in prior years to cover SBC until the end of the current scheme. £100k net saving from not replacing the Director of Resources' post. £25k un-budgeted grant income. £200k additional grant income for Business Rates. |
| | | Digital Services and Corporate Programmes | PF250 | Glyn Peach | 8,765 | 4,862 | 8,642 | (123) | 0 | (123) | Mainly staff and contract savings partially offset by one-off costs and the part-year impact associated with a budgeted saving on phones. |
| | | Law & Democratic Services | PF310 | Stephen Taylor | 2,879 | 1,329 | 2,844 | (35) | 20 | (55) | Staff vacancy, Print and other running cost savings |
| | | Performance, Organisation Improvement and Communications | PF410 | Sam Mowbray | 1,256 | 684 | 1,145 | (111) | 0 | (111) | Staff vacancies and additional income. |
| | Economy | Property & Assets | PF430 | Rob Richards | (1,607) | (8,063) | (3,112) | (1,505) | (252) | (1,253) | |
| | | Strategic Growth | PF440 | Philippa Venables | (3,488) | (1,328) | (3,488) | 0 | 0 | 0 | |
| | | Town Centre | PF450 | Emma Gee | 557 | (323) | 482 | (75) | 0 | (75) | Staff vacancy savings. |
| | Children Services | Routes to Employment & Libraries | PF420 | Sally Burnett | 492 | 221 | 492 | 0 | 0 | 0 | |
| | | Skills & Attainment | PF520 | Peter Nathan | (2,439) | (1,430) | (2,514) | (75) | 0 | (75) | |
| | | Children, Families and Community Health Services | PF600 | Judith Ramsden | 2,312 | 419 | 2,247 | (65) | 0 | (65) | The £49k underspend on Supported Employment was previously reported under Communities & Housing, the balance is mainly on reduced staffing costs in Libraries. |
| | Adult Services | Adults | PF510 | Angela Plummer | 2,056 | 497 | 2,057 | 1 | 0 | 1 | |
| | | Public Health | PF540 | Cherry Jones | 29,570 | 17,464 | 35,447 | 5,877 | 3,805 | 2,072 | Increase spend on External placements of £1.305m; Increase in spend against the 4 long term teams of £243.7k, due to an increase in costs to support children in their home and on unregulated placements; Increase spend relating to Unaccompanied asylum seekers of £353.6k, the main movement relates to one high cost placement which is linked to on-going court action; Increase in legal costs of £86k due to an increase in the number of cases going to court; Increase in costs relating to agency staff in order to backfill frontline services £126k; Increase in Management costs to support the service due to vacant posts and service improvement work of £116k. |
| | | | | | 33,938 | 18,380 | 39,751 | 5,813 | 3,805 | 2,008 | |
| | Communities and Housing | Streetsmart and Supported Employment | PF610 | Ian James | 70,770 | 25,335 | 70,129 | (641) | (301) | (340) | Good progress on demand management programme and success in securing external funding has helped to reduce the outturn forecast for 18-19. |
| | | Housing Services | PF630 | Mike Ash | 13,570 | 3,293 | 13,510 | (60) | 0 | (60) | One off savings resulting from staff vacancies |
| | | Highways & Transport | PF640 | TBC | 84,340 | 28,628 | 83,639 | (701) | (301) | (400) | |
| | | | | | 15,871 | 7,760 | 15,686 | (185) | (131) | (54) | Improved trading forecasts for both community meals and enterprise works of £117k and in year vacant posts projected for a number of areas £82k; offset by anticipated further shortfall in parking income at coate water £15k and the non delivery of 2018/19 organisational excellence savings of £69k across service areas. The forecast underspend of £49k for supported employment is now included within children services. |
| | | | | | 359 | (1,131) | 99 | (260) | 0 | (260) | A reduction in the reliance on Private Sector Landlord Accommodation for homeless families has significantly reduced the rent burden on the General Fund, saving approximately £200k. In addition, £194k grant funding for Rough Sleeping has released the budget previously identified at the beginning of the year to fund this project. |
| | | | | | 7,539 | 3,548 | 7,383 | (156) | (135) | (21) | Improved forecasts for income and recharges for car parking, streetworks and highways operations of £312k and in year vacancy projections of £75k. The income forecasts will be monitored closely each month as they can be impacted by changes to customer behaviour. Offset by non-delivery of in year Swindon programme organisational excellence savings of £201k. Street lighting maintenance forecast worsened by £80k reflecting the net cost of having to use a contractor to undertake necessary work. There are plans to mitigate this by recruiting to in house vacant posts. Income from roundabouts is forecast lower by £44k due to reduced demand |

| | | | | | | | | | | | |
|-------------------------------|-------------------------|--|-------|----------------|----------|----------|----------|-------|-------|---------|---|
| | | Planning, Regulatory and Heritage Services | PF650 | Richard Bell | 1,081 | 396 | 1,231 | 150 | 97 | 53 | At Lydiard, additional car parking income pressures due to the damage to cash machines and one-off set up costs for the hotel increased the projected overspend by £53k. in addition, the service area has committed to keep posts vacant and reduce spend to mitigate the projected non delivery of 2018/19 organisational excellence savings of £164k across a number of services. There remain trading risks for both STEAM museum and Lydiard which are being monitored closely each month. |
| | | Facilities Management | PF670 | Nic Newland | 1,142 | 705 | 1,064 | (78) | (90) | 12 | Projected non delivery of organisational excellence savings of £22k. The service area is committed to mitigate the overspend. |
| | | | | | 25,992 | 11,278 | 25,463 | (529) | (259) | (270) | |
| General Fund Total | | | | | 140,224 | 48,793 | 143,227 | 3,003 | 2,993 | 10 | |
| Health | Health Adults | Health Adults | PFC50 | Sue Wald | 5,858 | (1,598) | 5,340 | (518) | (565) | 47 | Demand pressures on wheelchair service has pushed spend over budget by £47k. |
| | | Health Adults | PFC50 | Sue Wald | (5,858) | | (5,340) | 518 | 565 | (47) | Funding from Swindon CCG revised in line with spending. |
| | Health Childrens | Children's Health Delivery | PFC60 | Judith Ramsden | 0 | 875 | 0 | 0 | 0 | 0 | |
| | | Children's Health | PFC66 | Judith Ramsden | 0 | 242 | 378 | 378 | 0 | 378 | |
| Health Total | | | | | 0 | (481) | 378 | 378 | 0 | 378 | |
| Dedicated Schools Grant | DSG Commissioning | DSG Skills and Attainment | PFE50 | Peter Nathan | 87,205 | 38,191 | 86,672 | (533) | 811 | (1,344) | Increased demand and complexity of need for pupils receiving High Needs top ups £197k. Two pupils with new High Needs personal budgets instead of high cost external placements £80k, mitigated by reduction in external placements forecast (£80k). Special School place funding reduced by £1.5m as three special schools have converted to academy status and their place funding will be now paid directly by the Education and Skills Funding Agency, the funding will be retained by the ESFA as below. |
| Dedicated Schools Grant | DSG Commissioning | DSG Skills and Attainment | PFE50 | Peter Nathan | (87,205) | (35,521) | (86,011) | 1,194 | (340) | 1,534 | Grant funding expected has been reduced by £1.5m as the place funding for the three converting special schools will be retained by the Education and Skills Funding Agency, reduction in funding is completely offset by reduction in place costs above. |
| Dedicated Schools Grant Total | | | | | 0 | 2,670 | 661 | 661 | 471 | 190 | |
| Housing Revenue Account | Housing Revenue Account | Supervision & Management | PFH00 | Mike Ash | (35,540) | (9,238) | (35,391) | 149 | 151 | (2) | The previously identified budget pressures on lost rents and additional council tax charges on void / empty properties has increased to +£210k. This has been further mitigated by increased staff savings in Estate Management and reduced external survey fees, reducing the overall pressure by £2k.. |
| | | Special Services | PFH01 | Mike Ash | 450 | 443 | 336 | (114) | (39) | (75) | Savings on salaries have increased to (£65k) across the service due to vacancies. With additional income generated by Homeline of (£41.9k) and other minor savings on running costs, the forecast underspend has risen to £114k. |
| | | Repairs | PFH02 | Mike Ash | 10,090 | 4,871 | 10,090 | 0 | (1) | 1 | |
| | | HRA Capital Financing | PFH03 | Mike Ash | 25,000 | (2,014) | 25,000 | 0 | 0 | 0 | |
| Housing Revenue Account Total | | | | | 0 | (5,938) | 35 | 35 | 111 | (76) | |

