

# Swindon Borough Council

## Cabinet

**Wednesday, 25 July 2007**

Committee Room 6, Civic Offices, Swindon  
(Anticipated meeting room)

At 6.30 p.m.

### **Conservative Councillors**

*Roderick Bluh (Chair)*

*Fionuala Foley (Vice-Chair)*

*Peter Greenhalgh*

*Colin Lovell*

*Nick Martin*

*Garry Perkins*

*David Renard*

*Justin Tomlinson*

*David Wren*

*Philip Young*

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## **AGENDA**

**1. Apologies for Absence.**

**2. Declarations of Interest.**

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

**3. Minutes.** (Pages 1 - 16)

To receive the minutes of the meeting held on 6<sup>th</sup> June 2007.

**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, and the public interest in maintaining the exemption*

*outweighs the public interest in disclosing the information".*

<u>Item No.</u>	<u>Paragraph No.</u>
<b>24 and 25</b>	<b>3</b>

6. **Budget Management 2007/08.** (DF-R) (CM: NM) (Pages 17 - 52)
7. **Budget Strategy 2008/09.** (DF-R) (CM: NM) (Pages 53 - 60)
8. **Delivering Better Health and Better Services - Next Steps in Integrated Working.** (GDHSC) (CM: DR) (Pages 61 - 78)
9. **Central Area Resident and On-Street Parking Review.** (DT-E) (CM: PG) (CEN); (EAS); (OT & L); (Pages 79 - 88)  
Appendix 3 to this report is contained in Annex 1, circulated as a Separate Document with the Agenda Papers
10. **Community Assets Review.** (DC-H) (CM: CL) (Pages 89 - 96)  
Appendix 1 to this report is contained in Annex 1, circulated as a Separate Document with the Agenda Papers.
11. **Home to School Transport.** (DLP-C) (CM: GP) (Pages 97 - 112)
12. **Proposed Review Of School Designated Areas and Long Term Place Planning.** (GDC) (CM: GP) (Pages 113 - 120)
13. **Results and Recommendations Following Staff Consultation on the Implementation of Multi Agency Teams.** (DCF-C) (CM: GP) (Pages 121 - 124)  
Appendices are included in Annex 2 B to the Agenda.
14. **Property Disposals.** (DPA-R) (CM: NM) (GH & P); (OT & L); (WR & CH); (Pages 125 - 128)
15. **Legal Remedies for Damage to Council Property.** (DLDS-R) (CM: FF) (Pages 129 - 134)
16. **Local Government Ombudsman - Annual Letter 2006/2007.** (DLDS-R) (CM: FF) (Pages 135 - 146)
17. **Swindon Local Area Agreement - Twelve-Month Progress Report.** (DPPC-CE) (CM: RB) (Pages 147 - 150)
18. **Best Value Performance Plan.** (DPPC-CE) (CM: FF) (Pages 151 - 168)
19. **Corporate Risk Register Status Report.** (DPPC-CE) (CM: FF) (Pages 169 - 178)
20. **References from Other Council Bodies: Scrutiny Committee / Housing Advisory Forum.** (DLDS-R) (CM: DR) (Pages 179 - 182)  
Appendix 2 - Related Reports is included in Annex 2A to the Agenda.
21. **Swindon Council Staff Survey 2007.** (DHR-B) (CM: FF) (Pages 183 - 186)  
Appendices 1,2 and 3 are included in Annex 1 to the Agenda.

- 22. Wiltshire and Swindon Minerals and Waste Development Control Policies: Publication and Consultation on Preferred Options.** (DP-E) (CM: PG)  
(Pages 187 - 190)  
**Appendices 1 and 2 to this report are contained in Annex 3, circulated as a Separate Document with the Agenda Papers.**
- 23. References from Children and Young People's Partnership Board.**  
(DLDS-R) (CM: GP) (Pages 191 - 196)  
**Appendix 2 - Related Reports is included in Annex 2B to the Agenda.**
- 24. Wichelstowe - Disposal Strategy.** (GDRL) (CM: NM / PG) **(OT & L); (WR & CH);** (Pages 197 - 210)
- 25. The Exchange Regeneration Project.** (DPA-R) (CM: PY / NM) **(CEN); (EAS);**  
(Pages 211 - 216)

**Date of Despatch:** 17 July 2007

**Key:**

**Officers:**

CE	-	Chief Executive
GDC		Group Director: Children
GDHSC	-	Group Director: Housing & Social Care
GDEL	-	Group Director: Environment and Regeneration
GDR	-	Group Director: Resources & Leisure
DLDS-R	-	Director of Law and Democratic Services - Resources & Leisure
DPP-CE	-	Director of Partnership, Policy and Communications – Chief Executive
DF-R	-	Director of Finance - Resources & Leisure
DPA-R	-	Director of Property and Assets - Resources & Leisure
DLP-C	-	Director of Local Provision – Children
DT-E		Director of Transport – Environment and Regeneration
DC-H	-	Director of Community – Housing and Social Care
DEH- E	-	Director of Environment and Health – Environment and Regeneration
DHR-B	-	Director of Human Resources – Business Transformation
DP-E	-	Director of Planning - Environment and Regeneration

**Wards**

CEN	-	Central
EAS	-	Eastcott
GH&P	-	Gorse Hill and Pinehurst
WR&CH	-	Wroughton and Chiseldon
OT&L	-	Old Town and Lawn

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

RB	-	Roderick Bluh	Leader of the Council and Chair of Cabinet
FF	-	Fionuala Foley	Deputy Leader of the Council, Cabinet Member for Corporate Affairs, Vice-Chair of Cabinet
PG	-	Peter Greenhalgh	Cabinet Member for Highways, Transport and Strategic Planning
NM	-	Nick Martin	Cabinet Member for Resources
GP	-	Garry Perkins	Cabinet Member for Children's Services
DR	-	David Renard	Cabinet Member for Health, Housing and Social Care
JT	-	Justin Tomlinson	Cabinet Member for Leisure, Culture and Recreation
CL	-	Colin Lovell	Cabinet Member for Community and Neighbourhoods
DW	-	David Wren	Cabinet Member for Local Environment

PY - Philip Young Cabinet Member for Economic Development,  
Regeneration and Development

**Public Question Time** - Swindon Borough Council is committed to increasing its accountability to the public and to promoting active citizenship. Up to 15 minutes will be allowed at the start of all Council meetings for questions to the Chair from members of the public about the work of the Committee (except for confidential matters and specific planning applications). Questions must be relevant, clear and concise. Because of time constraints Public Question Time is not an opportunity to make speeches or statements. Prior notice of a question to the Director of Law and Democratic Services is desirable - particularly if detailed background information is needed.

**Access Arrangements** - The venue is wheelchair accessible and an infrared receiver hearing system is provided. If you would wish to attend the meeting but have any special requirement to enable you to do so please contact the Committee Officer, whose name appears at the top of this agenda, as soon as possible prior to the date of the meeting.

If you would like to receive any of the pages contained in this agenda in a larger print size please contact the Committee Officer whose name appears on the first page of this agenda.

## CABINET

**WEDNESDAY, 6 JUNE 2007**

PRESENT:- Councillors Fionuala Foley (Vice-Chair, in the Chair), Peter Greenhalgh, Colin Lovell, Nick Martin, Garry Perkins, David Renard, Justin Tomlinson, David Wren and Philip Young.

Councillor Bob (Robert) Wright attended the meeting in respect of Minute 11.  
Councillor Ray Ballman attended the meeting in respect of Minute 13. Councillor David Glaholm attended the meeting in respect of Minute 16.

### **1. Petition - Closure of Lady Lane, Swindon**

Councillor Owen (Charles) Lister presented a petition to the Cabinet, on behalf of local residents, opposing the closure of Lady Lane, Swindon. The Chair accepted the petition and advised that she would request the Director of Transport and the Cabinet Member for Highways, Transport and Strategic Planning to consider the contents of the petition and to prepare an appropriate response.

### **2. Petition - Smitanbrook Play Area, Swindon**

Councillor Dale Heenan presented a petition to the Cabinet, on behalf of local residents, opposing the installation by Covingham Parish Council of play equipment on Council owned land at Smitanbrook Park, Covingham, Swindon, that was leased to the Parish Council. The Chair accepted the petition and advised that she would request the appropriate Director and the Cabinet Member for Corporate Affairs to consider the contents of the petition and to prepare an appropriate response.

### **3. Mr. Les Horn**

The Chair advised that Mr. Les Horn, local community activist, long-time Chair of the Broad Street Community Council, and former Council officer, had sadly recently died. She advised that she had arranged for a letter to be sent to Mr. Horn's family expressing the Cabinet's and the Council's condolences at their loss.

### **4. Investors in People**

Councillor David Renard advised that the Council's Housing Directorate had been re-accredited with the Investors in People award. The Chair advised that she was aware that the Environment and Leisure Group Directorate and the Human Resources Directorate had also recently received Investors in People accreditation.

Resolved – That the Cabinet express its congratulations to all the Directorates within the Council that have recently successfully achieved Investors in People accreditation.

### **5. Declarations of Interest**

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

Councillor David Wren made a personal declaration of interest in respect of Agenda items 10 (Hawthorns Site) and 18 (Joint Executive Appointments Procedure) as he was a Non-Executive Director of the Swindon Primary Care Trust.

## **6. Minutes**

Resolved – That the minutes of the meeting held on 18<sup>th</sup> April 2007, be confirmed and signed as a correct record.

## **7. Public Question Time**

The following questions were asked under Standing Order 28.

### Questioner

Ms. Gina Adams, Goddard Avenue, Swindon.

### Question:

Agenda Item 6 identifies £0.278M under spend that is available to support one-off expenditure in the current or future financial years. In February 2007 Councillor Rod Bluh and the Chief Executive, Gavin Jones, made an in principle decision to support a Climate Change Officer, subject to budget availability, but final approval has not yet been given by the Corporate Board. The under spend indicates that this budget is available. Therefore will the Cabinet recommend the funding of this post?

### Response

The Chair thanked Ms. Adams for her question and advised that Councillor David Wren, Cabinet Member for Local Environment, would respond.

Councillor Wren advised that the Council was committed to responding to the issue of Climate Change, as could be seen by the papers elsewhere on the agenda for the meeting. However, it also faced many conflicting demands on the limited resources available to the Council and hard choices had to be made. The Climate Change Action Plan was fully resourced and the Council would wish to see the post of Climate Change Officer filled resources permitting. Councillor Nick Martin, Cabinet Member for Resources, referred to the financial pressures the Council faced for 2007/08 and how it was difficult to support using a small identified one-off under spend on a new post, that would have an ongoing base budget commitment, at such an early stage of the Financial Year, however desirable that post might be.

### Questioner

Miss Caroline Bond, Welcombe Avenue, Swindon.

### Question:

(a) Agenda Item 8 – Annual Operating Plan – Recycling – Why are tenants and occupiers of flats not provided with a recycling bin/collection? Many flats in Swindon are in two-storey blocks where such collections should be possible. The Council's new Recycling proposals do not seem to address this issue. Why has the recycling area in Cavendish Square been moved to the rear of the shops and no longer near to the bus stop? How will people without recycling collections and cars be able to continue to recycle without great difficulty?

(b) Agenda Item 17 – The Old Railway Museum – Delivering Promise 3 – What has happened to the Museum cottage that formed part of the Railway

Museum? Will the proposed facilities for young people provide for those who do not wish to undertake organised activities but simply want somewhere to meet their friends and chat? It may be that once at the facility with their friends young people will find something interesting in the activities on offer and join in.

(c) Agenda Item 20 – Review of Swindon Commercial Services – Can I be assured that the service offered by Swindon Commercial Services will improve as a result of the proposal in the report?

Response

The Chair thanked Miss. Bond for her questions and advised that Councillor David Wren, Cabinet Member for Local Environment, would respond to the issues on recycling.

Councillor Wren advised on the new Waste Collection and Recycling Service being introduced across the Borough, and on why recycling collections from flats had not been included at this time. However, it was intended that a service for flats would be operational from April 2008. The recycling centre had been moved in Cavendish Square as a result of the major regeneration project that was taking place. The Chair asked the Director of Environment and Health and the Managing Director of Swindon Commercial Services to review the location of the recycling containers to ensure that they were as close to the bus stops as practicable.

The Chair advised that in respect of the second question, Councillor Justin Tomlinson, Cabinet Member for Leisure, Culture and Recreation, and Councillor Garry Perkins, Cabinet Member for Children's Services, would respond.

Councillor Tomlinson advised that, currently, the Railway Village Cottage Museum was only open at very limited times during the year. However, negotiations were taking place with national heritage organisations to seek to establish a partnership arrangement that would enable the museum to be open to the public on a regular basis. Councillor Perkins referred to the exciting plans for the former Railway Museum and that these would include "drop-in" facilities where young people could meet their friends without the need to participate in any organised activities.

The Chair advised that in respect of Miss Bond's third question, as time was limited for Public Question Time, she suggested that Miss Bond take up her concerns regarding services directly with the Managing Director of Swindon Commercial Services, who was present at the meeting, and who would be able to respond to the issues she had raised.

Questioner

Mr. Daniel Rose, Chairman, The New Mechanics' Institution Trust Limited.

Question:

Agenda Item 14 – The Old Railway Museum – Delivering Promise 3 – Further to the issues raised with Cabinet at the Open Forum held prior to this meeting, when was the 50 Promises document changed to provide a new Promise 3 (Page 40 of the Agenda)? Would the Cabinet consider deferring this item to enable the process of arriving at the report's recommendation to be reviewed to be able to demonstrate to the public that you are an open, fair and transparent Council?

### Response

The Chair thanked Mr. Rose for his question and apologised for the short time available to answer it, given the limited time available for Public Questions at the meeting. However, the issues had been discussed at the Open Forum held prior to the meeting, and Cabinet Members had copies of his full submissions.

The Chair advised that she would not be seeking to defer the item and believed that the Council's handling of the matter had always been fair, open and transparent. She commented on Promise 3 and that Cabinet and Councillors had discussed the change. The Annual Operating Plan had been prepared to reflect the likely key delivery priorities for the Council in 2007/08, and was a draft document subject to the agreement of the Cabinet, and subject to decisions made by the Cabinet.

## **8. Exempt Items - Exclusion of Press and Public**

Resolved – That, in accordance with Section 100A(4) of the Local Government Act 1972, the public be excluded during the discussion of the matters referred to in Agenda Item Nos. 21 and 22 of the Notice of the Meeting on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information concerned. (Minutes 24 and 25 refer.)

## **9. 2006/07 Budget Management - Outturn**

The Cabinet Member for Resources and the Director of Finance submitted a joint report setting out the General Fund Revenue Budget and Housing Revenue Account Outturn position for 2006/07.

Councillor Nick Martin, Cabinet Member for Resources, referred to the Outturn position of the Council's Revenue and Capital Budgets, and congratulated the Council's Management Team for again delivering services within Budget. He referred to the financial risks facing the Council in 2007/08 and his belief that it would be inappropriate at this early stage of the Financial Year to allocate the small under spending in the 2006/07 Budget to new projects. He explained the ways in which the financial risks that had been identified for 2007/08 would be monitored and controlled.

