

Financial Update 2012-13 and 2013-14

Cabinet

Date: 17th October 2012

Authors: Cabinet Member for Finance, and Board Director Finance, Revenues, Benefits and Property

Wards: All

Locality Affected: All

Parishes Affected: All

1. Purpose and Reasons

- 1.1. This report presents the 2012/13 Revenue forecast out-turn at the end of August 2012 and updates Members on work progressing on the 2013-14 Budget, together with a range of other financial issues. These include the conversion of three Public Finance Initiative (PFI) schools to academy status.
- 1.2. The report also sets out some options around providing financial support to first time buyers in Swindon, in response to a Council motion from July 2011. Linked to this, the report sets out the current position around how Empty Homes are managed by the Council.

2. Recommendations

Cabinet is recommended to:

- 2.1. Note the projected out-turn position for 2012-13 set out in Table 1 and Appendices 1 and 2;
- 2.2. Approve capital funding of up to £165k to SEQOL to support the move of the Integrated Community Equipment Store from Waterside to Enterprise Works in order to help SEQOL secure a more sustainable on-going financial position, to be funded from available capital grants for social care;
- 2.3. Approve the virements set out in Appendix 3;
- 2.4. Note the position in relation to the Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG);
- 2.5. Approve that the balance of PFI school Academy conversion costs will be met from within the PFI Equalisation Reserve after contributions from the schools, existing budgets and the White Horse Federation;
- 2.6. In respect of recommendation 2.5 above, note Appendix 4 and authorise the Board Director, Commissioning (DASS/DCS) to negotiate and conclude agreement with the appropriate parties in respect of all necessary and ancillary documentation to be completed for a Swindon PFI School to convert to an academy, on such terms as may be approved by the Director of Law and Democratic Services in order to protect the Council's interests;

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- 2.7. Authorise the Chief Executive, and relevant Board Directors and Directors, to progress in-year savings in connection with the 2013-14 Budget, that do not impact front-line services, and to implement them as soon as possible to create cash flow capacity, including incurring severance expenditure for staff leaving the Council's employment;
- 2.8. Approve the proposed changes to Recreation fees and charges from 1st January 2013, noting that a further change in pricing will also be effected part-way through 2013 following a review of the overall pricing strategy;
- 2.9. Note the update provided on the options available to support first time buyers entering the housing market and endorse the Government's NewBuy Guarantee Scheme as the most appropriate response to the Council motion of July 2011;
- 2.10. Ask Council to note the contents of sections 9 and 10 of this report in response to the Motion to Council passed on 21st July 2011 regarding Financial Support to First Time Buyers (Council Minute 25, 2011/12 refers).

3. 2012-13 Projected Out-turn

- 3.1. The expected out-turn position as at the end of August 2012 is a projected overspend of £238k, an improvement in the position of £127k since the last report. This improvement is due to the receipt of one-off property income and a reduction in operational budgets. These issues, totalling £1m, are masking further demand pressures on children's placements, a projected shortfall in the rebate from Swindon Commercial Services Limited and reduced recreation income. The budget and projected out-turn by each Department is set out in Table 1 below and a more detailed analysis is set out in Appendices 1 and 2.

Table 1 – Projected Out-turn By Department

Department	Budget 2012/13 £'000	Full-Year Projected Out-turn £'000	Projected Variance £'000	Movement since last report £'000
Chief Executive	520	520	0	0
Finance, Revs, Bens & Property	(451)	(1,108)	(657)	(657)
Corporate	(11,267)	(11,877)	(610)	(185)
Transformation & Strategic Projects	4,714	4,714	0	0
Localities	1,499	1,499	0	0
Commissioning	109,704	110,764	1,060	489
Service Delivery	32,672	33,117	445	226
Total General Fund	137,391	137,629	238	(127)

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- 3.2. Departments are continuing to identify opportunities to help deliver services within the cash limits available for each area. This is particularly important in areas where overspends are of a recurring nature and would therefore impact on future years' Budget plans.
- 3.3. The above projections assume that the current underspend of £682k on the Council's Contingency Fund is fully committed by the end of the year, although some of this could be used to offset service area overspends. In addition, the projections assume that £590k of base budget Cashflowing funding is transferred to one-off reserves which Members could agree not to do at the year end. Therefore, in overall terms, there is a high-level of confidence that the Budget can be delivered on target.