Virements 2018/19 - Movements since the last report

Appendix 2

| | Resources & Corporate £'000 | Economy | Children Services £'000 | Adult Services £'000 | Communities & Housing £'000 | Contingency £'000 | Total General Fund £'000 |
|---|---------------------------------------|----------------|-----------------------------------|--------------------------------|---------------------------------------|--------------------------|-----------------------------------|
| | | | | | | | |
| Cabinet 05/09/2018 | (3,384) | (2,177) | 33,774 | 84,364 | 25,464 | 2,183 | 140,224 |
| | | | | | | | |
| Transfer of savings achieved as part of the Organisational Excellence programme | (17) | 0 | 0 | 17 | 0 | 0 | 0 |
| Minor adjustment to rental income budget | 4 | (4) | 0 | 0 | 0 | 0 | 0 |
| Transfer of Control Room budgets between services | (414) | 0 | 0 | 0 | 414 | 0 | 0 |
| Rental adjustment following purchase of the Carriageworks and the sale of car parks | 0 | (258) | 0 | 0 | 258 | 0 | 0 |
| Re-allocation of transport savings | 0 | 0 | 0 | (20) | 20 | 0 | 0 |
| Transfer of printer and phone budgets to ICT | 21 | 0 | 0 | (21) | 0 | 0 | 0 |
| Supported Employment budgets transferred between services | 0 | 0 | 164 | 0 | (164) | 0 | 0 |
| | | | | | | | |
| Cabinet 17/10/2018 | (3,790) | (2,439) | 33,938 | 84,340 | 25,992 | 2,183 | 0 |

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DRAFT
SWINDON BOROUGH COUNCIL
CAPITAL STRATEGY
2019/20 – 2023/24

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Capital Strategy 2019/20 – 2021/22

1 Executive Summary

1.1 This purpose of this Capital Strategy is to:

- a. Set out the principles the Council will follow in its capital planning.
- b. Outline the methodology for inclusion of schemes within the Capital Programme.
- c. Set out the arrangement for management of capital schemes.
- d. Identify the investment requirements and how those schemes may be funded.

1.2 In addition the Strategy includes a number of other areas due to changes in the CIPFA's Treasury Management Code of Practice relating to the loans to companies and investments in property funds and how these differ from the Council's capital expenditure. The Strategy also sets out the principles of what is a capital investment, the knowledge and skills available to the Council, an overview of governance processes and an outline of its approach to commercial activities including due diligence and risk appetite.

1.3 The capital strategy is therefore intended to give a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability.

2 What is Capital Expenditure?

2.1 Capital expenditure is incurred on the acquisition or creation of assets, or expenditure that enhances or adds to the life or value of an existing fixed asset that is needed to provide services. Fixed assets are tangible or intangible assets that yield benefits to the Council generally for a period of more than one year, e.g. land, buildings, roads, vehicles. This is in contrast to revenue expenditure which is spending on the day to day running costs of services such as employee costs and supplies and services. The definition of what can be classed as capital expenditure is a combination of accounting regulation and legislation and this distinction is important as capital funding (such as capital receipts and capital grants) cannot typically be used to fund revenue expenditure.

2.2 The capital programme is the authority's plan of capital works for future years, including details on the funding of the schemes. Included are the projects such as the purchase of land and buildings, the construction of new buildings, design fees and the acquisition of vehicles and major items of equipment. Also included could be service and commercial investments.

3 What are Treasury Investments?

3.3 Treasury Management investment activity covers those investments which arise from the organisation's cash flows and debt management activity, and ultimately represent balances which need to be invested until the cash is required for use in the course of business.

3.4 For Treasury Management investments the security and liquidity of funds are placed ahead of the investment return. The management of associated risk is set out in the Treasury Management Policy and the Annual Investment Strategy.

3.5 The CIPFA Treasury Management Code recognises that organisations may make investments for policy reasons outside of normal treasury management activity. These may include service and commercial investments.

4 What are Service and Commercial Investments?

4.1 These are investments for policy reasons outside of normal treasury management activity. This may include:

Service investments

4.2 Investments held clearly and explicitly in the course of the provision, and for the purposes, of operational services, including regeneration.

Commercial investments

4.3 Investments taken for mainly financial reasons. These may include:

- investments arising as part of business structures, such as shares and loans in subsidiaries or other outsourcing structures such as IT providers or building services providers;
- investments explicitly taken with the aim of making a financial surplus for the Council.

4.4 Commercial investments also include fixed assets which are held primarily for financial benefit, such as investment properties.

4.5 Due to the nature of the assets or for valid service reasons, such investments do not always give priority to security and liquidity over yield. In these cases, such a decision will be explicit, with the additional risks set out and the impact on financial sustainability identified and reported.

4.6 The Director of Finance will ensure that the Council has the appropriate legal powers to undertake such investments and will ensure the proportionality of all investments so that the Council does not undertake a level of investing which exposes it to an excessive level of risk compared to its financial resources.

5 Due Diligence

5.1 For all capital investments, the appropriate level of due diligence will be undertaken with the extent and depth reflecting the level of additional risk being considered.

5.2 Due diligence process and procedures will include:

- effective scrutiny of proposed investments by the relevant committee;
- identification of the risk to both the capital sums invested and the returns;

- understanding the extent and nature of any external underwriting of those risks;
- the potential impact on the financial sustainability of the Council if those risks come to fruition;
- identification of the assets being held for security against debt and any prior charges on those assets;
- where necessary independent and expert advice will be sought.

5.3 The Director of Finance will ensure that members are adequately informed and understand the risk exposures being taken on.

6 Council Objectives/Identifying Need

6.1 The Council has agreed a number of corporate aims, priorities and objectives which guide its work. The Council Plan 2016 – 2020 sets out vision for Swindon and the priorities we are trying to achieve for our residents and the borough of Swindon. The current Plan sets 4 priorities:

- Improve infrastructure and housing to support a growing, low-carbon economy
- Offer education opportunities that lead to the right skills and right jobs in the right places
- Ensure clean and safe streets and improve our public spaces and local culture
- Help people to help themselves while always protecting our most vulnerable children and adults

6.2 Capital investment projects must be in line with the Plan and priorities as well as individual service aims and objectives.

6.3 In addition to the Council's own priorities external influence may impact on capital decisions, for example central government and local enterprise partnership (LEP) priorities and funding requirements, and of course the influence of demographic and legislative changes. These need to be considered as part of the risk process when considering investment decisions.

7 Prioritising Investment

7.1 In order to ensure best use of resources, all capital investment proposals should be prioritised based on the following considerations:

- Is the proposal as a result of a statutory or urgent Health & Safety requirement and to what degree?
- Does the proposal fit within one of the Council's 4 priorities?
- Does the proposal attract external funding support?
- Does the proposal generate revenue savings, to what extent and timescales and are these acceptable?
- Does the proposal avoid future costs, to what extent and timescales and are these acceptable?
- Has risk been assessed and fully understood, is it manageable and considered acceptable?

7.2 The following processes are designed to ensure this happens.

8 Governance

- 8.1 In order for capital schemes to enter the capital programme, they must ultimately be approved at Cabinet. Prior to this there are various layers of scrutiny to ensure all proposals are deliverable, affordable, and provide value for money.
- 8.2 The Commercial Investment Strategy Board (“CISB”) specifically reviews proposals that are made for purely a commercial purpose. The Board, chaired by the Cabinet Member for Finance & Transformation meets monthly to review all proposals and if successful they either proceed to Cabinet for approval if greater than £10m, or through a Cabinet Member Decision Note process if less than £10m. All proposals through this Board are also presented to a CMAG (Cabinet Member Advisory Group) for additional scrutiny and comment.
- 8.3 General Fund Capital proposals that do not require CISB approval should be presented to the Capital Board for review and scrutiny prior to proceeding to Cabinet. The Capital Board is an officer Board and should consider schemes using the same criteria as detailed at section 7 above. Appendix A sets out the existing process which all proposals must follow in order to enter the Capital Programme.
- 8.4 Once a proposal has been formally approved, the identified budget manager must manage the project and ensure forecasts are updated regularly in line with financial processes so that they can be incorporated into the quarterly capital programmes reports for Cabinet. In addition, for larger projects, strong consideration should be given to setting up a Project Board chaired by the Head of Service which adds a further ability to monitor and scrutinise progress of the project against cost, time and deliverables.