Councillor David Renard, Cabinet Member for Health, Housing and Social Care, referred to the reasons for budget pressures on the Learning Disabilities service which was a national problem. He explained the steps being taken to control costs and that he had recently met with councillor and officer colleagues from other local authorities to review best practice in this service area. He hoped that this sharing and development of best practice would help the Council to deliver the service on budget.

Resolved – (1) That the 2006/07 Budget Outturn position for the General Fund and Housing Revenue Account as at 31<sup>st</sup> March 2007, be noted.

(2) That General Reserves be maintained at £5 million for 2007/08.

(3) That the appropriation of funds to the specific Reserves and provisions, set out in Table 2 to the joint report, be approved in order to protect the Council against some of the known financial risks it is currently facing.



(4) That it be noted that an overall under spend of £0.278m has been achieved, and that this sum is potentially available to support one-off expenditure in the current or future financial years, as is £0.227m of uncommitted Local Authority Business Growth Incentive grant received late in 2006/07.

(5) That consideration of any requests to support additional one-off expenditure (carry-forwards) be deferred, pending further progress being made in mitigating the financial risks currently being reported by Group Directors in 2007/08.

(6) That the Chief Executive, Group Directors, Directors, and the Finance teams be congratulated for achieving, for the second year running, the delivery of the Council's Budget and Council Services to target and with a small under spend.

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

## **10. Debt Management - Council Tax and Business Rates**

The Cabinet Member for Resources and the Director, Revenues and Benefits submitted a joint report concerning the improved performance by the Council and its partners in relation to the collection rates for Council Tax and Business Rates in 2006/07, and providing an update on debt management within the Council.

Councillor Nick Martin, Cabinet Member for Resources, referred to the excellent progress being made. He advised that the improved performance would move the Council into upper quartile performance for 2006/07 across a range of performance indicators and, that for income collection performance, this would rank the Council amongst the highest performers in the country. He congratulated the Revenues and Benefits Team and the Council's partner Liberata for their achievements.

Councillor David Renard, Cabinet Member for Health, Housing and Social Care, referred to the excellent progress made in bringing down the levels of Housing Rent Arrears.

Resolved – (1) That the Cabinet notes and welcomes the improved performance for 2006/07 in relation to recovery of Council Tax and Business Rates, and the achievement of the second part of Promise 5 (Financial Management).

(2) That the Revenues and Benefits and Housing Directorates, and the Council's partner Liberata, be congratulated on their performance in Debt Management and Collection Rates for 2006/07.

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

## **11. Annual Operating Plan 2007/08**

The Cabinet Member for Corporate Affairs and the Director of Partnership, Policy and Performance submitted a joint report concerning the proposed Annual Operating Plan for the Council that underpinned the Corporate Plan by describing the Council's focus for the next twelve months in support of the aspirations described in the Corporate Plan.

The Chair and the Chief Executive commented on the role of the Annual Operating Plan and how this would be used within the Council, as an integral part of

the Business Planning Framework, to ensure that the aspirations and promises within the Corporate Plan would be delivered.

Councillor Bob (Robert) Wright referred to Promise 3 and that this had appeared to be changed within the Annual Operating Plan. The Chair and the Chief Executive explained the change and the discussions that had previously taken place within the Council on this. It was dependent on the decision to be taken later in the meeting.

Resolved - (1) That the Annual Operating Plan for 2007/08, as set out in Appendix 1 to the joint report, be approved.

(2) That the Director of Partnership, Policy and Performance be authorised to publish the Annual Operating Plan for 2007/08.

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

## **12. Renewable Energy Task Group Report (Minute for Confirmation)**

The Cabinet Member for Local Environment, the Director of Partnership, Performance and Policy and the Deputy Chief Executive submitted a joint report concerning the final report, findings and recommendations of the Renewable Energy Task Group. The joint report proposed the Council's response to the Task Group's recommendations and how these could be progressed.

Councillor David Wren, Cabinet Member for Local Environment, referred to the significance of the Task Group's report for the Council and for Swindon. He commented on the hard work done by the Task Group's members and to the role that the Council would have in progressing the recommendations arising. He advised that the report would be presented to the Council at its meeting on 19<sup>th</sup> July 2007 and that a "Question and Answer" session for all Councillors would be arranged prior to that date.

Resolved – That subject to the approval of the Council –

(1) That the final report of the Renewable Energy Task Group be welcomed and approved, and its members and other contributors be thanked for their invaluable input.

(2) That the Chief Executive and the Corporate Board be authorised to evaluate and identify the full financial and other implications for Swindon Borough Council for each recommendation contained within the Task Group's report, set out in Appendix 1 to the joint report.

(3) That it be noted that the Task Group's recommendations will only be taken forward after detailed business cases for each have been prepared, including the identification of capital and revenue resources, and subject to further reports as necessary to the Cabinet.

(4) That Swindon Borough Council's new partnership with the Carbon Trust, as described in paragraph 2.6 of the joint report, be endorsed, and the work necessary to identify how to reduce the Council's own energy use and CO<sub>2</sub> emissions be approved.

(5) That Swindon Borough Council's involvement in the European 'Innovative Thinking' Programme, as described in paragraph 2.7 of the joint report, be endorsed.

(6) That the Director of Partnership, Performance and Policy, in consultation with the Cabinet Member for Local Environment and the Swindon Strategic

Partnership, be authorised to work with partners to develop a Sustainable Energy Action Plan and to present a draft action plan to the Cabinet at its meeting on 12 December 2007.

(7) That the Chief Executive be authorised to take any necessary action to achieve the recommendations set out in (2) to (6) above.

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

### **13. Hawthorns Site**

The Cabinet Member for Resources, the Cabinet Member for Health, Housing and Social Care, the Group Director, Resources and the Director of Adult Social Care submitted a joint report concerning proposed lease arrangements for the re-provision and commissioning of new Respite Services for Adults with Learning Disability, jointly with the Swindon Primary Care Trust, at the Hawthorns Site in Pinehurst, Swindon, and the disposal of the remainder of that site.

Councillor David Renard, Cabinet Member for Health, Housing and Social Care, explained the background to the proposed joint project to build a new respite care unit for Adults with a Learning Disability. He commented on the benefits of this partnership scheme for service users, their carers and for the Council.

Councillor Ray Ballman, Ward Councillor, expressed her support for the scheme and welcomed the commitment to improving facilities for people with learning disabilities and their carers. She commented on the proposals for the remainder of the site and supported the option of providing affordable housing and supported accommodation for those with learning difficulties. She referred to the high cost of out of Borough placements and how a scheme on this site might provide Best Value for the Council.

Councillor David Renard, noted the comments and stated that this option would be carefully considered. Councillor Nick Martin, Cabinet Member for Resources, commented that whilst recognising the merits of the option for the remainder of site, he would remind Cabinet of the necessity to ensure that the costs of the entire Hawthorns scheme were met and that any future plans for the remaining part of the site had to contribute to that aim.

Resolved – (1) That the Director of Law and Democratic Services, in consultation with the Group Director, Resources, Director of Adult Social Care and Director of Property, be authorised to enter into all necessary agreements for the re-provision and commissioning of new respite services for adults with learning disability jointly with Swindon Primary Care Trust, on the basis set out in the joint report, and on such other terms as are required to protect the Council's interests.

(2) That, further to the decision in (1) above, the Council enter into an agreement on appropriate terms with the Sarsen Housing Association to build and maintain the new Respite Care for Adults with Learning Disability Short Breaks Building.

(3) That the Director of Property be authorised to dispose of the surplus Hawthorns Site at Pinehurst, Swindon, as shown indicatively on the plan attached to the joint report, on the best possible terms taking into account the joint outcomes of social housing provision and maximising receipt with an agreed planning brief.

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

(Councillor David Wren made a personal declaration of interest in respect of the above item (Minute 13) as he was a Non-Executive Director of the Swindon Primary Care Trust.)

#### **14. Whichelstowe - School Places**

The Cabinet Member for Children's Services and the Group Director, Children submitted a joint report concerning the requirements for primary and secondary school places, based on forecast pupil numbers, resulting from the new Wichelstowe development within the Borough.

Councillor Garry Perkins, Cabinet Member for Children's Services, referred to the background to the report and the difficulties of planning for school places in Swindon, given the experience of the impact of new housing developments in North Swindon.

Resolved – (1) That the expected requirement for additional school places as a result of the Wichelstowe development of Swindon, based on forecast pupil numbers, be noted.

(2) That the Group Director, Children be requested to explore the option of The Ridgeway School expanding from an eight-form entry to a ten-form entry school, including the financial implications of this proposal.

(3) That a further, more detailed, report be submitted to the Cabinet, in due course, following the investigations referred to in (2) above, to enable consideration to be given to whether a pre-statutory consultation into the Ridgeway School option is undertaken.

(4) That the implications of the Education and Inspections Act 2006, as set out in the joint report, be noted.

(5) That it be noted that the Council's existing Capital Programme does not include funding for the proposal referred to in (2) above, and that, should the outcome of the further work result in the proposal to extend Ridgeway School, the Council will need to consider this in the context of competing priorities and within the context of the total level of funding available.

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

#### **15. School Organisation Proposals**

The Cabinet Member for Children's Services, the Group Director, Children and the Director of Law and Democratic Services submitted a joint report concerning changes to the statutory procedures for the establishment, discontinuance or alteration of schools, including the abolition of the School Organisation Committee, and detailing proposals for a new system to enable the Council to fulfil its statutory obligations to ensure that there are sufficient school places in Swindon.

Councillor Garry Perkins, Cabinet Member for Children's Services, explained the changes in statutory procedures and the suggestion that the Cabinet establish a sub-committee to consider school organisation proposals.

Resolved – (1) That the changes to the statutory procedures for the

establishment, discontinuance or alteration of schools including the abolition of the School Organisation Committee, be noted.

(2) That the Group Director, Children and the Director of Law and Democratic Services organise training for Cabinet Members on the process and factors which must be considered in reaching decisions on school organisation proposals.

(3) That the Director of Law and Democratic services be authorised to convene, as required, a Sub-Committee of five Cabinet Members, to be drawn from a pool of all Cabinet Members, to make decisions on school organisation proposals.

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

## **16. Youth Justice Plan 2007/08 (Minute For Confirmation)**

The Cabinet Member for Children's Services, the Cabinet Member for Community and Neighbourhoods, the Group Director, Children and the Youth Offending Team Head of Service submitted a joint report setting out Swindon Youth Offending Team's Youth Justice Plan for 2007/ 08.

Councillor Garry Perkins, Cabinet Member for Children's Services, referred to the role and success of Swindon's Youth Offending Team that was recognised as being one of the best in the country. He commented on the strategies contained in the Youth Justice Plan for 2007/08 and what these hoped to achieve.

Councillor David Glaholm enquired whether a young person had to have been arrested by the police before there could be intervention by the Youth Offending Team. Mr. Kevin Leaning, Head of the Youth Offending Team, explained that this was not now the case. He referred to the way in which the service operated, and how it was involved at an early stage in attempting to avoid young people offending.

Resolved – (1) That the Council approve the strategy for reducing first time offending and re-offending incorporated into the Youth Justice Plan for 2007/08.

(2) That the Youth Justice Plan for 2007/ 08, be approved.

(3) That the Cabinet express its appreciation and congratulations to Mr. Kevin Leaning, Head of Service, and the Youth Offending Team on their performance that has resulted in Swindon's Youth Offending Team being recognised as being one of the best in the country.

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

## **17. The Old Railway Museum – Delivering Promise 3**

The Cabinet Member for Resources, the Cabinet Member for Children's Services, the Cabinet Member for Community and Neighbourhoods, the Group Director, Resources and the Group Director, Children submitted a joint report concerning proposals to secure the long-term future of the former Railway Museum in Faringdon Road, Swindon. The report (i) provided background on the building and its previous uses, (ii) set out a Motion submitted to the Council on 19<sup>th</sup> April 2007 proposed by Councillor Stan Pajak and seconded by Councillor David Wood proposing that the Council offered the New Mechanics' Institution Preservation Trust a renewable 5-year lease of the former Railway Museum, and (iii) set out a

preferred option that the building be used for the Council's Youth Service and other youth related activities.

Councillor Nick Martin, Cabinet Member for Resources, and Councillor Garry Perkins, Cabinet Member for Children's Services, expressed their support for the proposal that would bring much needed youth facilities into Swindon Town Centre. Councillor Martin referred to the substantial refurbishment works to be undertaken to protect and improve the building and that this would require its necessary closure. It was intended that, once completed, areas of the refurbished building, particularly the hall, would be available for use by other community based groups, if not required by the Youth Service for its events. Councillor Perkins commented that the proposal would result in the protection and improvement of one of Swindon's best historic buildings, and enable the re-housing of the Council's Youth Service in a fit for purpose, more user-friendly building in the centre of Swindon. He explained that consistently in surveys carried out by the Council the provision of facilities for young people was identified as a high priority. This proposal would help to respond to that demand. The New Mechanics' Institution Preservation Trust was thanked for its stewardship of the building over the past five years.

Resolved – (1) That the Council be advised that, following consideration of the Motion at Council, and the submission put forward by the New Mechanics' Institution Preservation Trust Ltd, the Cabinet has decided that the preferred option of the Youth Service occupying the Former Railway Museum be supported for the reasons detailed in the report.

(2) That the New Mechanics' Institution Preservation Trust be thanked for their involvement with the former Railway Museum building.

(3) That the Director of Law and Democratic Services be authorised to serve 3 months notice on the New Mechanics' Institution Preservation Trust to vacate the former Railway Museum, Faringdon Road, Swindon.

(4) That the Group Director, Resources be authorised to -

- relocate the community activities currently taking place at the former Railway Museum to suitable alternative accommodation, wherever possible;
- agree the execution of a programme of essential refurbishment works to the former Railway Museum to make it fit for purpose as a Young Person Centre;
- relocate the Council's Youth Service and other youth related services to the former Railway Museum on the basis of the Business Case set out in Appendix A to the joint report.

(5) That the Group Director, Children be authorised to agree a programme of cultural/arts/music events and groups to maximise the performance space within the Museum.

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

## **18. References from Resources Partnership and Performance Overview Committee: Staff Sickness Task Group Report**

The Cabinet Member for Corporate Affairs and the Director of Law and Democratic Services submitted a joint report concerning recommendations arising from the Resources, Partnership and Performance Overview Committee on the findings of the Staff Sickness Task Group.

Councillor Brian Mattock, Chair of the Staff Sickness Task Group, commented on the Task Group's work and on its recommendations. He thanked Task Group Members and all those who had contributed to its work.

Resolved – That, further to Minute 19(2) of the Resources, Partnership and Performance Overview Committee, recommendations 2 (Attendance Improvement Clinics), 3 (Response to Occupational Health reports), 4 (External strategies for health and well being), 5 (Staff support through “change”), 6 (Working group on holistic approach to health, safety and wellness of the Council), 7 (Scoping exercise on a full audit of the health of the Council), and 8 (Engagement on the promotion of health within the Council), contained within the final report of the Staff Sickness Task Group, be approved.