4. Department Summaries

- 4.1. Explanations of the key issues reflected in the different service areas are provided below.

Finance, Revenues, Benefits and Property

The service is currently projecting an underspend due mainly to the receipt of one-off property income related to some lease and covenant surrenders. This is masking a pressure within the base commercial rental income budget due to a major tenant vacating one of the Council's lease sites but work is progressing to try to re-let this as soon as possible. The net position shows an underspend of £657k.

Corporate

- 4.2. The main reason for the increase in the projected underspend in this area is due to officers identifying £0.5m of savings from non-staffing service budgets that underspent in 2011-12. This is offsetting a projected shortfall of £290k in the rebate from Swindon Commercial Services Limited (SCS). This is partly due to cost pressures related to a later than budgeted commencement of the new refuse derived fuel (RDF) project (£171k) and partly due to a down-turn in waste recycles income (£119k). There is a continued risk that the shortfall in recycles income could continue further into the year, which would result in a further variance as the £119k only reflects the position to the end of month four.

Commissioning

- 4.3. The projected overspend has increased to £1,060k, a worsening of £489k since the last report.
- 4.4. The main cause of this projected overspend is the continuing increase in the demand for placements across Fostering, Residential Care, Mother and Baby, Supported Living and Short Breaks Respite. The total number of active placements reported as at August has risen to 88 compared with a budgeted number of 60. If no further changes occur within current placement

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commitments, and assumptions around placement length are accurate, the projected cost pressure for 2012-13 is £989k. Commissioners are reviewing the contracts and placement strategy as part of an enquiry into demand on children's services. This enquiry will also seek to target the pressures experienced on children's services within Service Delivery. The pressures currently being experienced within Swindon are mirroring a national picture of increased demand within this service.

- 4.5. In addition, cost pressures have been identified on Special Education Needs (SEN) transport of £131k, although this forecast will need to be revisited to reflect the impact of September pupil starters and leavers. This has been partially offset by savings on mainstream transport but the position could be adversely affected if transport appeals are successful.
- 4.6. Due mainly to the adverse weather conditions on the day, the delivery of the Big Arts Day event in August has created an overspend of £31k within the Culture service within Commissioning. The total cost of the event, excluding staff costs was £60k but around half of this can be offset by underspends on other culture budgets.

Service Delivery

- 4.7. The projected overspend has increased to £445k, a worsening of £226k since the last report.
- 4.8. The main cause of this projected overspend is a higher number of children in care. The total number of family placements budgeted for in 2012-13 is 151 and adoption cases 75. The total number of active cases reported within adoption services in August 2012 has risen to 86 creating a total projected cost pressure of £291k. Within this area, there is also pressure from non-delivery of the staff vacancy factor savings.
- 4.9. In addition, shortfalls in income have been identified affecting all three Golf courses due to bad weather (£138k) and the Link Centre due to the closure of the swimming pool until February 2013 (£112K). Income has been particularly affected at Broome Manor Golf Course due to the building work being undertaken at the site affecting shop sales. This has been partly mitigated by reduced costs in libraries (£64K).
- 4.10. A cost pressure of £95k is currently being experienced within the Community Facilities service where the budget was built on the assumption that the Council would only be operating two facilities at Broad Green and Park South, with other centres being run by the community. The reality is that the Council is still having to incur staffing and operational costs to support an increased number of sites.

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5. Move of Integrated Community Equipment Store (ICES)