9 The Capital Programme 2019/20 – 2023/24 - TBC

9.1 The following tables set out a summary of the current approved capital programme and investment requirements for service areas.

Table 1 - TBC

Table 2 - TBC

9.2 Table 2 identified current additional investment requirements over and above the existing approved programme shown in table 1, together with estimates of available funding and the subsequent shortfall and impact on the revenue budget of agreeing investment at these levels. The highways and property figures include the sums required to clear backlog maintenance plus the annual sums required for a steady state condition to be maintained. The NEV funding figures are a combination of known Local Growth Fund grants and estimated developers S106 contributions which are based on projected house completion estimates.

10 Funding Strategy and Capital Policies

10.1 This section sets out the policies of the Council in relation to funding capital expenditure and investment.

External Funding

10.2 Services must seek to maximise external funding wherever possible to support capital schemes. This can be in the form of grants and contributions from outside bodies including central government.

- 10.3 Prior to submitting bids for grant funding, an assessment of the risk of cost increases must be completed to estimate the likelihood of additional funding being needed, and whether this risk is acceptable.
- 10.4 If additional funding is required or match funding is required as part of the bid conditions then the source of the match funding must be identified and approved via the relevant Corporate Director prior to the external funding bid being submitted. If this is not possible then the appropriate service must raise this for consideration with the members of the Corporate Management Team and the relevant Portfolio Holder prior to submitting any bid for funding.

Capital Receipts

- 10.5 A capital receipt is an amount of money exceeding £10,000 which is received from the sale of an asset. This funding cannot be spent on revenue items other than where a statutory override exists such as through Flexible Use of Receipts detailed below.
- 10.6 The Director of Finance will review all of the Council's property annually against the aims and objectives of the Corporate Asset Management Strategy. The general policy is that any capital receipts are then pooled and used to finance future capital expenditure and investment according to priorities, although they may be used to repay outstanding debt on assets financed from loans, as permitted by the regulations.
- 10.7 The Government introduced Statutory Guidance on the Flexible Use of Capital Receipts in 2016 which was updated again in December 2017 to allow a continuation of the flexibility programme for a further 3 years to 2020/21. This allows for certain qualifying (revenue) expenditure which is forecast to generate on-going savings to the authority to be funded from Capital Receipts. A level of governance and reporting is required to take account of this benefit and the guidance recommends that a report is taken to Full Council each year detailing the use of this flexibility to ensure there is full transparency.

S106 Developer Contributions/Community Infrastructure Levy (CIL)

- 10.8 Developer contributions and CIL are sought to mitigate the impact of development and overcome what would otherwise be a potential reason to refuse a planning application. Following the introduction of CIL the Council primarily seeks S106 contributions to meet the social housing targets within our current planning policies.
- 10.9 The CIL charging mechanism which largely replaces s106 monies can be claimed to fund Community Facilities, Indoor Sports Facilities, Public Open Space, Environmental Improvements, Public Art, Highway measures (inclusive of Park and Ride, Pedestrian measures, Cycle Facilities etc.), Education, Libraries, Waste Recycling, Youth Services, Museum Resource Centre and Day Care Provision for Adults.
- 10.10 The finance team keep a record of all S106 and CIL payments received, committed and spent. Officers should always liaise with the finance team to identify potential funding sources before submitting capital bids with funding gaps.

Revenue Funding

- 10.11 Services may use their revenue budgets to fund capital expenditure.
- 10.12 The Director of the service and the Director of Finance will need to take a view and decide the most appropriate way of funding their service areas.

Prudential/Unsupported Borrowing

- 10.13 Local Authorities can set their own borrowing levels based on their capital need and their ability to pay for the borrowing. The levels will be set by using the indicators and factors set out in the Prudential Code... This borrowing may also be referred to as Prudential Borrowing.
- 10.14 Capital projects that cannot be funded from any other source can be funded from Prudential Borrowing. Borrowing costs are not funded by the Government and therefore Services must be able to afford the borrowing repayment and interest charges on the loan from existing revenue budgets or the Council must see this as a key priority for the budget process and to be factored into the medium term financial strategy accordingly.
- 10.15 The Director of Finance will make an assessment of the overall prudence, affordability and sustainability of the total borrowing requested. The impact of this borrowing will be reported in the Treasury Management Strategy alongside the Prudential Indicators required by CIPFA's Prudential Code for Capital Finance.
- 10.16 The view of the Director of Finance will be fed into the corporate bidding process so that, should the borrowing levels be unaffordable or not prudent, then the schemes will be prioritised against the available funding from borrowing using the prioritisation framework in this strategy.
- 10.17 The Director of Finance will also determine the timing and extent of any external borrowing as part of the Treasury Management Strategy.
- 10.18 The Housing Revenue Account has a borrowing cap in place which was calculated as part of the self-financing debt settlement in 2013. This restricts the total amount of long-term debt to £172.6m that can be undertaken in respect of the service. The debt forms part of the overall monitoring and regulation under the Prudential Code and is reported as part of the Councils treasury Management reporting.

Spend to Save Schemes

- 10.19 Occasionally projects arise for which services require assistance with meeting the set up costs of projects which may bring long term service delivery improvements and/or cost savings. The initial set up costs may be of a revenue or capital nature. Assistance for these schemes must be considered on an individual basis by the Corporate Management Team and then the Cabinet with consideration to the Council's overall priorities and resources.
- 10.20 For 'spend to save' schemes assistance may be given for initial set up costs, but it is expected that in the longer term these schemes will produce savings and/or additional income that will as a minimum fund any additional operational or borrowing costs. If the additional savings/income does not cover the additional costs incurred, then the service will be required to fund the gap from their existing budgets (i.e. they will underwrite the savings/income).

Leasing

- 10.21 The Director of Finance may enter into finance leasing agreements to fund capital expenditure on behalf of services. However, a full option appraisal and comparison of other funding sources must be made and the Director of Finance must be certain that leasing provides the best value for money method of funding the scheme.
- 10.22 Under the Prudential Code finance leasing agreements are counted against the overall borrowing levels when looking at the prudence of the authority's borrowing.

11 Asset Management Planning

11.1 Disposals of the existing commercial portfolio are considered on the basis set out in the investment and disposal strategy which has been agreed through the Commercial Investment Strategy Board. There are no planned disposals, opportunities are considered as they arise and in the context of the disposals strategy, recognising the fact that commercial properties are revenue producing and that the Council is looking to retain and maximise the return from revenue making assets, and acquire further assets in line with the investment strategy.

11.2 There are also sites that are available for disposal that are non-income producing that are dealt with as part of business as usual. These mainly consist of undeveloped plots where planning is either available or specific planning briefs are obtained to maximise the value as part of the marketing and disposal process, or assets that are no longer required for operational use. Opportunities are considered taking into account

- Potential demand if a site is marketed and the ability to maximise the sale value;
- The holding cost of assets. The higher the cost the more this will influence the timing of a proposed sale;
- Whether there is an opportunity for a sale to one of the Council's fully owned companies to maximise revenue generation.

12 Treasury Management and Debt

12.1 Treasury Management performance is reported to Cabinet twice a year and an Annual Treasury Strategy is approved at Council every year. The amount of long term borrowing is linked to capital expenditure and therefore is relevant to this strategy. The reports provide full information around the strategy for the year ahead and the performance for the previous period, but some of the key information is replicated below from the latest reports.