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

## **19. References from Other Council Bodies: Housing Advisory Forum / Community, Housing and Social Care Overview Committee**

The Cabinet Member for Health, Housing and Social Care, the Cabinet Member for Corporate Affairs and the Director of Law and Democratic Services submitted a joint report concerning recommendations arising from the meetings of the Housing Advisory Forum and the Community, Housing and Social Care Overview Committee.

Councillor David Renard, Cabinet Member for Health, Housing and Social Care, commented on the decision arising from the Housing Advisory Forum on 11<sup>th</sup> April 2007, and referred to the proposed Council housing Repairs and Improvement Programme for 2007/08.

Councillor Fionuala Foley, Cabinet Member for Corporate Affairs, commented on the decision arising from the Community, Housing and Social Care Overview Committee on 25<sup>th</sup> April 2007, and commented on the implications of the proposal for Capita and the Council.

Resolved – (1) That, further to Minute 44 of the Housing Advisory Forum, the Housing Repair and Improvement Programme for 2007/08, as set out in the Appendices to the joint report of the Cabinet Member for Health, Housing and Social Care, the Group Director, Housing and Social Care and the Director of Housing, be approved.

(2) That, further to Minute 34(2) of the Community, Housing and Social Care Overview Committee, the Director of Community be requested to prepare a business case for the inclusion of anti-social behaviour within Phase 2 of the implementation of the One Stop Shop and, that as part of developing this business case, the Business Transformation Team be asked to work with Capita to identify the extra work needed to support and prioritise this.

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

## **20. Business Transformation**

The Leader of the Council and the Chief Executive submitted a joint report

concerning the proposed establishment of a Business Transformation Group Directorate and setting out consequential organisational changes.

The Chair and the Chief Executive explained the background to the joint report and commented on the reasons why it was believed that the revised management structure would ensure that the Council was more effective in delivering its transformation and service objectives. The Chair advised that an amendment should be made to the joint report by adding at the end of the second bullet point of paragraph 2.3.2 (page 115 of the Agenda) the words “re-designating the post Director, Customer Service, Revenue and Benefits.”

Resolved – (1) That the establishment of a Business Transformation Group Directorate, be endorsed.

(2) That, further to the decision in (1) above, the consequential organisational changes, set out in paragraphs 2.3.2 to 2.3.6 of the joint report, be approved.

(3) That the Director of Law and Democratic Services be authorised to submit a report to the Council’s Special Committee proposing changes to the Council’s Constitution for 2007/08 to recognise the organisational changes set out in paragraphs 2.3.2 to 2.3.6 of the joint report.

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

## **21. Joint Executive Appointments Procedure**

The Cabinet Member for Corporate Affairs and the Director of Human Resources submitted a joint report concerning proposed procedures for making appointments to joint executive posts with the Swindon Primary Care Trust, made pursuant to Section 75 of the Health Act 2006.

Councillor David Renard, Cabinet Member for Health, Housing and Social Care, suggested that the procedure should include the ability for alternating chairs of the appointments committee.

Resolved – (1) That, subject to the amendment that the Joint Selection and Appointment Committee has the ability to appoint alternating Chairs, the proposed procedures for making appointments to joint executive posts involving Swindon Primary Care Trust, as set out in Appendix 1 to the joint report, be approved.

(2) That the Director of Law and Democratic Services be authorised to submit a report to the Council’s Special Committee proposing changes to the Council’s Constitution for 2007/08 to recognise the revised appointments procedure for joint posts established pursuant to Section 75 of the Health Act 2006, as set out in paragraph 2.3 of the joint report.

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

(Councillor David Wren made a personal declaration of interest in respect of the above item (Minute 21) as he was a Non-Executive Director of the Swindon Primary Care Trust.)

## **22. Capita Partnership - Governance Arrangements**

The Cabinet Member for Corporate Affairs and the Director of Business



Transformation submitted a joint report concerning the proposed operational governance arrangements for the Council's incremental strategic partnership with Capita, to ensure that these arrangements were open, transparent, effective and compatible with the Council's Constitution.

The Chair advised that the Council's incremental strategic partnership with Capita had now been in operation for three months, and the contract "transition period" was now coming to an end. She explained that detailed governance arrangements had been developed to ensure that the partnership contract continued to operate effectively. She advised of an amendment to the joint report by way of a change to the second bullet point of paragraph 2.4 (Page 137 of the Agenda) to read "the first Partnership Board is scheduled for 2<sup>nd</sup> July, then Quarterly aligned to support and inform Council's strategic planning and budget setting timetable."

Resolved – (1) That the progress on the early activities of the Council's incremental strategic partnership with Capita, be noted.

(2) That the proposed governance arrangements for the Council's partnership with Capita, as set out in the joint report, be approved, and it be noted that a further report on this issue will be submitted to the Council's Special Committee.

(3) That the Director of Business Transformation, in consultation with the Director of Law and Democratic Services, be authorised to establish the operational governance arrangements for the Council's partnership with Capita with immediate effect.

(4) That the proposed reporting regime on partnership operational performance and business case development be approved.

(5) That the Group Director, Business Transformation be authorised to review the effectiveness of the governance arrangements and Board structure by no later than June 2008, and to submit a report to the Cabinet on both the outcome and any recommendations for change.

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

### **23. Review of Swindon Commercial Services: The Next Steps.**

The Cabinet Member for Corporate Affairs and the Chief Executive submitted a joint report concerning the outcome of a review of Swindon Commercial Services by PriceWaterhouseCoopers, and setting out proposals for the next stage of the organisation's Business Transformation.

The Chair and the Chief Executive referred to the background to the joint report and to the proposals, including robust governance arrangements, which would aim to strengthen both the position of Swindon Commercial Services and the Council's "client-side" arrangements. The Chair expressed the Cabinet's appreciation to Mr. Bill Fisher, Managing Director of Swindon Commercial Services, and his team for their hard work and the significant business transformation that had been achieved in the last eighteen-months.

Resolved – (1) That the findings of the PriceWaterhouseCoopers report and the significant progress and achievements of the out-going Board and staff of Swindon Commercial Services over the last 18 months, be noted.

(2) That a new organisational framework for Swindon Commercial Services,

as described in the joint report, be established, with Swindon Commercial Services operating increasingly as an 'arms length' company wholly owned by the Council.

(3) That, subject to the sentence "The Commissioning Board will meet on a quarterly basis" being added to the terms of reference, a Commissioning Board and Swindon Commercial Services Board be established, with the terms of reference as set out in Appendix A to the joint report.

(4) That the Commissioning Board be required to coordinate the strengthening of client-side arrangements.

(5) That, subject to the deletion of bullet point 6 – "Cemeteries and Crematoria" from Appendix B, the Council's Contract Standing orders be waived to allow the Core Basket of Services, as set out in Appendix B to the joint report, to be awarded to Swindon Commercial Services without external tendering until 1<sup>st</sup> December 2010, for the reasons set out in the joint report.

(6) That the Commissioning Board be required, through its client-side reports, to demonstrate that Swindon Commercial Services is delivering value for money, and that a system of "open book" accounting operates in relation to directly awarded work.

(7) That urgent consideration be given by the Chief Executive and the Commissioning Board to the future arrangements for Recreational Services.

(8) That the Deputy Chief Executive submit a further report to the Cabinet on 12<sup>th</sup> September 2007 outlining plans for developing client competencies and strategic capability.

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

## **24. Land at North Star**

The Cabinet Member for Resources, the Cabinet Member for Economic Development, Regeneration and Development, the Group Director, Environment and Leisure and the Group Director, Resources submitted a joint report concerning the future of the Council's landholding at North Star, Swindon, and its potential links to the regeneration of Central Swindon.

Councillor Philip Young, Cabinet Member for Economic Development, Regeneration and Development, explained the background to the report that he saw as a key regeneration scheme for Swindon. Councillor Nick Martin, Cabinet Member for Resources, referred to the financial aspects of the joint report and the risk implications for the Council's budget. It was noted that the reference in paragraph 1.1 of the joint report to "13.5 hectares" was misleading and should be deleted. The ward in which the landholding was located was "Western" and not "Central" as indicated in the joint report.

Resolved – (1) That the current financial risks arising from the closure of Clares Equipment Ltd., be noted.

(2) That the Director of Economic Development be authorised to negotiate with the New Swindon Company, the South West Regional Development Agency and English Partnerships to make funds available to assist the Council in regenerating the North Star Site, Swindon.

(3) That the Group Director, Environment and Leisure be authorised to progress the North Star Regeneration Scheme, and to establish appropriate governance arrangements as referred to in the joint report.

(4) That the Group Director, Resources, in consultation with the Directors of

Planning, Economic Development and Property be authorised to seek a preferred Development Partner on the best possible terms via a competitive OJEU process to regenerate the wider North Star area of Swindon, on a phased basis for a mixture of uses, potentially including a university.

(5) That the Director of Law and Democratic Services, in consultation with the Director of Property, be authorised to complete all necessary documentation to progress the proposals referred to in (1) to (4) above, on such other detailed terms and conditions as are necessary to protect the Council's interests.

(6) That the Group Director, Environment and Leisure and the Group Director, Resources undertake a review of the process of seeking a preferred Development Partner to regenerate the wider North Star area, and submit a further report on this to the Cabinet on 31<sup>st</sup> October 2007.

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

## **25. Regent Place, Swindon**

The Cabinet Member for Resources, the Cabinet Member for Economic Development, Regeneration and Development, the Group Director, Resources, the Director of Property and the Director of Economic Development submitted a joint report concerning the progress of the Regent Place Regeneration Project, arrangements for the completion of the Regent Place Development Agreement, and the use of compulsory purchase powers to assemble the land needed for the scheme.

Councillor Philip Young, Cabinet Member for Economic Development, Regeneration and Development, referred to the progress made to date in launching this significant regeneration project and to the decisions that were now required to move the scheme forward.

Resolved – (1) That the Cabinet reaffirms its support for the Regent Place Regeneration Project, the approximate proposed boundary of which is shown on the plan, attached as an appendix to the joint report, and marked "Regent Place, Swindon, Site Plan", and its willingness, in principle, to use compulsory purchase powers to assemble the land needed for the scheme to proceed, and notes that a further report to the Cabinet and further resolutions authorising the making of a Compulsory Purchase Order (CPO) will be required before any CPO for the scheme can be made and submitted to the Secretary of State for confirmation.

(2) That it be noted that it is the intention to make any Compulsory Purchase Order, necessary to assemble the land needed for the scheme, following the grant of planning permission for the scheme.

(3) That the Director of Law and Democratic Services, in consultation with the Director of Property, be authorised to commence land requisitions, under section 16 of the Law of Property (Miscellaneous Provisions) Act 1976 and section 5A of the Acquisition of Land Act 1981, in connection with the acquisition of land for the Regent Place Regeneration Scheme, and in addition to (i) instruct a land referencing company to carry out land referencing work for the scheme, (ii) prepare a statement of reasons, and (iii) carry out all other steps required to enable a Compulsory Purchase Order to be made in respect of the scheme in the event that the making of such an Order is authorised by a subsequent resolution of this Cabinet.

(4) That the Director of Law and Democratic Services, in consultation with the

Director of Property, be authorised to enter into all necessary documentation to secure the Regent Place Regeneration Scheme, on such other detailed terms and conditions as may be necessary to protect the Council's interests.

(5) That the Director of Property, in consultation with the Regeneration Project Board, be authorised to agree the terms for the completion of the Regent Place Development Agreement, and then to instruct the Director of Law and Democratic Services to complete the legal documentation on that basis.

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

**Author: Cabinet Member for Resources and Director of Finance**

**Parish / Wards Affected: All**

**Purpose**

- This report presents the 2007/08 Revenue and Capital forecast out-turns at the end of May 2007 including activity data for high-risk budget areas.

**Recommendation**

That Cabinet;

- Notes the projected outturn for both revenue and capital and the forecast level of General Reserves and Corporate Capital Resources as at 31<sup>st</sup> March 2007;
- Agrees the Revenue Budget virements in Appendix 3 and the Capital Budget virements in Appendix 6;
- Agrees that the 2006/07 Capital underspend carry forward requests set out in Appendix 4 are added to the Capital Programme for 2007/08.

**1 Reasons**

- 1.1 To update Cabinet on the current forecast position of the Council's Revenue and Capital budgets.

**2 Detail**

Revenue

- 2.1 The General Fund revenue forecast outturn for 2007/08 is shown in Table One below with a more detailed analysis shown at Appendix 1. The Council started the financial year with General Reserves of £5 million, being the minimum recommended level. The current projected overspend of £1.104 million would, if realised, reduce the level of General Reserves to £3.896 million which is below the minimum level of £5 million.
- 2.2 The forecast underspend on the Council's corporate debt charges budget is based on the latest levels of forecast expenditure on the capital programme. Should the total level of capital spend be more in line with previous years spending levels, the projected out-turn will reduce significantly.

# Budget Management 2007/08

CABINET

Date: 25th July 2007

**Table One: General Fund Forecast**

	<b>Budget 2007/08</b>	<b>Forecast Outturn</b>	<b>Forecast Over/ -Underspend</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Children Services	21,647	21,905	258
Housing & Social Care	37,962	38,762	800
Environment & Leisure	38,182	38,253	71
Resources	12,004	12,004	0
Chief Executive	1,494	1,494	
Swindon Commercial Services	-1,583	-1,583	0
Corporate	8,610	8,585	-25
<b>Sub Total</b>	<b>118,316</b>	<b>119,445</b>	<b>1,104</b>
General Contingency Fund	550	550	0
Specific Contingencies etc. net of one-off funding	-1,142	-1,142	0
<b>Total</b>	<b>117,724</b>	<b>118,828</b>	<b>1,104</b>

2.3 Table One above shows that the Council's budget is projecting to be overspent by £1.104 million by the end of the financial year. A more detailed breakdown of the individual Business Unit budget performance is shown in Appendix 1. The key changes from previously reported figures for each Group Directorate and activity data for key risk areas are set out in Appendix 2. Virement requests made since the 2007/08 budget was agreed in February are detailed in Appendix 3.

### Housing Revenue Account (HRA)

2.4 The Housing Revenue Account is currently forecasting to be on budget at the end of the Financial Year.

### Capital

2.5 In 2006/07 capital expenditure amounted to £50.679 million against a budget of £64.349 million. Appendix 4 gives details of how this expenditure was funded and where there were overspends and underspends within the Groups. Where individual schemes have overspent 2006/07 budget allocations the amount of overspend will be reduced from the 2007/08 budget so that the overall scheme budget remains constant.

2.6 As part of the annual closedown process, project managers identify any underspend within their budgets that has arisen due to delivery of the project being delayed. Appendix 4 details these "slippage" figures being the amount of budget that Groups have requested to be carried forward into 2007/08. Cabinet are requested to agree these carry forward requests totalling £13.966 million.