- 5.1. The current location of ICES is on the Waterside site which is also occupied by Swindon Commercial Services Ltd. SEQOL has established a project to evaluate the financial and non-financial benefits arising from moving ICES from the current location on Waterside to Enterprise Works.
- 5.2. The current position of ICES, adjacent to the Borough's household waste disposal site, is less than ideal for staff and public visiting the facility. Its poor access leads to additional costs through onerous delivery and collection requirements. Additionally, there are problems with dust leading to contamination and lack of a sterile environment.
- 5.3. A feasibility study has been carried out which has identified a capital cost of £190k (excluding VAT) to transfer the store successfully. SEQOL have successfully obtained external funding of £25k to invest in Enterprise Works. The remaining capital requirement is therefore £165k (exc. VAT), which the Council, as commissioner of the service, is being asked to support. Funding is available to the Council through capital grants received for social care, the unallocated element being greater than the £165k required.
- 5.4. While the move will greatly improve service quality and accessibility, a number of financial benefits / savings will be made to repay the investment. Members will recall that non-recurring support was provided to SEQOL of £707k in 2012/13 to help with the transformation of supported employment and day services. The move of ICES to Enterprise Works will provide the benefits of an integrated workforce on one site and enable SEQOL to realise £60k of recurring saving to meet part of the £707k. An ICES premises saving to Adult Social Care of £100k will be achieved, which reduces income to the Property estate but frees up space at the Waterside site that can potentially be rented commercially.
- 5.5. The move would take 27 weeks to complete which includes the tender process. Timelines are tight to ensure a completion by 31st March 2013. However, a minor overrun into April 2013 will not materially affect the delivery of the financial benefits in 2013/13.
- 5.6. The total cost of £190k (exc. VAT) includes a sum for construction contingency at £8k but cost overruns will be picked up by SEQOL.

6. Virements

- 6.1. Since the last report there have been some virements to reflect changes to the allocation of costs across business units. Members are asked to agree these virements as set out in Appendix 3.

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7. Housing Revenue Account (HRA)

- 7.1. As highlighted in the previous report, debt charges are forecast to be around £1.2m lower for 2012/13. The options for the use of this underspend are being reviewed and will be set out in future reports for Members' consideration and, therefore, this is not reflected within the current projection.
- 7.2. Savings of £235k have been identified on staffing since the last report. The Housing Maintenance Team has been holding a number of vacant posts pending the restructuring within the Department, which has resulted in a projected saving of £129k. Additional savings have been identified within the general administration budget (£60k) and various smaller savings from across a number of service budgets (£46k).

8. Dedicated Schools Grant (DSG)

- 8.1. The Schools Budget is ring-fenced and entirely funded by Government through the Dedicated Schools Grant (DSG). The total DSG for 2012/13 is £140m of which £122m has been delegated to Schools and Academies. The remaining £18m funds the centrally retained DSG services.
- 8.2. At the end of August a net underspend of £1.008m has been forecast which is made up as follows.
 - 8.2.1. Slippage on the Academy conversion programme has reduced the in-year loss of grant that is recouped from the Local Authority (LA) and paid over to the Education Funding Agency to fund Academy LACSEG (Local Authority Central Services Equivalent Grant) payments. In addition to general delays there are legal issues to resolve relating to three PFI schools, which were expecting to convert earlier than will now be possible. The values per pupil have also been recalculated following successful representations to the Department for Education (DfE) which has allowed certain elements of retained spending relating to pupil growth to be removed. A net underspend of £0.384m is currently projected.
 - 8.2.2. General underspends on early years nursery placements for 3 and 4 year olds are projected as take up is marginally lower than the funding allocated. Projected spend is currently estimated at 95% which would result in an underspend of £0.397m although the LA is taking steps to increase provision before the year-end.
 - 8.2.3. Most other areas of the retained budget are broadly in line with the funding agreed by Schools Forum in March and, although latest projections indicate that underspends are possible on Out of Borough Placements, this could change before the year end. Pupil Growth funding will be determined following the October census.
- 8.3. The DSG is a ring fenced grant and local authorities are allowed to overspend their DSG allocation, with that amount being the first call on the DSG received

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in the following financial year. Underspends on the DSG must be carried forward for distribution subject to annual discussions with the Schools Forum.

9. Motion to Council – Financial Support to First Time Buyers

- 9.1. A motion was passed on 21st July 2011 (Council Minute 25, 2011/12 refers) requesting that the Council look into available support to assist first time buyers in Swindon to access the housing market.

“This Council requests that the Director of Housing and Leisure and the Director of Finance bring a report to a future meeting of full Council to expand on the options available to help assist first time buyers enter the Housing Market.”