12.2 As at the end of March 2018, the Councils debt position was as follows:

Table 3

| | GF | HRA | Total |
|--------------------|----------------|----------------|----------------|
| External Debt | £193.7m | £114.0m | £307.7m |
| Internal Borrowing | £128.6m | Nil | £128.6m |
| Total Debt | £322.3m | £114.0m | £436.3m |

12.3 Internal borrowing represents capital expenditure incurred, but for which long term borrowing has not yet been undertaken. This is because the timing of borrowing is dependent on the wider treasury management strategy which takes into account cash flow requirements and interest rate forecasts amongst other things.

12.4 Debt is repaid through an annual charge to the revenue budget known as the Minimum Revenue Provision. This is a charge which sets aside cash to repay the principal element of any borrowing and for the General Fund is calculated with reference to the life of the assets being financed and interest rates. The budgeted MRP charge for 2018/19 is £870k for General Fund and £5m for HRA. The mechanism for the MRP charge to the General Fund was amended in 16/17 to an Annuity basis which means the charge for repayment will increase year on year.

- 12.5 The Council under the Prudential Code is required to set Prudential Indicators which include both an **Authorised Limit** and an **Operational boundary** for debt. These were set at Council but are reproduced below for completeness:

The Operational Boundary is the limit beyond which external borrowing is not normally expected to exceed. This limit reflects the Councils current estimated debt position, with the assumption that internal borrowing will be reduced as new external borrowing is undertaken. Other long term liabilities represent PFI and finance leases. The operational boundary for 2018/19 and projected up to 2021/22 is shown below:

| | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|--|----------------|----------------|----------------|----------------|
| CFR (Total Borrowing) | 465,331 | 461,500 | 457,504 | 515,590 |
| Other Long Term Liabilities (PFI & Leases) | 49,555 | 47,632 | 45,505 | 45,505 |
| Uplift applied to borrowing | 20,000 | 20,000 | 20,000 | 20,000 |
| Operational Boundary | 534,886 | 529,132 | 523,009 | 581,095 |

The Authorised Limit for external borrowing. A further key prudential indicator, this represents a control on the maximum level of borrowing. This represents a limit beyond which external borrowing is prohibited. This has been set to reflect the Council's estimate of the Capital Financing Requirement for borrowing, and for other long term liabilities (PFI and other leases) at £5m above the Operational Boundary (i.e. the expected level)

| | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|-----------------------------|----------------|----------------|----------------|----------------|
| Borrowing | 485,331 | 481,500 | 477,504 | 535,590 |
| Other Long Term Liabilities | 49,555 | 47,632 | 45,505 | 45,505 |
| Uplift applied to borrowing | 5,000 | 5,000 | 5,000 | 5,000 |
| Authorised Limit | 539,886 | 534,132 | 528,009 | 586,095 |

- 12.6 The Council sets out its Treasury management Strategy to Full Council annually in the Treasury Strategy Statement and regularly updated its Treasury Management Practices document which sets out how officers will apply the strategy. The Councils Director of Finance and Treasury management team meet quarterly to review borrowing and investment requirements in the light of interest rate movements.

- 12.7 Appendix 1 sets out the forecast level of debt and debt charges over future years using the information set out at tables 1 (existing approved capital programme) and 2 (future investment requirements).

Investment Strategy

- 12.8 The updated 2017 Prudential Code and Treasury Management Codes now require that an Investment Strategy should be approved annually, either as a stand-alone strategy or as part of either the Capital Strategy (this document) or the Treasury Management Strategy.

- 12.9 The investment strategy splits invests into two areas, Treasury investments to support treasury management activities where yield is secondary to security and liquidity and other investments which may be towards service delivery and/or place-making (see paragraphs 3 and 4). This will include loans made to other

bodies including wholly owned companies as well as commercial investments (known as “non-financial investments”)

- 12.10 The Strategy should include quantitative indicators that allow Councillors and the public to assess a local authority’s total risk exposure as a result of its investment decisions including how they are funded and the rate of return received.
- 12.11 Local Authorities are free to decide their own indicators, but they should be consistent and presented in a way that allows a real understanding of the total risk exposure from treasury management and other types of investment.
- 12.12 The Strategy will state the Council’s approach to assessing risk of loss before entering into and whilst holding an investment, making it clear in particular:
- How it has assessed the market (including over time), market competition, barriers to entry and exit and any on-going investment requirements
 - Whether it uses external advisors (treasury management, property and other)
 - How the quality of advice from advisors is monitored and maintained
 - Whether credit ratings are utilised in making a decision
 - What other sources of information are used to assess risk
- 12.13 The Investment Strategy will also set out procedures for determining liquidity recognising that assets can take a considerable period to sell in certain market conditions, and will also detail the extent to which the Council is dependent upon profit generating investments (and disclosed in the Medium Term Financial Plan)
- 12.14 Finally, the Investment Strategy will set out the steps taken to ensure elected members and statutory officers involved in investment decision making have appropriate capacity, skills and information to enable them to take informed decisions, to be able to assess potential investments in the context of the strategic objectives and risk profile of the authority, and to ensure that Governance arrangements are in place to ensure accountability, responsibility and authority for decision making on investment activities within the context of the Council’s corporate values.

Commercial activity

- 12.15 As part of the Swindon Programme, a Commercialisation Theme Board is in place, chaired by the Corporate Director of Communities & Housing. The purpose of this Board is to review Commercial proposals and oversee delivery.
- 12.16 In addition, a Commercial Investment Strategy Board chaired by the Cabinet Member for Finance and Transformation reviews proposals to either invest in Commercial Property or to provide funding to one of the Councils wholly owned companies on a commercial basis. If agreed, these will proceed via CMAG for Members comments and then either to Cabinet or approval via a Cabinet Member Decision note if under £10m.
- 12.17 The Council has a number of wholly owned commercially operated companies which are detailed at section 17 such as Public Power Solutions Ltd, Forward Swindon Limited and a Housing Development Company and its subsidiaries. The Council has representation on the Boards of these companies as part of the Governance process.

13 Other long-term liabilities

- 13.1 Other long term liabilities relate to off balance sheet items such as finance lease and PFI. The largest long term financial liability that the Council is committed to is its 7 schools PFI contract signed in 2005 and in operation until 2032. This contract with Education and Support Swindon Limited, a company operated by John Laing and provides Design, Build, Finance and Operate services to the Council at a cost of c£10.7m per annum.

14 Procurement and Value for Money

- 14.1 The Council is under a general Duty of Best Value to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness
- 14.2 Procurement is the purchase of goods, services, consultancy and works with a strategy being developed to assist with the definition of quality standards and securing provision of the best possible services for local people for a given price.
- 14.3 The Council has a Procurement team that ensures that effective procedures and scrutiny are in place to deliver value for money and identify opportunities for efficiency savings to be maximised.
- 14.4 It is essential that all procurement activities comply with both the Councils own Contract Standing Orders (that incorporates national legislation) and financial regulations in addition to the EU procurement directives to ensure compliance with all of the relevant procedures and regulations.
- 14.5 The main aim is to hold ‘value for money’ as a key goal in all procurement activity to optimise the combination of cost and quality.

15 Management Framework

- 15.1 The governance structure of the Council has the Corporate Management Team that takes a corporate and group view on the capital programme and investment.
- 15.2 The Corporate Management Team will also ensure a corporate and group portfolio perspective to the use and allocation of the Council’s capital assets and those within its control, and in planning capital investment. The team receives reports on proposed capital projects and recommends to the Cabinet proposals for the development of the capital programme.

16 Performance Management

- 16.1 Clear measurable outcomes should be developed for each capital scheme. After the scheme has been completed, services should check if outcomes have been achieved budgets.
- 16.2 All capital projects should have an identified budget manager responsible for managing the performance of the scheme in terms of both time and cost. All individual projects with a total budget of greater than £1m should consider setting up a Project Board set up, or be overseen by a wider Project Board, that meets regularly to monitor scheme progress against required outcomes. Project Boards should also review the project risk register and provide strategic direction to the project manager where required.
- 16.3 Formal post scheme evaluation reviews should be completed by Departments for all schemes over £1 million and for strategic capital projects.

16.4 Reviews should look at the effectiveness of the whole project in terms of service delivery outcomes, design and construction, financing etc. and identify good practice and lessons to be learnt in delivering future projects.