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Further information on the subject of this report can be obtained from Kirsty Cole on Direct Dial No. 464610 or Email [kcole@swindon.gov.uk](mailto:kcole@swindon.gov.uk)

## Budget Management 2007/08

**CABINET**

**Date:** 25th July 2007

- 2.7 The majority of slippage on individual schemes has been requested to be carried forward. It is anticipated that as part of 'refreshing' the Capital Programme in September 2007, that there will be a detailed review of all schemes focussing particularly on those schemes where there were carry forwards from 2006/07. This review will challenge whether the full carry forwards are actually needed in order to complete individual schemes.
- 2.8 The Wessex Court scheme is no longer going ahead. However, a carry forward has been requested from this budget for a future scheme on health integration. In addition to this, the underspend on Office Accommodation has been requested to be carried forward and vired to the Advance Design Fees budget to cover a funding shortfall. Details of this virement are included in Appendix 6.
- 2.9 If the requests for slippage from 2006/07 budgets are all agreed, capital expenditure during 2007/08 is now forecast to be £104.970 million. Based on the May 2007 Red-Amber-Green (RAG) reports, slippage in 2007/08 is only forecast to be £6.234million. This figure would appear to be optimistic based on the level of spend in 2006/07 and the current level of spend being incurred. Further work is to be carried out to establish more accurate estimates of slippage.
- 2.10 Table 2 shows the budget, forecast, actuals and variances for each Group for the 2007/08 Capital Programme. The total level of slippage for 2006/07 that Groups have proposed should be carried forward into 2007/08 is shown in the first column.

**Table 2: Capital Budgets**

<b>Group</b>	<b>Budget + Slippage £000s</b>	<b>Forecast £000s</b>	<b>Slippage £000s</b>	<b>Actual to Date £000s</b>	<b>Budget - Actual £000s</b>
<b>Adult Social Care</b>	3,903	3,075	-828	-4	3,907
<b>Children's Services</b>	40,023	34,571	-5,452	603	39,420
<b>Environment</b>	29,870	29,916	46	-204	30,074
<b>Resources</b>	7,060	7,060	0	25	7,035
<b>Sub-Total</b>	<b>80,856</b>	<b>74,622</b>	<b>-6,234</b>	<b>420</b>	<b>80,436</b>
HRA + Affordable Housing	14,285			157	
Section 106					
Wichelstowe	99				
Swindon Commercial Services	76				
ASPIRE	9,654				
Wichelstowe 07/08 Budget					
<b>Total</b>	<b>104,970</b>				

Further information on the subject of this report can be obtained from  
Kirsty Cole on Direct Dial No. 464610 or Email [kcole@swindon.gov.uk](mailto:kcole@swindon.gov.uk)

# Budget Management 2007/08

CABINET

Date: 25th July 2007

2.11 The largest sums contributing to the total change in reported slippage are detailed in Appendix 5. Proposed virements for approval by Cabinet are shown in Appendix 6.

2.12 Table 3 shows the planned funding of capital expenditure in 2007/08. Resources not used in 2007/08 will be carried forward to fund slippage on approved schemes. Cabinet should note that the capital receipts figure is a forecast that is subject to change. It is currently expected that the level of receipts in the current year will be below that previously assumed, primarily due to delays in disposing of the allotment sites as a result of the Kevin McCloud interest, although over the lifetime of the capital programme this should be recovered.

**Table 3: Capital Funding 2007/08**

<b>Capital Spending</b>	<b>£000s</b>
Total Refreshed Capital Programme for 2007/08 (as shown in Table 1)	<b>104,970</b>
Add 2006-07 Creditor Provisions	2,416
<b>Total to be Financed in 2007/08</b>	<b>107,386</b>
<b>Funded By</b>	
Capital Receipts (includes £2.0m HRA Receipts)	27,141
External Grant	45,625
Section 106 deposits	966
Prudential Borrowing	10,534
Borrowing approved to be taken out in 2007/08	13,000
Unused approved Borrowing brought forward from previous years	10,120
<b>Total Funding for 2007/08 Programme</b>	<b>107,386</b>

## Alternative Options

- This report presents current forecasts only.

## Risk Management

### *Financial and Procurement Implications*

- Contained in the main body of the report.

### *Legal/Human Rights Implications*

- There are no direct implications from this report.

### *Links to Corporate Plans and Policies (in particular to Swindon 2010 Promises)*

- Sound financial management is an integral part in achieving Swindon 2010

Further information on the subject of this report can be obtained from Kirsty Cole on Direct Dial No. 464610 or Email [kcole@swindon.gov.uk](mailto:kcole@swindon.gov.uk)



# Budget Management 2007/08

**CABINET**

**Date:** 25th July 2007

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## **Consultees / Appendices**

- Appendix 1 – Forecast Out-turn by Directorate
- Appendix 2 – Key Risks and Activity Data
- Appendix 3 – Revenue Budget Virements
- Appendix 4 – Capital Budget Carry Forward Requests
- Appendix 5 – Main Capital Budget Variances 2007/08
- Appendix 6 – Capital Budget Virements
- The Director of Finance (Section 151 Officer) and the Director of Law and Democratic Services (Monitoring Officer) are consulted on all reports

## **Key Decision / Decision in Forward Plan**

- This is not a key decision and is included in the July 2007 Forward Plan.

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## Revenue Forecast By Business Unit 2007/08

Service Area	Description	Full Year Budget 2007/08 £'000	Full-Year Projected Out-turn £'000	Full Year Projected Variance £'000
1	Strategy & Commissioning	1,233	1,441	208
2	Children & Young People	4,054	4,054	0
3	Children & Families	12,797	12,847	50
4	Quality & Standards	983	983	0
5	Local Provision	2,580	2,580	0
	<b>Total Childrens Services</b>	<b>21,647</b>	<b>21,905</b>	<b>258</b>
6	Adult Social Care	33,576	34,376	800
7	Adult Services	0	0	0
8	Housing	1,825	1,825	0
9	Community	2,561	2,561	0
	<b>Total Housing and Social Care</b>	<b>37,962</b>	<b>38,762</b>	<b>800</b>
10	Environment & Health	13,817	13,739	-78
11	Leisure & Culture	10,864	10,973	109
12	Planning	1,588	1,541	-47
13	Transport	6,026	6,091	65
14	Economic Development	1,007	997	-10
23	Business Transformation	4,880	4,912	32
	<b>Total Environment and Leisure</b>	<b>38,182</b>	<b>38,253</b>	<b>71</b>
15	Law & Democratic Services	3,160	3,214	54
16	Finance	3,383	3,304	-79
17	Revenues and Benefits	2,405	2,405	0
18	Property (net of Commercial Estates Income)	-244	-244	0
24	Human Resources	2,249	2,249	0
25	Procurement	679	679	0
	Resources Group Support	372	397	25
	<b>Total Resources</b>	<b>12,004</b>	<b>12,004</b>	<b>0</b>
19	Swindon Commercial Services (SCS)	-1,143	-1,143	0
20	SCS - Recreation Services	-440	-440	0
21	Partnership & Policy	904	904	0
22	Customer Communications	590	590	0
	<b>Total Chief Executive</b>	<b>-89</b>	<b>-89</b>	<b>0</b>
	Debt Charges	4,142	3,642	-500
	Pension Deficit and Added Years	1,801	1,801	0
	Clares Commercial Rental Let	-570	-95	475
	Other Corporate	3,237	3,237	0
	General Contingency Fund	550	550	0
	Specific Contingencies etc. net of one-off funding	-1,142	-1,142	0
26	<b>Total Corporate</b>	<b>8,018</b>	<b>7,993</b>	<b>-25</b>
	<b>Council Total</b>	<b>117,724</b>	<b>118,828</b>	<b>1,104</b>

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## Children Services (Forecast £258k over)

### Overview

This report looks at the areas of Children's Services which are outside the Schools Budget and fall upon the General Fund. The Schools Budget is ring-fenced and entirely funded by Government through the Dedicated Schools Grant (DSG).

The forecast for the end of May 2007 reflects a forecast overspend position for the group overall. This is mainly due to the following:

£150k Children & Families - £100k Value for money reviews relating to the placement budgets are at risk of not being delivered as reported through the service delivery plan. £100k PCT contribution for promoting independence of children at risk as reported through the service delivery plan. -£50k Introduce PCT contribution relating to placements. -£100k Reduction in projected overspend due to the invest to save money to target looked after children and reduce the costs of out of borough placements.

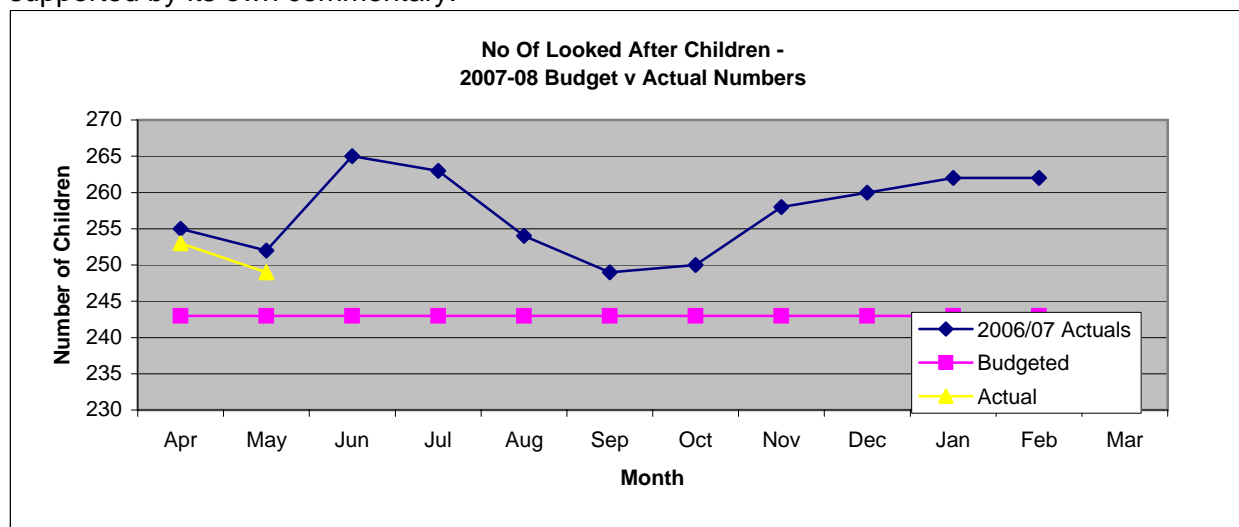
£ 208k Service Plan, Strategy & Performance - £50k There is a funding gap on the SBC's contribution to the LSCB as reported through the service delivery plan. £30k Shortfall in funding the voluntary organisations as reported through the service delivery plan. -£50k Integration savings through grant funded posts for 2007/08 only as reported through the service delivery plan. -£30k Management costs transferred to DSG as reported through the service delivery plan. £208k Integration savings are unlikely to be delivered for 2007/08, early indications, as per service delivery plan.

Considerable effort has been put into reducing or mitigating the impact of the cost pressures that have arisen within Children & Families. The Group continues to work on the pressures themselves to maintain an acceptable overall group budget position.

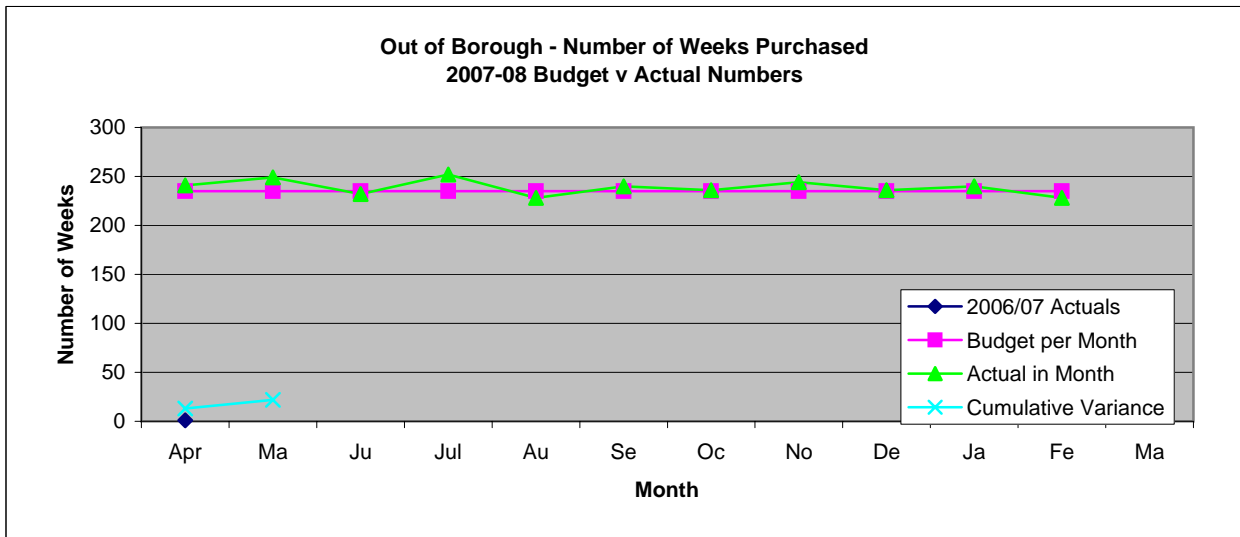
### Key Risk Areas

<u>Children (excl. Schools)</u>	<b>2007/08 Budget £'000</b>	<b>2007/08 Forecast £'000</b>	<b>2007/08 Variance £'000</b>
Transportation - SEN	1273	1512	239
Out of Borough (C&F)	3068	3424	356
<b>Sub Total Key Risks</b>	<b>4341</b>	<b>4936</b>	<b>595</b>
Net Directorate Budget	24537		
Key Risks as a % of Net Directorate Budget	18%		

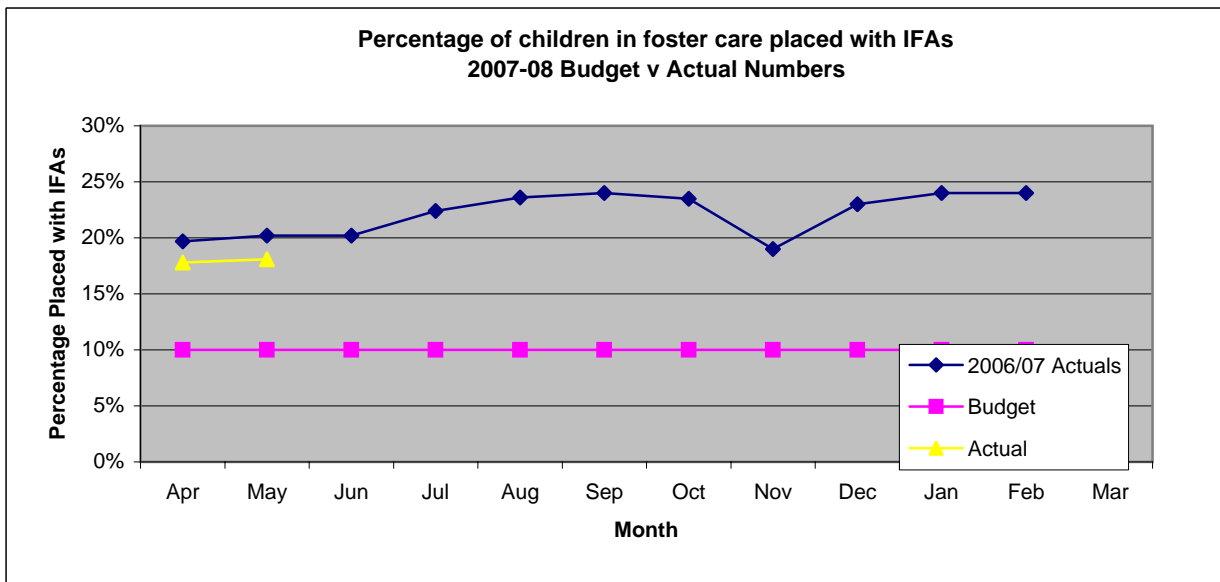
The following graphs reflect the overall number of Looked After Children. It is noted that the overall number is currently above budget. The particular area for cost concern within LAC is Out Of Borough placements, of which Independent Foster Care Agencies form a part. Each graph is supported by its own commentary.