- 9.2. At the time the motion was passed, a number of different schemes were starting to be developed by different parties across the country to facilitate first time buyers entering the market. Officers have been tracking the progress of these initiatives since that date and the relative uptake of the different options available. Although uptake has generally been very slow, some schemes are starting to see a degree of success. The key issues which Members will wish to consider in determining which, if any, scheme is appropriate for Swindon is whether the initiative strikes the right balance of risk for both the Council and the individuals involved.
- 9.3. The main purpose of all of these schemes described below is to help address the issue that since the credit crunch, most banks have required buyers to save at least 10% of the purchase price, and the more competitively priced mortgages have been available only to those with a 20% deposit. This has made it difficult for many first-time buyers to access finance, and the consequent lack of demand has created problems for those further up the housing ladder.
- 9.4. There are various schemes offered throughout the country, some of which are available nationwide, others being local schemes only available in specific areas.

NewBuy Guarantee scheme

- 9.5. This scheme is part of the Government's Housing policy and is intended to help buyers, who have at least a 5% deposit, buy a new build property in England.
- 9.6. Under the scheme, lenders are able to offer low-deposit mortgages without bearing all of the risk. If the property drops into negative equity and the property is repossessed, the government and the developer who built the property will bear some of the risk. The scheme, which doesn't require Local Authority involvement, has been available from March 2012. The key aspects of the scheme are:

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- The scheme is only available to purchasers of new build houses or flats, priced up to £500,000 and is only open to those purchasing their principal home. (Purchasers who acquire a property as a second home or buy-to-let investment will not be able to take part in the scheme.)
- The scheme is not available for shared ownership or shared equity purchases
- According to the Home Builders Federation, take-up of the scheme is expected to hit 1,500 reservations in the six months to September after its launch. It quoted that 3.5% of each home sold under the scheme is put towards a fund to protect lenders in the event of a fault.

Local Authority Mortgage Scheme ("LAMS")

- 9.7. LAMS is a scheme designed by Sector, the Council's Treasury Management advisors. This scheme is similar to the NewBuy scheme, in that its purpose is to help first time buyers with the issue of having to provide larger deposits than they can raise, even though they may fit all other criteria in terms of affordability to repay and overall deemed credit risk.
- 9.8. The scheme is designed so that the Local Authority provides a guarantee around the deposit, which enables the bank or building society to provide the funding through sharing the impact of the risk of default. The guarantee is provided through a cash deposit, or a legal agreement to provide funds in the event of default - dependent on the lender.
- 9.9. It is important to note that the mortgages are provided based on the same credit rating criteria to those individuals who provide their own 5% deposit, and the scheme is therefore not aimed at giving mortgages to those with higher credit risk that would not normally be accepted. Its purpose is to deal with the issue of being able to provide an acceptable deposit. The Council is able to decide which post codes the scheme applies to, so that it can target areas that require the most support.
- 9.10. At the time this innovation was brought to Cabinet Members' attention, there were insufficient data about the nature and the scope of the risk the Council would have to accept. In the worst case, the Council might be asked to support only the highest risk mortgage applicants. Members therefore concluded that the Government's NewBuy scheme offered the best support to the housing market. Nevertheless, Cabinet have asked Officers to keep a watching brief on the Local Authority Mortgage schemes and bring back new recommendations if the data were then available to support different options.
- 9.11. As at the end of August 2012, 30 Local Authorities have taken up the scheme enabling over 700 mortgages between them over 5 lenders with a combined value of £700m. It needs to be remembered that each mortgage will in many cases release several moves as it may unlock a chain.

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- 9.12. There are a further 30-35 planned launches in September and October. To date, there are no mortgages in arrears and therefore no defaults. Bristol, Stroud and Gloucester are the closest Local Authorities to Swindon to have currently launched the scheme. Bristol and Gloucester have fully spent the allocated budgets and are considering a further investment in the scheme.
- 9.13. The scheme is generally expected to be cost neutral at least, as the Council will receive interest on any cash deposit guarantees it provides, which is designed to outweigh any cost of default based on national mortgage data.
- 9.14. On the basis of information at this time, the "LAMS" scheme appears to be emerging as an addition to the Government's NewBuy Guarantee Scheme. It is therefore recommended that officers continue to track its progress and bring a recommendation to Cabinet on whether the Council should participate in it and, if so, at what level as part of the final budget proposals for 2013/14, recognising that in accounting terms it is treated as capital investment.
- 9.15. Examples of other schemes run by Local Authorities with a view to supporting the housing market include:

"My Homebuy"

- 9.16. An Equity Share scheme where the Council buys the property and the tenant purchases between 50% and 75% of the property value from the Council, with their own funds, whether backed by their own mortgage or from elsewhere. The Council then charges rent based on a rising scale from 1% to 5% over 5 years of the "unpurchased" share, adjusted to compensate for any change in value of the property.
- 9.17. The tenant can purchase further shares in blocks of 5%, and the rent will be adjusted accordingly. The Council is responsible for insuring the property, although it is the tenant's responsibility to pay the costs.