16.5 A report should be submitted to the relevant Corporate Director at formal close for them to review.

17 Risk Management

17.1 Risk is the threat that an event or action will adversely affect the Council's ability to achieve its objectives and to execute its strategies successfully.

17.2 Risk management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of managing them and/or responding to them. It is both a means of minimising the costs and disruption to the organisation caused by undesired events and of ensuring that staff understand and appreciate the element of risk in all their activities.

17.3 The aim is to reduce the frequency of adverse risk events occurring (where possible), minimise the severity of their consequences if they do occur, or to consider whether risk can be transferred to other parties.

17.4 To manage risk effectively, the risks associated with each capital project need to be systematically identified, analysed, influenced and monitored.

17.5 It is important to identify the appetite for risk by each scheme and for the capital programme as a whole, especially when investing in capital assets held primarily for financial returns. Under the CIPFA Prudential Code these are defined as investments and so the key principle of control of risk and optimising returns consistent with the level of risk applies.

17.6 The Director of Finance will report explicitly on the affordability and risk associated with the Capital Strategy. Where appropriate he will have access to specialised advice to enable him to reach his conclusions.

17.7 An assessment of risk should therefore be built into every capital project and major risks recorded in a Risk Register.

18 Alternate Delivery Models

18.1 In response to reducing capital resources the Council has looked to existing and new delivery models to continue its significant capital investment in the town which levers in other partners and innovative financing. These include:

- Forward Swindon Ltd - The Councils wholly owned regeneration agency
- Public Power Solutions Ltd – Wholly owned subsidiary offering waste and power solutions
- Solar Farms – Common and Chapel Farms are wholly owned companies delivering solar power
- Swindon Housing Company Ltd – wholly owned Housing development companies
- Wichelstowe Joint Venture – 50/50 Joint Venture between Barratt Developments and the Council to deliver up to 2,800 homes on Wichelstowe

18.2 A Shareholder Panel meets every 6 months to review the performance of the companies listed above, their wider benefit to the Council and risks.

18.3 Innovative funding streams and partnerships will be explored where these could provide benefits to the Council but will be subject to rigorous assessment

and approval in line with the Capital Strategy and wider Council governance processes.

19 Property Investments

- 19.1 As part of Commercial activity and the response to reducing resources, the Council has looked to purchase property where returns are greater than the cost of funding. This is underpinned through a Commercial Acquisitions & Disposal Strategy and purchases are approved via a business case to the Commercial Investment Strategy Board chaired by the Deputy Leader of the Council and Cabinet Member for Finance.
- 19.2 Hartnell Taylor Cook, a firm of specialist commercial property consultants, have been procured to offer external expert advice on proposed purchases as well as an overview of the overall Council portfolio to ensure the portfolio is balanced, and risks are actively identified and managed.
- 19.3 The Council has also engaged specialist accounting and financial advisors to support this process.

Appendices

Appendix 1 – Capital investment impact on debt levels - TBC

Polling District and Places Review

Cabinet

Date: 17th October 2018

Author: Leader of the Council
Director of Law and Democratic Services
Ward: St Andrews
Parish Affected: St Andrews

1. Purpose and Reasons

- 1.1 This report seeks Cabinet's authorisation to
 - 1.1.1 Create a new polling district SAF within the St Andrews ward
 - 1.1.2 Re-adjust the boundary of SAB & SAC polling districts in St Andrews ward
- 1.2 The Borough Election earlier this year highlighted that a number of polling stations were inadequate owing to their location and the electorate size, many electors had difficulties reaching their polling station due to having to cross a major busy road and high electorate numbers needing to access several polling stations with only one car park in the proximity. It is also good practice to keep the location of polling stations under constant review in case venues cease to be available or suitable.

2. Recommendations

Cabinet is recommended to request the Council to:

- 2.1 Endorse the recommended changes to Polling Districts within the St Andrews ward as follows
 - 2.1.1 That an adjustment to the polling district boundary for SAB and SAC, as shown in Appendix 1 and 3, be made to create a more convenient Polling District and Electoral Register for electors.
 - 2.1.2 That a new polling district SAF, as shown in Appendix 2, be made to create a more convenient Polling District for electors and a more balanced Electoral Register
 - 2.1.3 That a new polling place at The Jovial Monk, as shown in Appendix 3, be created for the SAC register.

St Andrews Ward

- 2.2 The current SAC polling district sits either side of Thamesdown Drive and those on the SAC register (electorate of 3648) currently vote in a double polling station at Abbey Meads Primary School. The school does not have onsite parking for electors, therefore it is necessary to park at Abbey Meads Village Centre and walk a short distance to the station. However, the centre is also used by electors

Further information on the subject of this report can be obtained from Sally Sprason, Direct Dial 3999, ssprason@swindon.gov.uk.

Polling District and Places Review

Cabinet

Date: 17th October 2018

visiting another polling station which potentially causes parking issues. In addition the location of the polling station, on the south side of Thamesdown Drive, causes difficulties for those electors living in SAC properties on the north side of Thamesdown Drive to reach.

- 2.3 To alleviate these problems it is felt that the current polling district of SAC should be adjusted and split to:

2.3.1 Move selected streets into polling district SAB enabling electors to vote at Bridlewood School. This polling station is situated on the same north side of Thamesdown Drive to those streets with good access and parking facilities, making it more convenient and easier for electors to reach. It would also help create a balanced register with an electorate of 2225. See Appendix 1 for proposed SAB street list.

2.3.2 Create a new polling district SAF, consisting of those streets currently in SAC to the south of Thamesdown Drive. The polling place for the SAF polling district will continue to be at Abbey Meads Primary School. However as it would be a single station for an electorate of 1353 any previous issues should be resolved. See Appendix 2 for SAF street list.

- 2.4 A polling place for the streets remaining in polling district SAC would need to be sourced and The Jovial Monk pub has been identified as a new polling place. The Elections Team have undertaken a site visit to The Jovial Monk which has a large room with disabled access and is conveniently located in the Neighbourhood Centre providing good car parking facilities. The owner has confirmed she is happy for the premises to be used as a polling station making it a suitable venue. During the consultation period Justin Tomlinson, MP suggested that a number of streets be moved from polling district SAB to SAC as there is not a direct route to the SAB polling station (Bridlewood School) for those electors meaning they have to drive a long loop pass The Jovial Monk, to reach the station. Therefore it would be more convenient for them to vote at The Jovial Monk. This would be a single station with an electorate total of 2219. See Appendix 3 for proposed SAC street list. During the consultation period St Andrews Parish Council also resolved to support Justin Tomlinson's comments on this review.

3. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 3.1 The costs of the additional polling place at The Jovial Monk would be approximately £500.

Further information on the subject of this report can be obtained from Sally Sprason, Direct Dial 3999, ssprason@swindon.gov.uk.

Polling District and Places Review

Cabinet

Date: 17th October 2018

Legal and Human Rights Implications

- 3.2 Legal and Human Rights implications have been taken fully into account in the preparation of this Briefing Note and it is believed the recommendations are compatible with Convention rights.

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

- 3.3 No other specific implications were identified during the preparation of this report.

Diversity Impact Assessment

- 3.4 A Diversity Impact Assessment has not been completed in relation to this report. Good practice has been implemented through good and appropriate consultation in relation to all proposals. Good inclusion practice has been implemented when considering changes in polling venues to ensure they are accessible for voters. This demonstrates our duty to advance equality of opportunity.

Risk Management

- 3.5 Risks were considered when looking at the possibility of moving to an alternative polling place. It is believed there are no unmitigated risks. For example new polling places were visited and assessed regarding their suitability for use as a polling station.

4. Consultees

- 4.1 The Director of Finance (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.
- 4.2 The Corporate Management Team are consulted in respect of all reports.
- 4.3 The Member of Parliament for Swindon North has been consulted.
- 4.4 Ward members have been consulted.
- 4.5 The Parish Council has been consulted.

5. Background Papers

- 5.1 None

6. Appendices

- 6.1 Appendix 1- SAB map and street list
- 6.2 Appendix 2- SAF map and street list

Further information on the subject of this report can be obtained from Sally Sprason, Direct Dial 3999, ssprason@swindon.gov.uk.