This graph charts the number of Looked after children each month in comparison with the budgeted profiled number of 243.



This shows the number of weeks of Out of Borough placements purchased against assumed monthly average of 235 weeks, plus the cumulative variance from the budgeted figure.



The budget assumed that 10% of children placed in foster care would need to be placed with Independent Fostering Agencies (IFAs). The graph shows that at present around 18% continue to be placed with IFAs. The approval of the Invest To Save bid is expected to alleviate this position, by enabling progression of additional in-house foster care capacity, however the effect of this will take time to progress through the system.

## **Housing and Social Care (Forecast Overspend £800k)**

### **Overview**

The Housing and Social Care Directorate is forecasting to overspend the budget by £800k at the end of 2007/08 based on the data as at the end of May 2007. The net budget for the Directorate is £37,962k for 2007/08.

The potential pressures and risks in the Adult Social Care budget are monitored on a monthly basis to determine the exposure to costs arising out of new clients. A management action financial plan has been drawn up by the Directorate to achieve a balanced budget whilst maintaining services to vulnerable clients. The action plan focuses on the procurement of care packages, value for money reviews to deliver efficiency savings and a review of an integrated health and social care model to deliver a seamless and more efficient service to service users. Financial monitoring is reported every two months to the Social Care Finance Board.

### **Emerging Issues**

**Adult Social Care: General** - At the end of May 2007, there are two areas in Adult Social Care which are exposed to financial pressures and risks. The financial pressures are predominately in the areas of Learning Disabilities and Older People with Physical Disabilities (OPPD) Provider Services. The key risk areas and budget pressures are discussed further below.

**Adult Social Care - Learning Disabilities** - The main risks areas within Learning Disabilities include the number of clients requiring services based on their need and the cost of care packages. Even at this early stage in the financial year, it is forecast that the Learning Disabilities budget will be overcommitted by £800k due to client numbers and the cost of providing care.

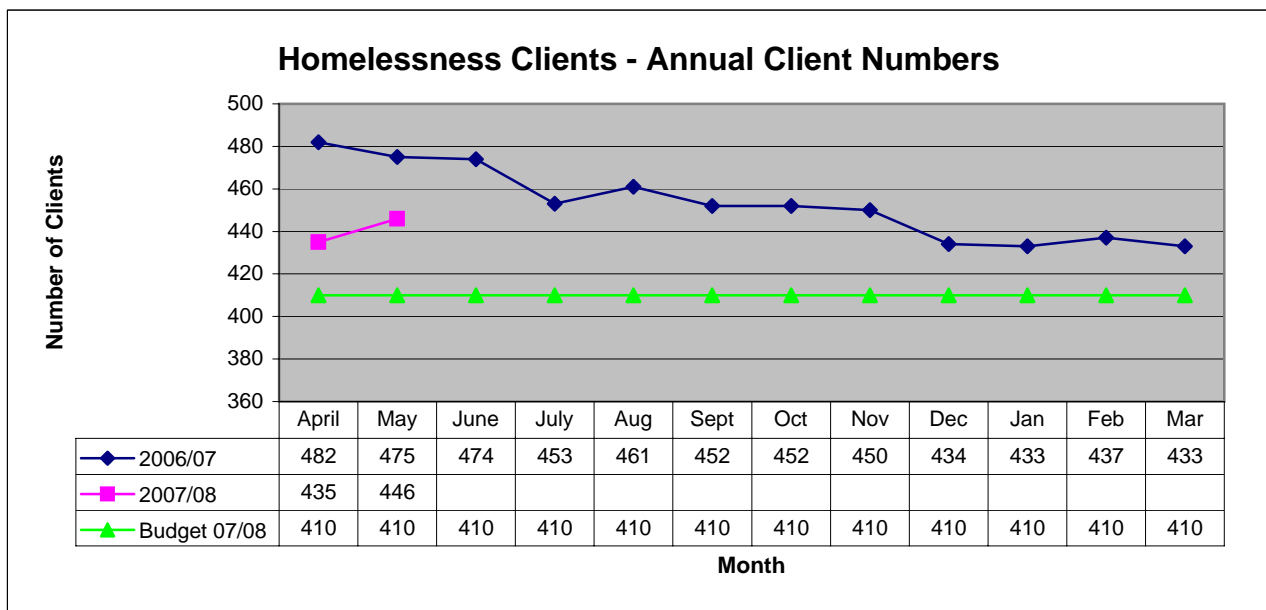
**Adult Social Care - Older People with Physical Disabilities (OPPD)** - There are two main risks in this service area. The first risk area relates to the SWIFT project. Work is ongoing to develop the system and the efficiency savings target of £200k is being progressed in 2007/08.

The second risk area relates to the income from clients in residential homes which is less than the budgeted level primarily due to the number of occupied bed spaces being less than the number estimated at the beginning of the financial year. Therefore, this is likely to result in less income being received than expected. The shortfall with respect to income in this area is forecast to be a risk of £150k in 2007/08.

**Directorate Management Action Financial Plan** - The key budget risks identified in Adult Social Care above will be mitigated by a range of management actions spanning the Housing & Social Care Directorate resulting in efficiency savings e.g. staff vacancies across the whole Directorate and reviews of care packages. The forecasted overspend of £800k as at the end of May 2007 is after accounting for the anticipated savings arising from management action and primarily reflects the continuing pressure on the Learning Disabilities budget.

## Key Risk Areas

	2007/08 Budget £'000	2007/08 Forecast £'000	2007/08 Variance £'000
<u>Housing and Social Care</u>			
Homelessness	546	546	0
Learning Disabilities - Gross Budget (exc. "Transitions")	8,743	9,543	-800
Mental Health - Gross Budget	5,825	5,825	0
Older people and physical disabilities - Gross Budget	10,412	10,412	0
Income from provider services and client contributions	-7,064	-7,064	0
Sub Total	18,462	19,262	-800
<b>Net Directorate Budget</b>	<b>37,962</b>		
Key Risks as a % of Net Directorate Budget	48.6%		



The homelessness budget can support 410 households in temporary accommodation in 2007/08. A value for money saving target of £100k has been set for 2007/08. As at the end of May 2007, there were 446 households in temporary accommodation. This is higher than the affordable level of 410. However, work is progressing on implementing a Private Sector Leasing (PSL) scheme in Swindon where the Council will lease properties from private landlords over a fixed period (typically around 3 years) at a discounted rate. Also, the housing benefit regulations change for leased properties resulting in greater income maximisation. Therefore, despite the client numbers being higher than the target level, the increased income will ensure the spending pressures are contained within budget in 2007/08.



## **Environment and Leisure (Forecast £71K overspend)**

### **Overview**

The Directorate is currently forecasting an overspend of £71k. This includes energy of £45k on street lighting and assumes a tariff reduction of 20% from October 2007, as currently predicted. It also includes an £80k income variance on libraries and we will be working with colleagues there to identify any savings and budget virements to mitigate this - as much as is possible. We have completed a detailed analysis of the 2006/07 out-turn and this should assist us. Given these, the current forecast should improve. It is still early in the financial year and we can therefore predict that further pressures and opportunities for mitigation will arise

### **CURRENT ISSUES**

**(i) CONCESSIONARY TRANSPORT.** The appeal by Operators on the 2006/07 scheme was decided late December 2006 and found in favour of Operators. An interim additional payment of £80k was made in 2006/07 and we are still awaiting news of what the final position will be, based on actual usage of the scheme (i.e. was the payment correct, not enough or too much)

Another appeal on the current years scheme has been logged by operators and we understand that this should not give rise to a financial impact. However - we are clarifying this at this time.

The 'National free fare scheme' begins in April 2008 and the method of calculating payments will fundamentally change. DfT are still consulting on a number of fundamental issues on this policy and the outlook here is very unpredictable, but likely to give rise to budget pressures.

**(ii) WASTE DISPOSAL** - The waste tonnages predicted and budgeted for 2007/08 is 47,000 tons and includes the effects of increased recycling as well as town growth. Achieving this target will be dependant on the success of the roll-out and take up of new waste services . Our current contract allows Hills to charge additional rates if we tip less than 50,000 tons (and further penalties for under 45,000 and then 40,000 tons) over any July-June period (£1.39 per tone currently) – on the whole tonnages in that particular year and not just that below the 50,000 tons (for example, if we tip 49,000 tons, it will cost £68k). The July - June 07 period is extremely close to 50,000 tons with positive action identified to achieve the 50,000 tons. A prudent accrual provision exists for this eventuality and if not required, could be utilised to meet this years guaranteed tipping penalty. We are clarifying if this penalty provision within the contract is time limited.

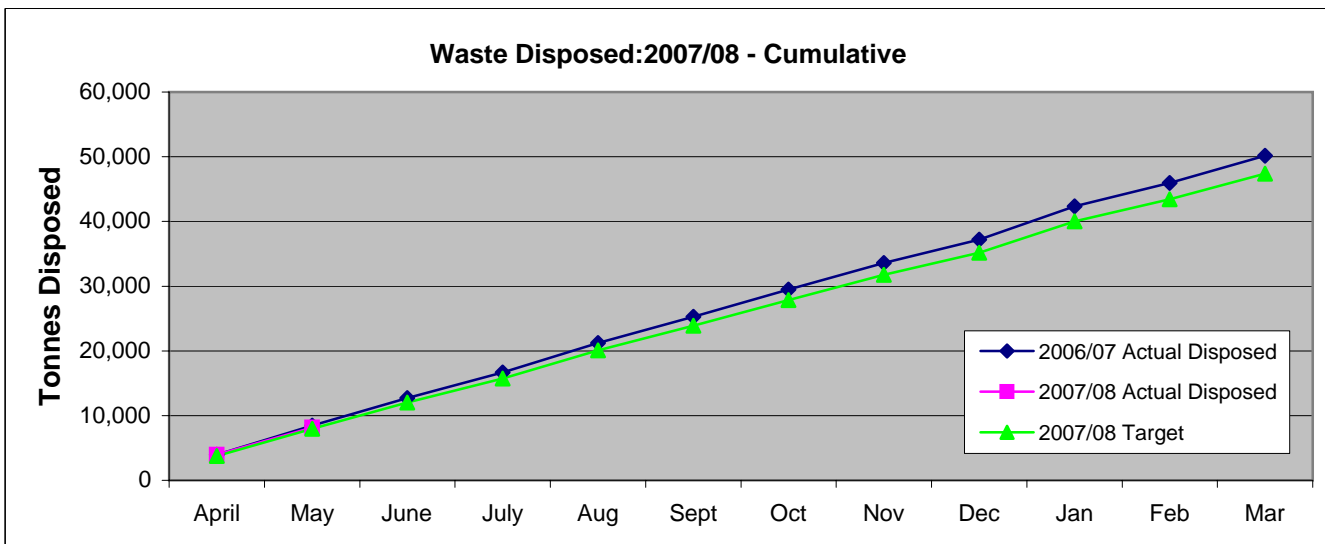
**(iii) CARRY FWD BIDS - WASTE IMPLEMENTATION** - No carry fwd bids were able to be approved by Corporate Board although there is commitment to fund the waste implementation bid. There is uncertainty on the amount required, mainly around the call centre / communications element and the roll out strategy. Funding already committed and likely unavoidable future costs will be an issue and are not reflected in current forecasts. Once there is more certainty on costs, we will address this issue at the earliest opportunity.

A number of other bids were made to support key Council policy developments and project implementations. In light of the decision above, the Management Team are now re-assesing these and which are 'must do' and potential funding opportunities. These are not currently reflected in forecasts.

### **Key Risk Areas**

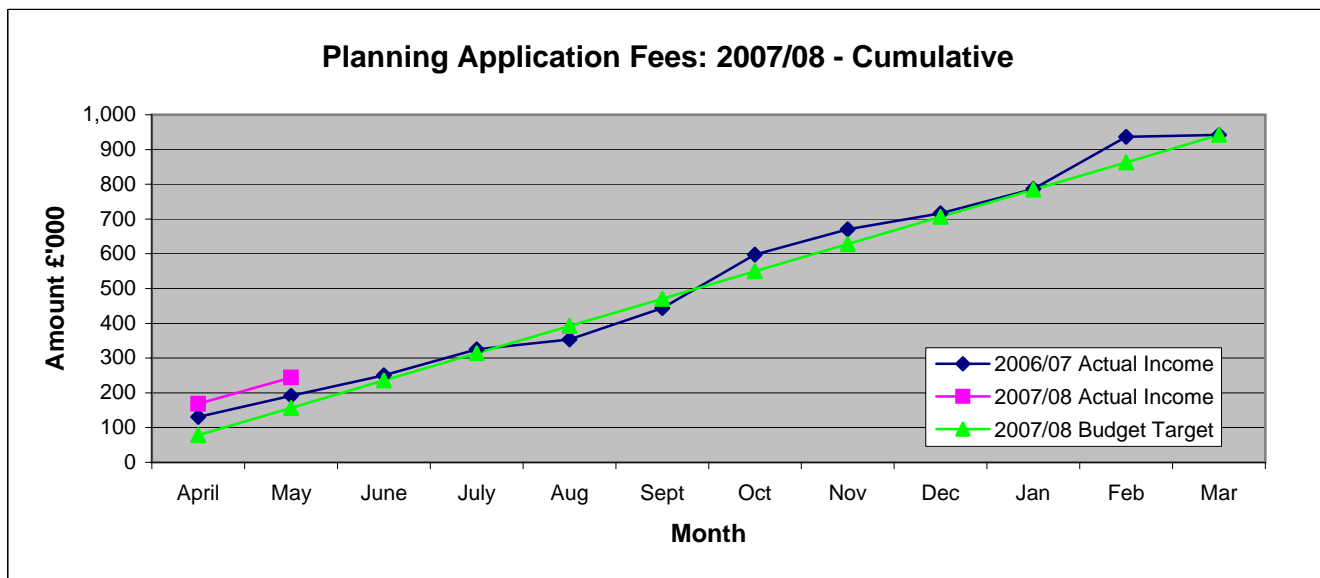
Listed below are key budget risks for the Directorate. These have historically been monitored closely due to their impact on the Directorate's accounts.