"Council Mortgage" Scheme

- 9.18. The Council could consider offering mortgages of its own in full, although this would require considerable resourcing, expertise and could carry significant financial exposure.
- 9.19. Any schemes similar to the above would need working up in detail and would need to consider a number of factors such as risk, available funding, willingness of banks to support and level of resource needed to manage the scheme.

10. Empty Properties, private ownership

- 10.1. Officers have also explored arrangements for bringing empty properties into use, as a possible alternative to a housing support scheme or to sit alongside one.

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- 10.2. There are approximately 600 empty homes in the private sector at any one time in Swindon, which equates to around 2.5% of the total, against a national average of 3.2%. A house is deemed “empty” if it is vacant for 6 months or more and it is estimated that around 50% of this total are empty for “genuine” reasons, such as the occupant having died and the property lying empty whilst probate is arranged, or the property is in the process of being sold.
- 10.3. For those empty properties that are not empty for “genuine” reasons, the Council endeavours to bring these back into use through direct intervention with the owners. Only after all other avenues have been exhausted, is the Council able to issue Empty Dwellings Management Orders (EDMO’s) which enforce work to be done to tidy up the property, or in extreme cases Compulsory Purchase Orders (CPO’s). In the case of EDMO’s the Council is able to retain any rent in order to fund the necessary works. EDMOs are however, very resource intensive and can take up to 2 years to carry out, and are therefore only used as a last resort because encouraging owners to take action themselves is a more cost effective approach
- 10.4. About 50 properties per annum are brought back into use via direct intervention from the Council’s dedicated Empty Homes Officer by speaking directly to the owners. Only 9 EDMO’s were issued over the last 12 months, and this low number is reflected nationally due to the time and legal cost of following this route over the direct intervention route. None of the 9 issued, however, were formally completed as the properties were brought back into use beforehand.
- 10.5. The Council also offers Empty Homes Grants of up to £20k, which are available for the improvement, repair, or conversion of an empty property to return into residential use, and is funded through the Council’s Capital Programme from borrowing.
- 10.6. The Council’s policy on Private Sector Renewal Assistance fully documents the conditions applicable to this grant, but one of the key conditions is that the landlord must then agree to make the property available for letting for a period of 10 years, including a minimum of 5 years to Council nominated tenants. In a great number of cases, the landlord is not willing to agree to this condition for a various number of reasons, and therefore the grant would not be available. A further condition is that a charge on the property is required, which enables the Council to reclaim any grant paid if the condition is breached.
- 10.7. The sum available in the Capital Programme is £475k for 12/13 and a further £175k for 13/14, although at this stage the budget is likely to be underspent for the reasons set out in the previous paragraph.
- 10.8. In terms of empty properties within the Council’s own estate, the Council has a stock of approximately 10,500 homes of which around 900 properties become vacant each financial year. During the last financial year 2011/12 the average time these properties were empty between lettings was 24.7 days. Swindon Borough Council benchmarks its performance through the ‘Housemark’

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organisation. This organisation reported a top quartile of 19.7 days and a lower quartile of 33 days as the average time between re-lets.

- 10.9. On the 1st April 2012 there were four Housing Revenue Account properties which had been empty for more than eight weeks and one property that had been empty for over six months. Currently there are three long term empty properties of which one has been empty for more than six months awaiting structural repairs.

11. Transfer of Private Finance Initiative (PFI) Schools to Academy Status

- 11.1. Appendix 4 sets out details of work that is progressing to transfer three of the Council's PFI schools to academy status. Due to the PFI status of the schools, specific approvals are required from Members and current funding levels do not cover the expected conversion costs. Members are therefore asked to approve that funding can be redirected to meet these costs and that approval is given to the Board Director, Commissioning (DCS/DASS) to complete the work required to allow the conversions to take place.