Polling District and Places Review

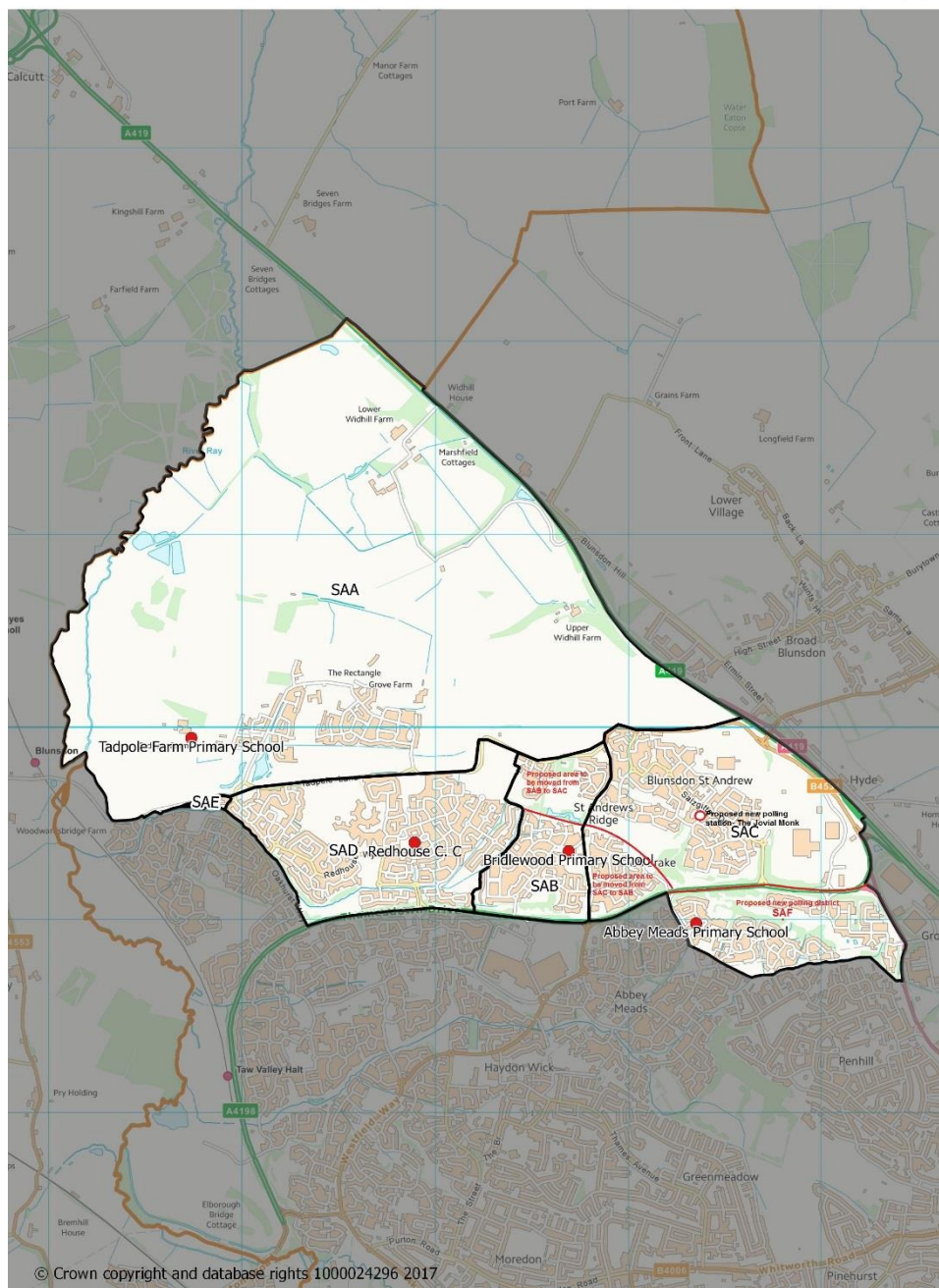
Cabinet

Date: 17th October 2018

6.3 Appendix 3- SAC map and street list

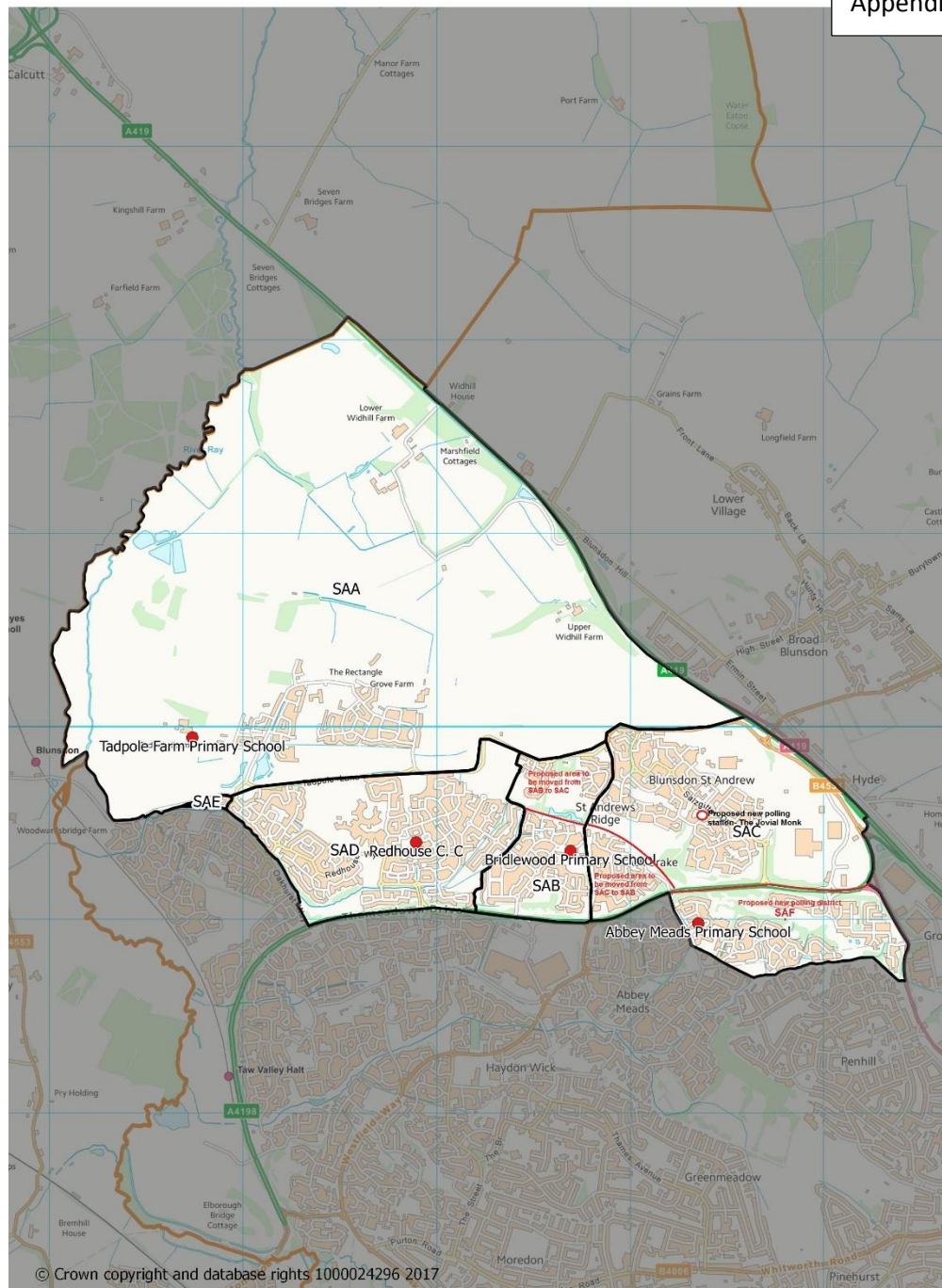
7. Key Decision/Decision in Cabinet Work Programme and Forward Plan