	<b>2007/08</b>	<b>2007/08</b>	<b>2007/08</b>
	<b>Budget</b>	<b>Forecast</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Waste Disposal	2,103	2,103	0
Planning Income	-942	-992	-50
Land Searches Income	-606	-606	0
Building Control Income	-498	-438	60
Car Parking Income	-6,916	-6,816	100
Vacancy savings	-281	-311	-30
Sub Total	<u>-7,140</u>	<u>-7,060</u>	<u>80</u>
Net budget	<b>38,182</b>		
Key Risks as a % of net budget			29%



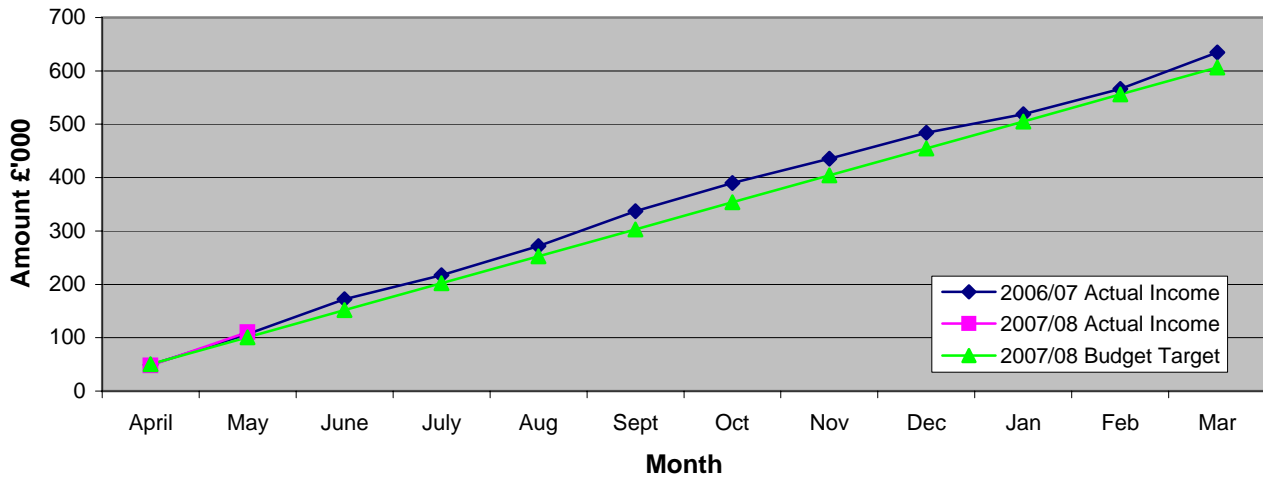
The current budget for Waste Disposal can accommodate approx 47,000 tonnes of waste which is reflected in the 2007/08 target above. The target, in total, includes the effect of increased recycling rates and refinement of the graph is required to phase this in line with the waste minimisation initiatives in 2007/08. The actual amount disposed to date is virtually on budget. A key factor in meeting this budget target will be the on-going improvements in recycling and the success of the new waste services roll-out.

An additional issue within this budget is the current contract inherited from WCC. Under this the Council incurs penalties if the amount of waste disposed is less than 50,000 tonnes. Against this, to meet Government recycling targets and avoid any penalties then the Council will have to dispose of less than 50,000 tonnes in future. Given this years target landfilling and future reductions - the contract is under discussion.



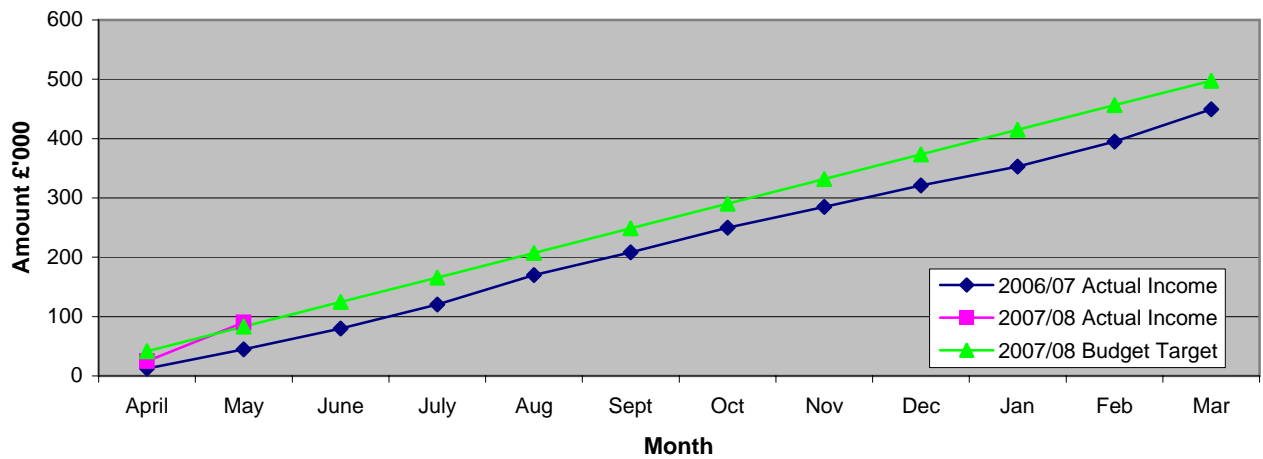
Planning income performance is affected by the types of applications as well as numbers of them. We rely on larger applications to over achieve on the budget target. The amount of income received each month is difficult to predict. The budget is currently anticipated to exceed target by £50k.

### Land Charges Income: 2007/08 - Cumulative



Land Charges are in direct competition with private search agents. This has resulted in a large increase in the number of personal searches being undertaken at the expense of a local authority search.

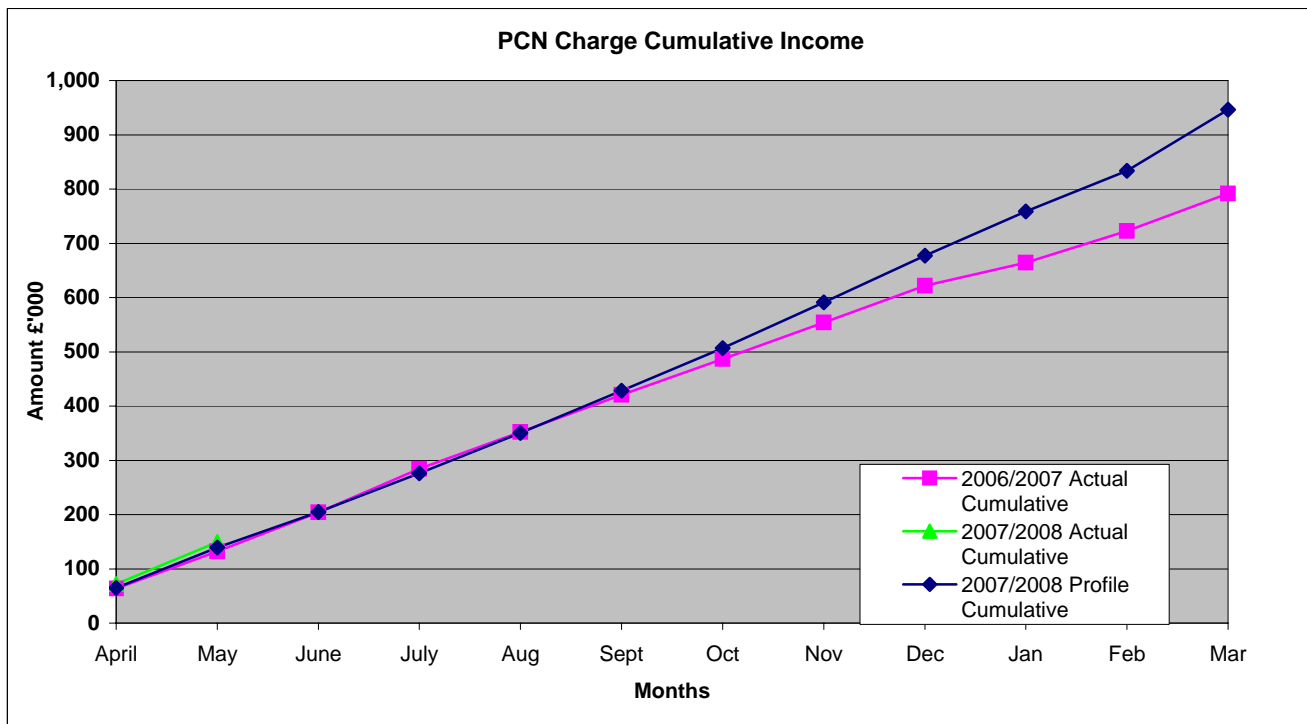
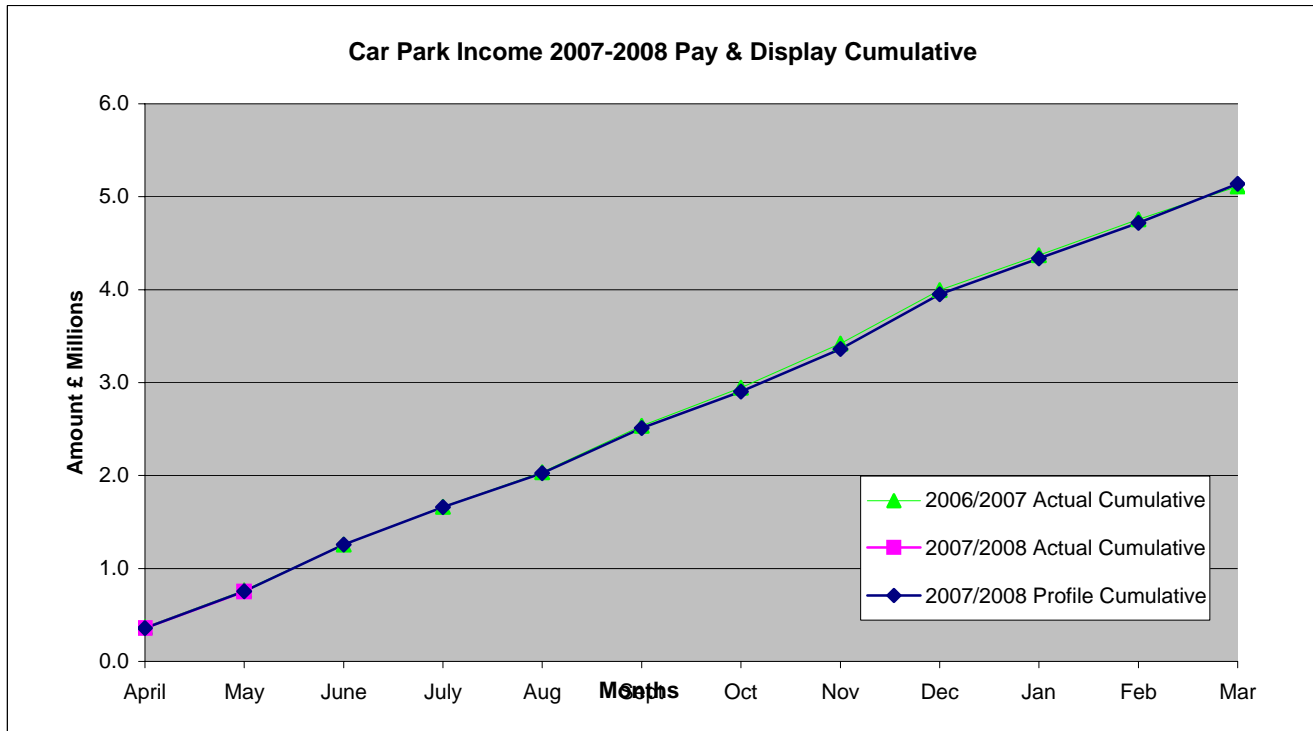
### Building Regulations Fee Income: 2007/08 - Cumulative



Building Control monitor domestic jobs as well as working on larger construction projects. These latter projects are tendered to a competitive market place and building control have to compete against private operators who are often able to charge lower costs. Current forecasts assume that income will fail to meet budget by £60k.

## Car Parking Income

We will continue to monitor the impact of the privately operated car park in the Town Centre on Pay & Display income. Season ticket income is currently on budget. Issues of Penalty Charge Notices have increased in the first 2 months of the year. Current forecasts assume a £100k shortfall on income, in line with previous years. As always, this is an unpredictable area and we will monitor carefully, in particular PCN income



## Resources (Forecast Break-even)

### Overview

Legal and Democratic Services includes the cost (£54k) in relation to a one-off staffing issue.

The Group administrative staffing structure has an underprovision of £25k

The above costs are expected to be offset by savings on the insurance premiums following their re-tendering later this year and a reduction in Employers Liability following the transfer of staff to Capita.

### Emerging Issues

There may be an opportunity to recover some costs in relation to lost subsidy income in previous years from the Council's Council Tax and Benefits contractor. Work is on-going which may result in a saving for the Council.

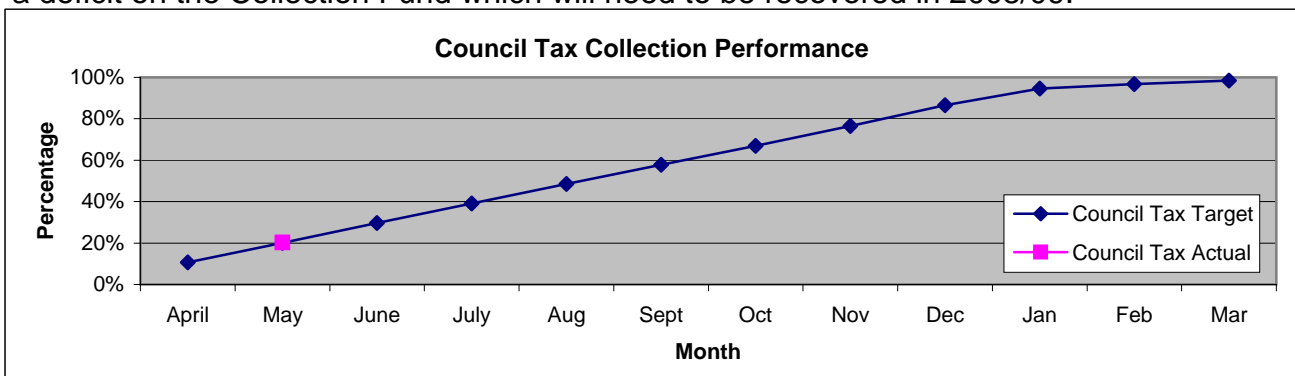
### Key Risk Areas

A continuing trend of underrecovery of the fixed costs of centralised printing services indicates the urgent need for a review of operational and pricing policy. This review is being jointly progressed with Capita.

The diminishing base of commercial property occasioned by the ongoing disposal programme may prejudice the ability to generate the expected (£100k) growth in rental income 2007/8

Recent significant occupation of the DMJ Tower by SBC staff has resulted in an additional unfunded burden on the Office Accomodation account

One major risk area for the Resources directorate is the collection of council tax. The 2007/08 budget assumes that 98.5% of council tax billed will be collected by the end of the financial year. If collection rates are lower than the predicted 98.5% then this could lead to a deficit on the Collection Fund which will need to be recovered in 2008/09.



The graph shows that the service is currently hitting its collection targets and is therefore on track to achieve 98.5% by the end of the financial year.