12. Budget 2013-14

- 12.1. Work is continuing to balance the 2013-14 Budget and proposals have now been identified that could considerably close the initial funding gap of £17m identified at the start of the process. The proposals contain a mix of strategic and tactical savings structured around the Council's Strategic Priorities, Stronger Together principles and the over-arching ambition to make services within Swindon more sustainable. Further work is continuing and the Draft Budget proposals will be brought to Cabinet in December 2012.
- 12.2. Members will be aware that the Council implemented its new Stronger Together structure with effect from 1st April 2012 but that this change was just the initial phase of the reshaping of services. Many teams within the Council were realigned to the new structure without being reshaped and it was always recognised that further changes to join-up services would be required. Work on this has been progressing well during the last three months and there is now a much stronger understanding across the organisation around the direction agreed by Members as part of its Corporate Strategy and Stronger Together intent. Staff restructuring proposals are now being drawn up to help join-up similar activities and also to ensure we have posts focused on driving and supporting a more customer-focused and sustainable way of working.
- 12.3. In addition, the process for creating proposals to shape the 2013-14 Budget has been much more Commissioning-focused. One-third of the Council's net Budget is spent with Partners and therefore a focus of the process has been around reshaping services provided by external organisations to the Council.
- 12.4. Officers are keen to commence implementation of some proposals that support the Council on its Stronger Together journey that do not directly impact on front-line services users. The proposals that fall into this category

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include making changes to staffing structures and working with partners to reduce the operating costs of services. An early implementation of some proposals will help us move quickly to putting structures in place that support the change under Stronger Together and will also generate an in-year underspend that can be used to cash flow work on balancing future year's Budgets. Members are asked to agree that officers can press ahead with the implementation of 2013-14 Budget proposals that do not directly impact on front-line service users. This will include incurring severance expenditure for staff leaving the Council's employment.

13. Fees and Charges

- 13.1. Members will be asked to consider changes to the pricing of its services as part of the December Budget report. In line with previous years, it is proposed that changes are made to Recreation prices with effect from 1st January 2013, rather than the 1st April implementation for other services. The service area is currently undertaking a fundamental review of its pricing to create more of a marketing edge to the pricing structure and that work will be completed during the next few months with a view to proposing changes to Members during 2013. In the meantime, officers are working on launching a new stand-alone web site for Leisure in Swindon with effect from 1st January 2013 together with some targeted pricing changes. It is proposed that core activity prices are uplifted by 5% generally but some variations are proposed where market forces are a factor. The proposed uplift for non-card customers has been reduced to 25% above SwindonCard prices to encourage more people to switch to the monthly direct debit option. The changes are proposed to help sites deliver their 2012-13 income targets and the full-year impact of this and the proposed in-year changes will be reflected in the proposed 2013-14 income levels to be considered by Members as part of the December Draft Budget report.
- 13.2. In most cases, it is proposed that the concession prices for January are unchanged because of the review being undertaken in this area. The customers who see the 5% rise in January will not have a second rise in-year.
- 13.3. In order that literature can be published ready for the 1st January, Members are asked to approve the changes to Recreation pricing set out in Appendix 5.

14. Alternative Options

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

15. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 15.1 Where there are financial implications these have been reflected in the body of the report and in Appendix four.

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Legal and Human Rights Implications

- 15.2 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)

- 15.3 There are no such direct implications.

Links to One Swindon, Strategic Objectives, Plans and Policies

- 15.4 The effective management of financial resources through robust financial management processes underpins the Council's ability to achieve its plans and priorities.

Diversity Impact Assessment

- 15.5 A Diversity Impact Assessment (DIA) has not been done as this report does not make any new recommendations that would have a detrimental impact on services. Considerations around Empty Homes and first time buyers set out in the report will provide benefits to vulnerable groups.

16. Consultees

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

17. Background Papers and Appendices

Appendix 1 – Forecast Out-turn by Directorate 2012-13

Appendix 2 – Forecast Out-turn by Service 2012-13

Appendix 3 – Proposed Budget Virements 2012-13

Appendix 4 - PFI academy conversions

Appendix 5 – Proposed Fees and Charges for Leisure Services with effect from 1st January 2013

18. Key Decision/Decision in Forward Plan

- 18.1 This is a key decision and is included in the Cabinet Forward Plan for October 2012.