7.1 This is not a Key Decision as the final decision will be taken by the Council.



| Existing streets in SAB | | Proposed streets to be added to SAB from SAC |
|-------------------------|--------------------|--|
| Alderley Road | Ebor Close | Cantelo Close |
| Antony Road | Elgar Close | Dales Close |
| Ascott Close | Fenton Avenue | Gamekeepers Close |
| Ashleworth Road | Fontmell Close | Greensand Close |
| Ashridge Court | Hayburn Road | Hamstead Way |
| Blunsdon Abbey | Hidcot Court | Lukas Close |
| Brean Road | Knole Close | Pennine way |
| Britten Road | Lady Lane | Poachers Way |
| Buscot Close | Lyall Close | Scarlet Close |
| Chartwell Road | Minster Close | Stenbury Close |
| Chastleton Road | Priory Manor | Tarka Close |
| Claydon Road | Rainham Road | West Highland Way |
| Dinton Close | Sandstone Road | Wirral Way |
| Dovedale | The Grange | |
| Dirham Court | Viking Close | |
| Eastbury Way | Wharncliffe Street | |
| | Willington Road | |
| | Wyld Court | |

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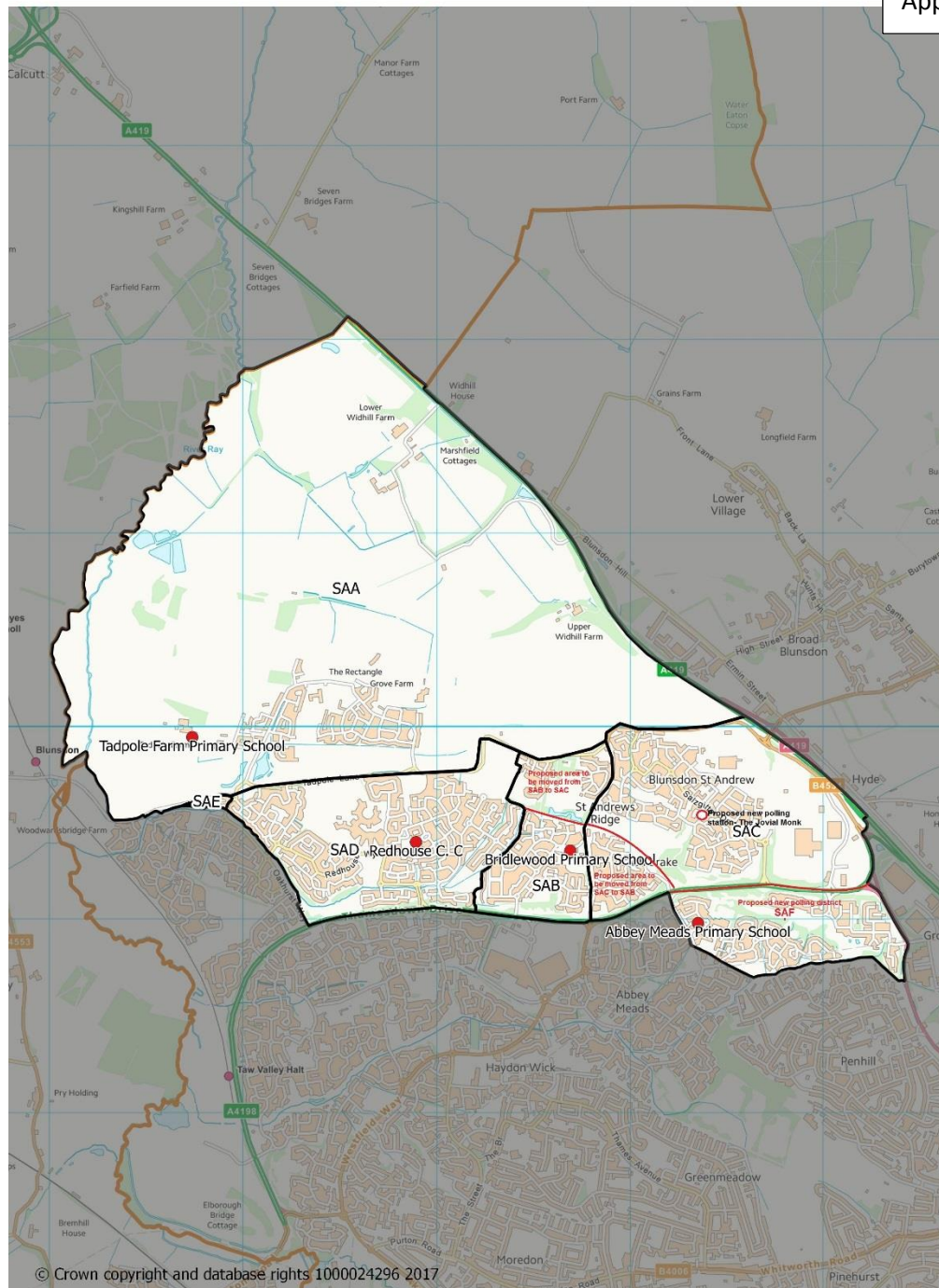


Streets to be included in the proposed new SAF polling district

Abbey Meads Village Centre
 Arliss Close
 Bergman Close
 Carter Close
 Cobbett Close
 Farmer Close
 Falconer Close
 Gable Close
 Garson Road
 Haywain Close
 Hayward Close
 Holden Crescent
 Hugo Drive
 Joyce Close
 Latham Road

Mason Road
 Milland Close
 Oliver Road
 Pickford Way
 Sawyer Road
 Stewart Close
 Swift Avenue
 The Thatchers
 Thresher Drive
 Waggoner Close
 Warrener Close
 Woodcutters Mews
 Woodsman Road

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| SAC Streets using proposed new polling station at The Jovial Monk | | | Proposed Streets to be added to SAC from SAB |
|--|--|--|---|
| Abbotsbury Way Barlow Close Batsford Crescent Byers Close Cricklade Road Dobson Close Ensor Close Gilman Close Greycing Street Hewlett Place Highdown Way Hinkson Close Hitch Road Holloway Close Kilby Crescent | Kumanski Close Landor Road Lea Close Longfellow Close Malone Avenue Meynell Close Millard Road Nash Close Neighbourhood Centre Nolan Close Northbourne Road Renoir Close Reynolds Way Richardson Road Rubens Close | Shuter Grove Stadium View Standen Way Southey Close Teo Close The Arc Thornhill Drive Wallis Drive Wright Close Yeats Close | Lyall Close (Inc. St Andrews Court) Wyld Court (Inc. The Grange) Blunsdon Abbey |

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Swindon Borough Council (Southern Connector Road, New Eastern Villages) Compulsory Purchase Order 2018

Cabinet

Date: 17th October 2018

Author: Cabinet Member for Strategic Planning,
Wards: Covingham and Dorcan, St Margaret and South Marston, and Ridgeway
Parishes Affected: Stratton St Margaret, South Marston and Wanborough

1. Purpose and Reasons

- 1.1 Cabinet is requested to authorise an amendment to the area of land required for a Compulsory Purchase Order (CPO) to be made for the construction and delivery of the Southern Connector Road (SCR), to enable access to the New Eastern Villages (NEV).
- 1.2 Further to the Cabinet's decision on 14th March 2018 (details set out below), design work and negotiations with landowners have progressed. Ecological mitigation has been designed in more detail and landowners have requested amendments to the design of farm accesses and drainage infrastructure. As a result, a small amount of additional land is required to ensure that these features are contained within the Southern Connector Road improvement scheme red line boundary, where CPO's may need to be made to ensure that land is assembled..

2. Recommendations

Cabinet is recommended to:

- 2.1 Authorise extension of the land area approved by Cabinet in March 2018 for compulsory purchase relating to the New Eastern Villages Southern Connector Road scheme, as shown on the revised plan attached (Appendix A).

3. Detail

- 3.1 Cabinet resolved on 14th March 2018:

"That, in the event that purchase by private treaty is not achievable, the Director of Law and Democratic Services be authorised, in consultation with the Chief Executive, the Cabinet Member for Finance and the Cabinet Member for Strategic Planning and Sustainability, to take all steps necessary to secure the making and implementation of a Compulsory Purchase Order under Section 226(1)(a) of the Town and Country Planning Act 1990 (as amended) and/or any other enabling statutory provisions deemed appropriate by him, in order to acquire the areas of land shown shaded pink on the Order Map attached to this Report as Appendix 1 and marked "Map referred to in the Swindon Borough Council (Southern Connector Road, New Eastern Villages) Compulsory Purchase Order 2018", ("the CPO Land"), including the publication and service of

Further information on the subject of this report can be obtained from Sam Howell Direct Dial Telephone Number (01793) 466500, showell@swindon.gov.uk.