## Chief Executive / SCS / Corporate

### Chief Executive (Break - even)

#### Overview

The Department is presently on target to deliver it's services within budget

#### Emerging Issues

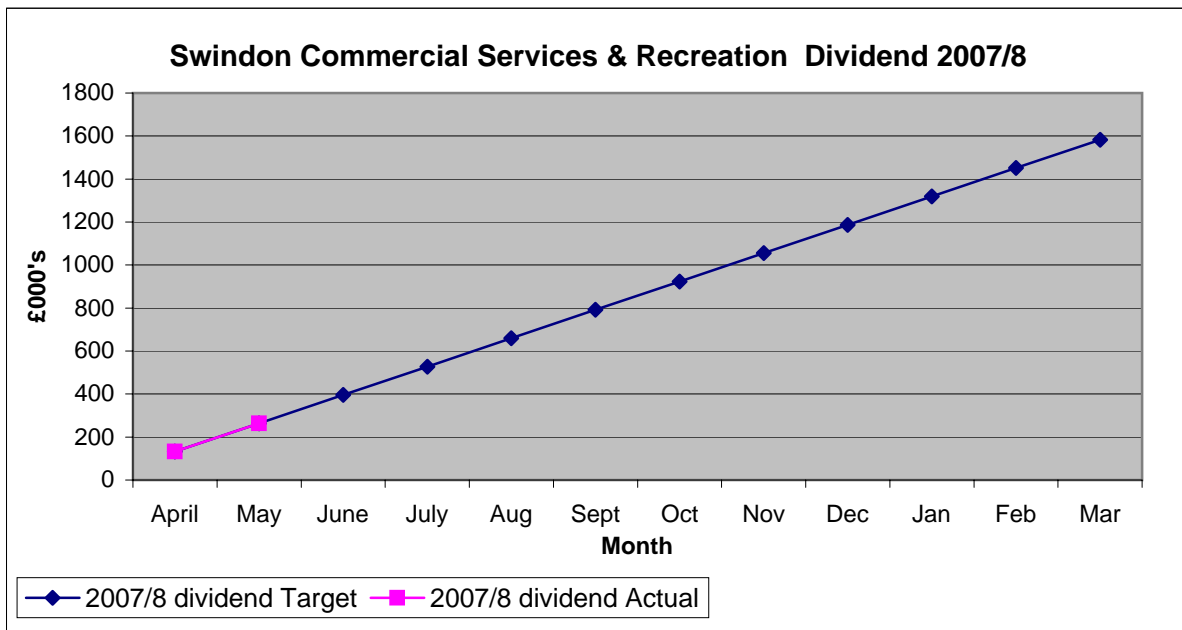
There are no newly identified emerging issues during the month

#### Key Risk Areas

No key risk areas have been identified at this stage.

### Swindon Commercial Services (Break-even)

Swindon Commercial Services & Recreation Services are targeted with returning a dividend of £1,583k for 2007/8.



#### Overview

As at the end of May Swindon Commercial Services and Recreation Services are projecting that the dividend will be achieved.

## **Corporate (£25k under)**

### **Overview**

The Corporate section of the budget incorporates costs that cut across all Groups. It includes budgets such as the Council's pension deficit and added years costs, the Debt Management costs of borrowing, the Contingency budgets, the Invest to Save budget, and the unapportionable central overheads. The Corporate budgets are overseen by the Director of Finance on behalf of the Council.

### Debt Charges underspend £500k

Due to the slippage in the 2006/07 programme the debt charges for 2007/08 are lower than budgeted. Members will be aware that the Council has commissioned a consultancy review of the processes to manage the capital programme and one of the key outputs from this review will be to ensure the Council is better placed to manage its extensive four-year programme and be in a better position to predict the revenue costs of financing it in the future. As the capital programme is reviewed and updated, this figure will be refined.

### Commercial Estate (overspend of £475k)

The corporate rental budgets includes a single rental income stream of £570k for an industrial unit at Hawksworth. This unit used to be let to Clares Refridgeration Ltd and has recently become vacant.

### **Emerging Issues**

There are no newly identified emerging issues during the month

### **Key Risk Areas**

No key risk areas have been identified at this stage.



## Housing Revenue Account - HRA (Breakeven)

### Overview

The Housing Revenue Account (HRA) is forecast to be break-even by the end of the 2007/08 financial year as at the end of May 2007.

### Emerging Issues

**Repairs and Maintenance** - The number of responsive repair jobs carried out in the year is highly dependent upon the number of calls received by the call centre from tenants who are reporting faults i.e. a demand-led service. A new system is being implemented to enhance the monitoring and management of the HRA repairs function.

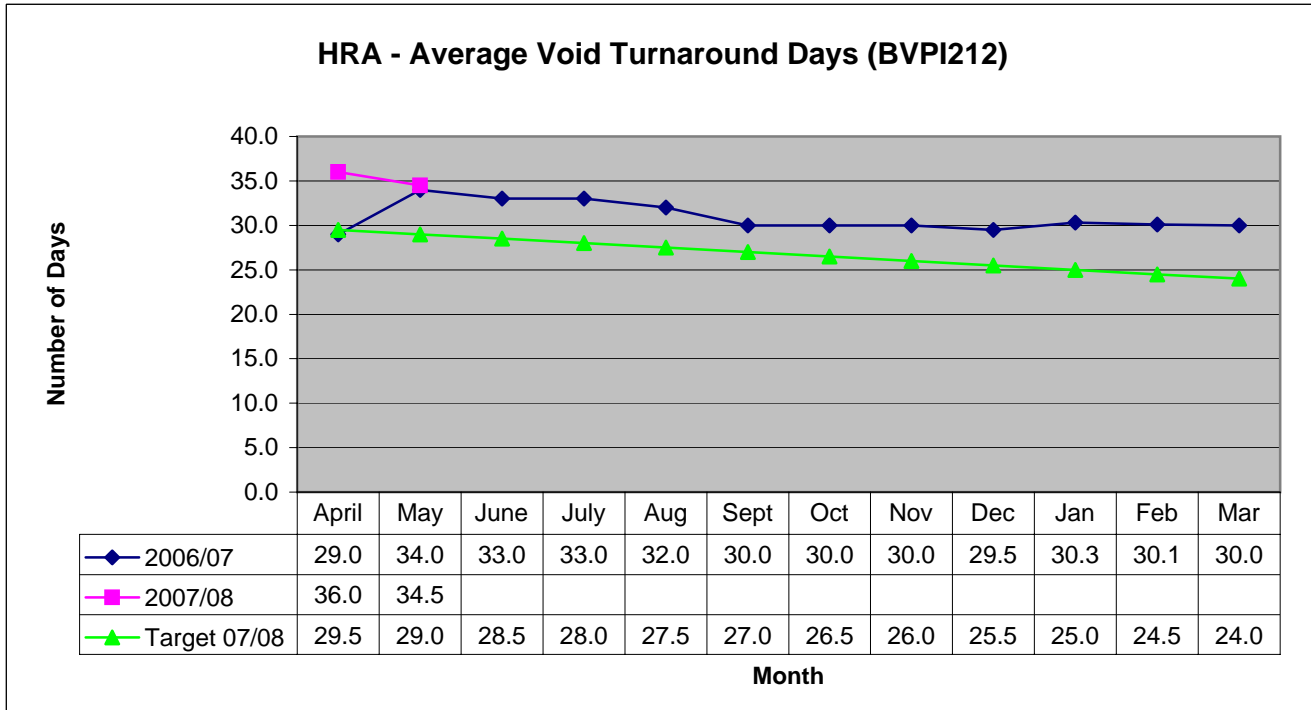
**Negative Housing Subsidy** - Although the amount of negative housing subsidy repayable to the Secretary of State is fixed within a financial year (£14.3m gross and £6.9m net for 2007/08 after accounting for the Major Repairs Allowance and the new Rental Constraint Allowance), the annual subsidy determinations received each December from the Government are highly volatile and it is worth noting that this is a medium-term external risk that is difficult to influence and can only be managed by looking at the elements of the HRA controlled locally.

### Key Risk Areas

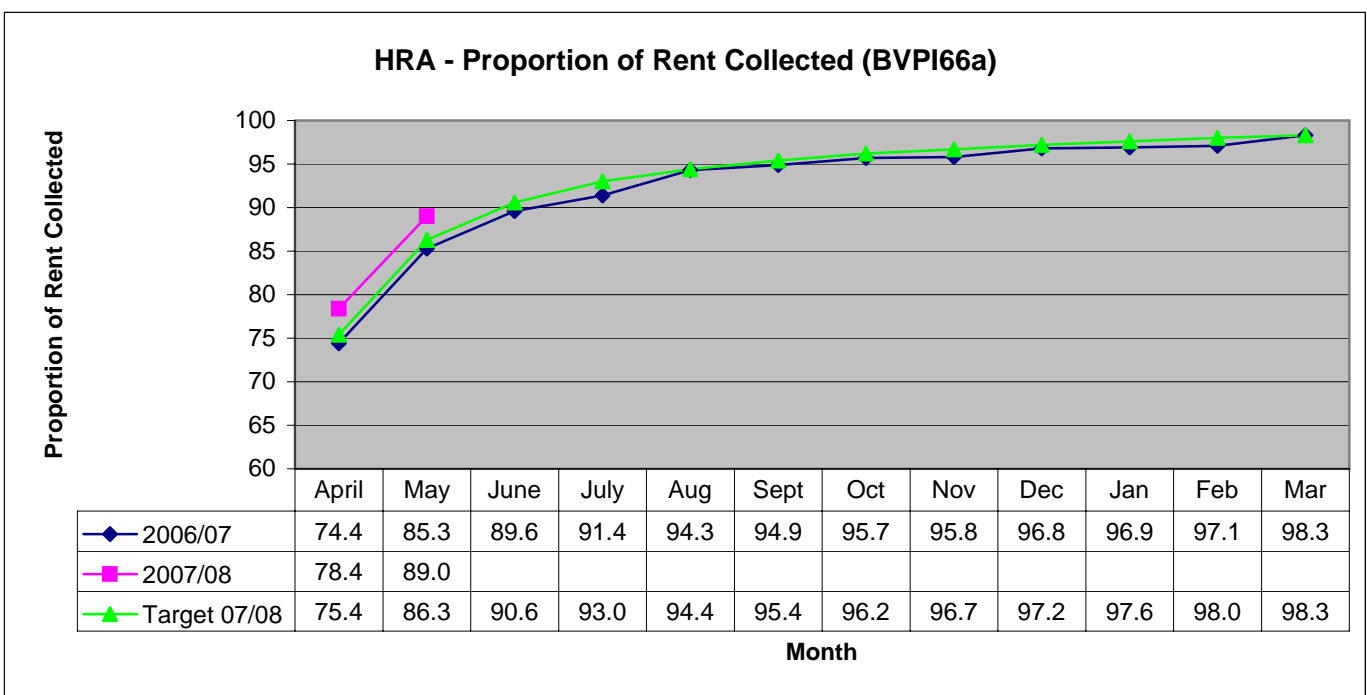
	2007/08 Budget £'000	2007/08 Forecast £'000	2007/08 Variance £'000
<u>Housing Revenue Account (HRA)</u>			
Dwelling Rents (Net After Voids)	-31,339	-31,339	0
Non-dwelling Rents	-1,102	-1,102	0
Charges for services and facilities	-4,244	-4,244	0
Major Repairs Allowance & Housing Subsidy	-7,452	-7,452	0
<b>Total Income</b>	<b>-44,137</b>	<b>-44,137</b>	<b>0</b>
Supervision and Management	10,801	10,801	0
Housing Repairs	8,546	8,546	0
Negative Housing Subsidy	14,347	14,347	0
Capital Financing Costs	10,443	10,443	0
<b>Total Income</b>	<b>44,137</b>	<b>44,137</b>	<b>0</b>
<b>(Surplus) / Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Dwelling Rents

The most significant income element is dwelling rents, which accounts for over 71% of the HRA's total income. There are two key best value performance indicators (BVPIs) which give a good indication of performance with regards to dwelling rents. The first is what is known as the void turnaround time (BVPI212) i.e. the amount of time it takes from one tenant leaving a property to the new tenant moving in - the time in between is lost rental income. The second indicator which provides a good insight into rental income performance is BVPI66a - the proportion of HRA rent collected in the year.



A target of 24 days has been set locally for the Council to ensure that a property becomes let. At the end of May 2007, the cumulative performance has improved since April 2007 i.e. from 36 days to 34.5 days on average for a property to be let. In the month of May 2007, the performance was 33 days. The reason for the increase above the target is due to previously undesirable long-term voids now being let through the Choice Based Lettings system. However, it is anticipated that the 2007/08 target will be met at this early stage in the financial year. The budgeted level of lost income due to voids in 2007/08 is £489k which represents 1.5% of the rental income from dwellings.

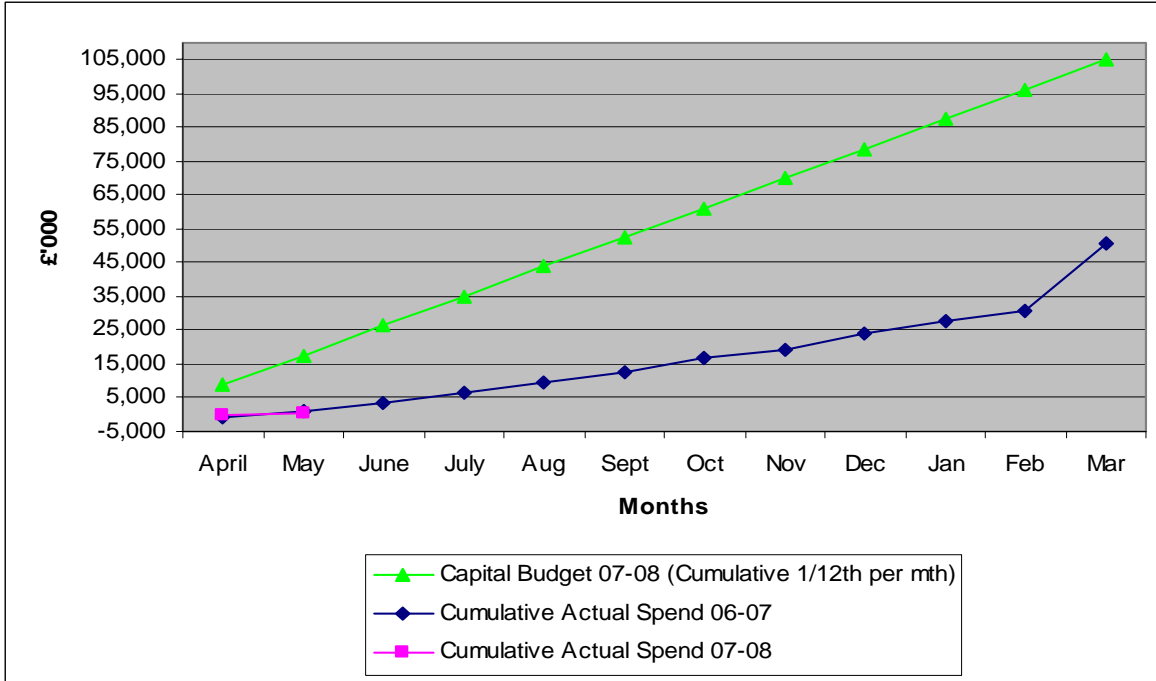


The proportion of rent collected is ahead of target as at the end of May 2007 i.e. 89.0% against a profiled target of 86.3%. A true comparison of actual against target can only be made during the rent free weeks. It is forecast that the year end target of 98.3% will be met following the introduction of certain initiatives and benchmarking the service against best practice. The impact of underperformance in rent collection results in increasing arrears and ultimately any uncollected rent will have to be written off.