Swindon Borough Council (Southern Connector Road, New Eastern Villages) Compulsory Purchase Order 2018

Cabinet

Date: 17th October 2018

all statutory notices and the presentation of the Council's case at any public inquiry and courts (if necessary)."

- 3.2 Pursuant to the Cabinet resolution of 14th March 2018, scheme designs have been progressed and negotiations commenced with landowners. The scheme will require significant ecological mitigation, and as the design has progressed, the requirement has arisen to locate some elements of mitigation outside the original red line boundary of the areas approved for possible CPO's. Additionally, the location of drainage attenuation areas have been revised in light of negotiations with landowners to ensure that land they retain after scheme completion is not compromised. Some of these revised attenuation areas are located outside the original red line boundary.
- 3.3 At this stage it is envisaged that all the land within the red line area (Appendix A) will be required for the scheme. However, as the scheme evolves, if it becomes clear that any area of land within the CPO plan is no longer required, the Council will be required to not proceed with the compulsory acquisition of that particular area of land.

4. Implications

Financial and Procurement Implications

- 4.1 Cabinet approved a budget of £48.7m in February 2015 towards New Eastern Villages infrastructure, funded from a Local Growth Fund provisional award (Council minute 62 2014/15). £11.6m of this total relates to the Southern Connector Road and is anticipated to be sufficient to be able to fund the expected cost of the land and any other associated costs.

The current full estimated total cost of the scheme is £29.56m, with the remainder funded through S106 contributions. Approval for the full budget will be sought at a future Cabinet later in the year confirming the sources of funding, and will set out the full financial implications and risks of the scheme. This will then enable the planning application for the SCR to be submitted.

Legal Implications

- 4.2 The legal implications are as set out in the March 2018 Cabinet Report.

Alternative Options

- 4.3 Alternative Options are addressed in the March 2018 Cabinet Report.

Swindon Borough Council (Southern Connector Road, New Eastern Villages) Compulsory Purchase Order 2018

Cabinet

Date: 17th October 2018

5. Consultees

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

6. Appendices

- 6.1 Appendix A - Plan of the CPO Land showing additional areas

7. Key Decision/Decision in Cabinet Work Programme and Forward Plan

- 7.1 This is a Key Decision and is not included in the Cabinet Work Programme and Forward Plan for October 2018.

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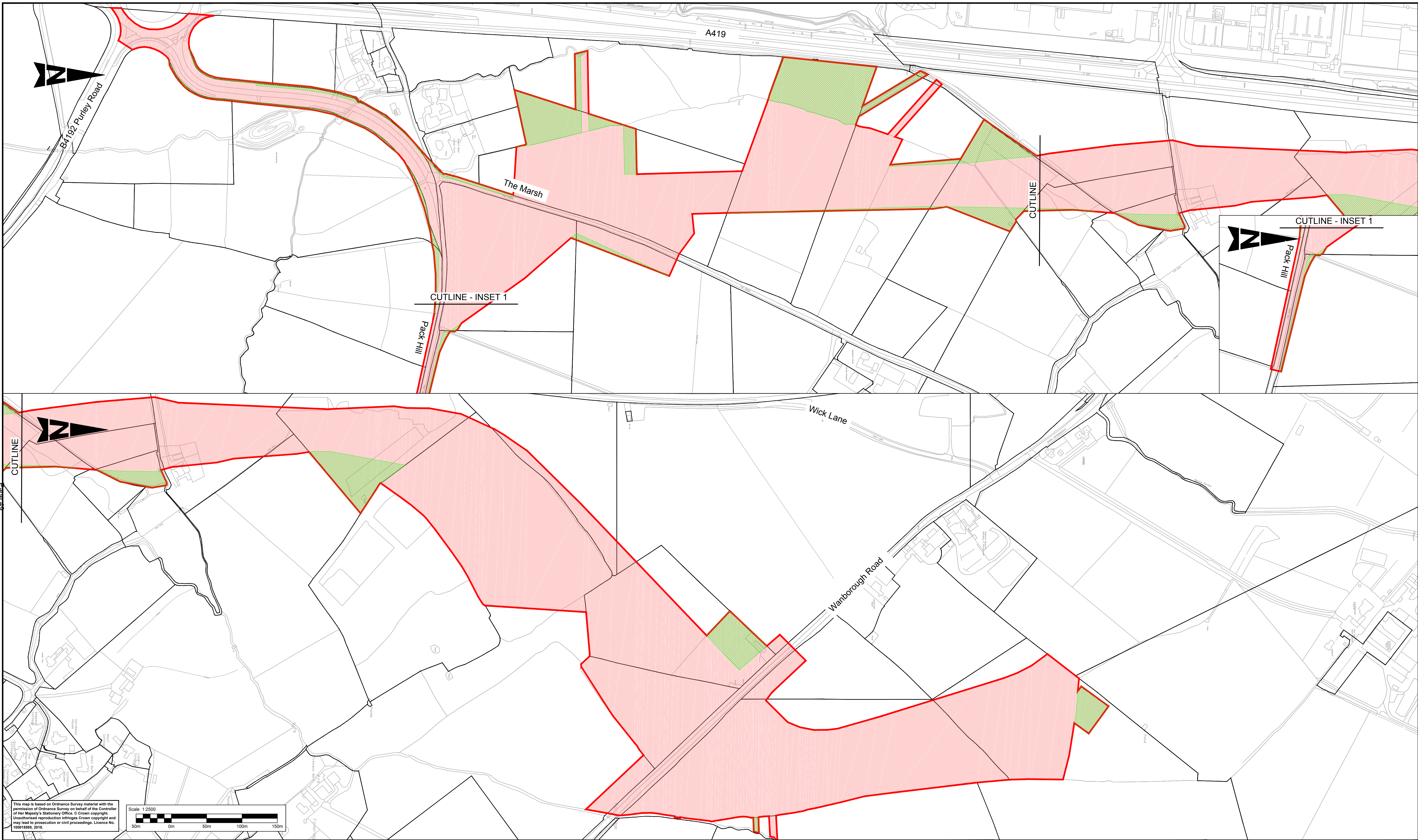
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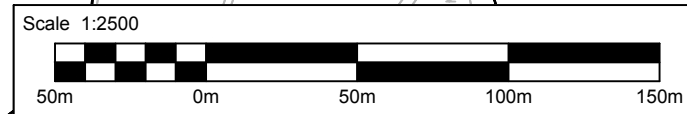
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LEGEND:

- AREA OF LAND APPROVED BY CABINET IN MARCH 2018
- REDLINE BOUNDARY
- ADDITIONAL IDENTIFIED AREAS FOR CABINET APPROVAL

NOTES:

- LAND BOUNDARIES ARE SHOWN INDICATIVELY
- FOR EXACT DETAILS OF LAND PARCEL OWNERSHIP REFER TO SWINDON BOROUGH COUNCIL LAND REGISTRY

SAFETY, HEALTH AND ENVIRONMENTAL INFORMATION

In addition to the hazards/risks normally associated with the types of work detailed on this drawing, note the following significant residual risks (Reference shall also be made to the design hazard log).

Construction
NONE

Maintenance / Cleaning
NONE

Use
NONE

Decommissioning / Demolition
NONE

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| Sustainability | | WORK IN PROGRESS | | Design Status | | Project Title | |
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| ATKINS | | The Axis 10 Holliday Street Birmingham B1 1TF | | Tel: +44 (0)121 483 5000 | | Drawing Title | |
| Copyright © Atkins Limited (2017) | | www.atkinsglobal.com | | | | MAP REFERRED TO IN THE SWINDON BOROUGH COUNCIL (SOUTHERN CONNECTOR ROAD, NEW EASTERN VILLAGES) COMPULSORY PURCHASE ORDER 2018 | |
| Client | | Swindon Borough Council | | | | | |
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