## Capital Graphs

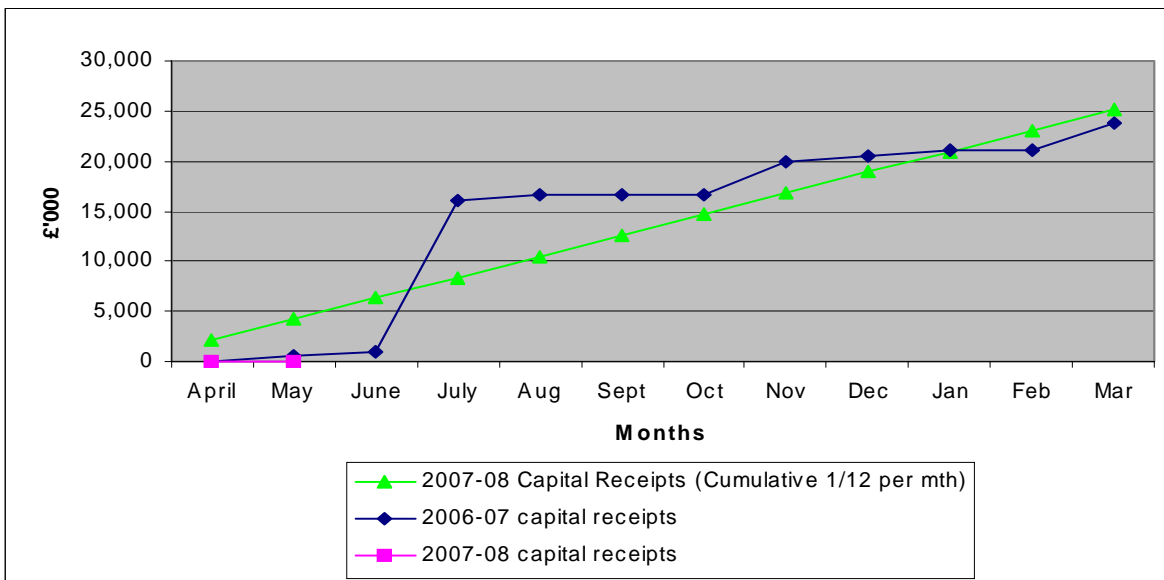
The graph below shows the current year expenditure against the overall budget, with last years actual shown alongside for comparison.

### Capital Spend 2007/08



The graph below shows the forecast level of usable capital receipts against the 2007-08 budget and shows last years figures for comparison.

### Net General Fund Capital Receipts 2007/08



Virement 2007/08 - Movements since the last report

Appendix 3

	Council 15/02/07	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Cabinet 25/07/2007
	Total Net Budget	HR Virement	Member of Staff	Lost rent on Sale of Property	Procurement Rent	Energy Increases	Projects Team / Insurance	Web Manager Post	Business Support Unit	Finance Post	SCS Central Support Correction	Lost Car Park Income	ICES Rent	Graffitti Removal	Capital Charges	ICT HRA Adjustment	SCS Central Support Increase	Departmental Virements	Aspire Changes	Total Net Budget
Children Services	£'000 21,949	£'000 -12	£'000 17	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000 21,647
Housing & Social Care	38,034		-17							-16			37						-76	37,962
Environment & Leisure	37,040				20	150	10	-40	8		-72	151		15	815	26		1	58	38,182
Resources	11,682	12		159		50	-10		-8	16	-494		-15	-120	-26		35	264	-76	11,434
Swindon Commercial Services	-2,092										566		-37						-55	-1,583
Chief Executive	1,899							40											-39	1,494
Corporate	9,804			-159	-20	-200						-151			-695		-35	-226	862	9,180
Contingency Fund	550																			550
Specific Contingencies	616																			616
One-off Funding	-1,758																			-1,758
<b>TOTAL GENERAL FUND</b>	<b>117,724</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>117,724</b>

Explanations:-

- 1 HR Virement from Childrens to centralised team
- 2 Member of staff moved from Adults to Childrens
- 3 Lost rent on sale of property - set aside
- 4 Procurement Rent Correction
- 5 Energy Contingency virement to recreation sites and office accommodation
- 6 Virement from Insurance to Projects Team
- 7 Web Manager post from ICT to Communications
- 8 Movement of Business Support Unit costs
- 9 Finance post moved from H&SC to centralised finance budgets
- 10 SCS central support budget correction
- 11 College Car Park lost income - set aside
- 12 ICES moved to Waterside - rent virement
- 13 Graffitti budget movement
- 14 Change in capital charges
- 15 HRA ICT budget adjustment
- 16 SCS central support increases for 2007/08
- 17 Departmental Virements - between central budgets
- 18 Changes in Aspire related budgets

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Children	Funding	2006-07 Refreshed Budget	2006-07 Requested Carry Forwards	Funding					Total	Reason for Slippage
				Ext Grant	Revenue	S106	Cap Rec	CCR		
			£	£	£	£	£	£		
<b>2006-07 Carry Forward Requests</b>										
Targeted Capital - Headlands Targeted Capital (Part) (Kingsdown ADS Unit headlands schools)	EXT GRANT	3,425,800	491,538						491,538	Scheme is operational awaiting final account payment plus risk of paying for extension of time by contractors.
New Opportunities Fund for PE & Sport	EXT GRANT	318,000	69,832						69,832	NOF budget is external grant which is claimed following incurred expenditure therefore underspend is notional as grant has not been received for this underspend amount.
North Swindon Private Finance Initiative - ICT - Provision of all ICT Equipment at 7 PFI schools	CCR	3,393,000	378,490				378,490		378,490	£260k of expenditure removed to revenue - unclear if budget will also be reduced by this amount?? Scheme is in full progress therefore £118k underspend is deemed committed and will be expected to be billed in 2007-08.
NDS Modernisation - Primary		197,070	7,790						7,790	Committed schemes expected to be invoiced in 2007-08
Lawn Primary/Even Swindon Primary	MIXED	3,512,000	709,734	458,000				251,734	709,734	Project closes July / Aug 07 when final payments expected.
Commonweal School - Provide accommodation at oversubscribed schools	CCR	500,000	230,746					230,746	230,746	Completed scheme awaiting final invoices.
Looked After Children Resource Centre - Statutory requirement for the support of looked after children	CCR	49,000	48,310					48,310	48,310	Scheme stalled. Project overpriced (amber on Rag). Scheme still required but site at Brimble Hill may not be viable.
Hireod Parkway - Temporary 5 year accommodation	CCR	475,000	433,261					433,261	433,261	Works completed awaiting invoices from SCS.
Extended Schools - in line with Govern requirement to provide Children's Centres across the town	EXT GRANT	500,000	243,666						243,666	Not real underspend budget of £500k was never agreed by budget manager. Previously represented in Revenue cost centres now transferred.
Swindon Seed Challenge Scheme - To assist schools in taking forward capital projects that address AMP priority issues. Schemes identified by schools.	CCR	237,000	17,000					17,000	17,000	Completed - Underspend in 2006-07, requested resources be allocated towards Seed bids for 2007/08.
Devolved Formula + £151k Green Travel Plan - Direct Grant from Dies to Schools	EXT GRANT	4,044,928	1,394,000	1,394,000					1,394,000	External grant to be rolled forward - Schools money.
NDS Condition includes previous years	EXT GRANT	215,721	31,906						31,906	Committed schemes expected to be invoiced in 2007-08
Youth Facilities Capital Fund	EXT GRANT	89,000	16,073						16,073	Carry over agreed by awarding body - external grant to be rolled forward.
Replacement of unsuitable temporary accommodation	CCR	307,936	121,066					121,066	121,066	Committed to Southfield's and Gorsehill, both schemes currently in progress.
Drove Mobile Replacement - Split from Tem accom	GRANT	369,000	369,000						369,000	Stalled whilst funding was confirmed, scheme due to commence summer 2007.
Development of primary school places in West Swindon - Additional £250k added April 2007 refresh.	MIXED	770,000	603,878					603,878	603,878	Carry Forward - Committed scheme in progress - Delay due to environmental issues at Shawridge - amber on Rag.
Salway multiagency childrens' centre	MIXED	360,000	359,892					160,000	359,892	Start of scheme delayed due to Section 28a Agreement - underway in 2007.
Mountford Manor Primary School - Consolidation of primary sch places - to relocate into one building	CAP REC	20,000	8,000					8,000	8,000	Scheme stalled pending section 77 consultation required prior to tendering process. Design work completed.
Toothill Youth Complex - Community	CCR	12,000	6,024					6,024	6,024	Transferred scheme from community.
Fire Precaution Works	CCR	70,000	70,000					70,000	70,000	Initial works completed invoicing in full expected June / July 07.
Sevenfields enabling works	CCR	84,303	84,213					84,213	84,213	Funded from 2006-07 underspends
Condition Works - To undertake priority condition works as identified in the Asset Management Plan condition survey audit	CCR	118,000	48,731					48,731	48,731	Carry Forward - Committed schemes expected to be invoiced in 2007/08.
<b>Total</b>		<b>19,067,758</b>	<b>5,743,150</b>	<b>3,281,697</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,461,453</b>	<b>5,743,150</b>	

Environment and Leisure	Funding	2006-07 Refreshed Budget	2006-07 Requested Carry Forwards	Ext Grant	Revenue	Funding			Total	Reason for Slippage
						S106	Cap Rec	CCR		
		£	£	£	£	£	£	£	£	
<b>2006-07 Carry Forward Requests</b>										
LTP - S106 not used in 2006-07 to be used in 2007-08	MIXED	3,854,000	110,019		301,000			(190,981)	110,019	Remaining projects will complete in 2007/08
Non LTP Maintenance	MIXED	1,953,000	297,607		8,299			289,308	297,607	Remaining projects will complete in 2007/08
Structural Fee Paying Car Parks - Programmed improvement of town centre car parks to maintain structural integrity, security	CCR	364,000	100,019					100,019	100,019	Remaining projects will complete in 2007/08
Purton Road	CCR	21,000	9,622						9,622	C/fwd budget required to fund next phases of the scheme in 2007/08
Home Zone (Streets for Living)	MIXED	987,000	915,578	650,000				265,578	915,578	Scheme will complete in 2007/08
Shaw Park Forest - Gas/Leachate control & Env Works - 2005/06 onwards	CCR	87,000	48,209					48,209	48,209	Scheme will complete in 2007/08
Town Centre Regeneration	CCR	392,000	279,235					279,235	279,235	Budget will fund some public realm works in connection with the new central library
Blunsdon By-pass - feasibility works for future use of current carriageway	CCR	80,000	77,824					77,824	77,824	Funds required for detailed design in 2007/08 and future works
Brunel West MSCP Parapet Replacement	CCR	502,000	43,028					43,028	43,028	Scheme will complete in 2007/08
Disabled Facilities Grant - Award of mandatory grants up to limit of £25k per dwelling	MIXED	469,000	124,086	89,086				35,000	124,086	Grants were approved in 2006/07 - work will take place in 2007/08
Housing Renovation Grant (Private Sector) - for the repair and improvement of sub standard housing	GRANT	310,000	170,288	170,288					170,288	Grants were approved in 2006/07 - work will take place in 2007/08
Decent Homes Assistance - Provision of direct grant assistance to improve the homes of vulnerable households living in non decent housing	EXT GRANT	120,000	25,398	25,398					25,398	Grants were approved in 2006/07 - work will take place in 2007/08
Capital costs of implementing revised recycling service	CCR	153,000	153,000					153,000	153,000	Scheme commenced in April 07
Lawn Park Restoration	CCR	25,000	9,756					9,756	9,756	Scheme will complete in 2007/08
Kingsdown Cemetery	CCR	117,000	45,945					45,945	45,945	Scheme will complete in 2007/08
Highworth Recreation Centre Swimming Pool-Loan	EXT GRANT	170,000	170,000					170,000	170,000	Loan to be made in June 2007
Returbishment of Cemeteries	CCR	15,000	15,000					15,000	15,000	Scheme could not progress in 2006-07 due to flooding and Sewage works. Now these works completed remainder of budget will be spent in 2007-08.
Returbishment of Pool Changing Rooms - Dorcan	CCR	-38,000	19,630					19,630	19,630	Scheme will complete in 2007/08
Redevelopment of St Marks	S106	380,000	100,870		380,000			(279,130)	100,870	Scheme will complete in 2007/08
Contribution to St Lukes Sch Bid for college status	S106	30,000	30,000		30,000				30,000	Scheme will complete in 2007/08
Improve Existing Leisure Facilities	S106	1,194,000	44,212		70,000			(25,788)	44,212	Scheme will complete in 2007/08
Link Retail	CCR	32,000	31,780					31,780	31,780	Scheme will complete in 2007/08
<b>ICT Telecoms Infrastructure &amp; ICT Infrastructure General</b>	CCR	27,000	5,000					5,000	5,000	Unspent 2006-07 budget £27k and £2,970k, £24,970 returned to CCR
Automated Library System (RFID self issue kit)	CCR	250,000	25,507					25,507	25,507	Scheme will complete in 2007/08
Renewal of Mobile Library	CCR	10,000	4,240					(85,642)	4,240	Scheme will complete in 2007/08
Artsmad	EXT GRANT	179,000	93,358	179,000				19,369	93,358	Scheme will complete in 2007/08
Relocation of CrE8	CCR	75,000	19,369					19,369	19,369	Scheme will complete in 2007/08
<b>Total</b>		<b>11,758,000</b>	<b>2,968,580</b>	<b>1,113,772</b>	<b>0</b>	<b>789,299</b>	<b>0</b>	<b>1,065,509</b>	<b>2,968,580</b>	



	Funding	2006-07 Refreshed Budget	2006-07 Requested Carry Forwards	Ext Grant	Revenue	S106	Cap Rec	CCR	Total	Reason for Slippage
<b>Social Care &amp; Housing</b>										
<b>2006-07 Carry Forward Requests</b>										
<b>Social Care</b>										
Mental Health supported capital expenditure	CCR	96,000	42,866					42,866	<b>42,866</b>	The grant is committed to a range of small projects. A further grant will be awarded later in 07/08.
Learning difficulties Housing and Outreach Care	CCR	50,000	50,000					50,000	<b>50,000</b>	There are problems in agreeing s.106 arrangements with developers. Therefore nothing is happening at present. It is unlikely that there will be an early resolution of the funding and therefore any spend is likely to be towards the end of 2007/08 and could slip into 2008/09.
ICT & Swift phase 3	CCR	502,000	100,062					100,062	<b>100,062</b>	ICT spend has picked up in the final couple of months of 2006/07. A number of miscodings which should have gone to revenue have now been removed. The remaining balance is fully committed and will be spent in 2007/08.
Enterprise Works	CCR	80,000	36,674					36,674	<b>36,674</b>	Spend on Enterprise Works has been disappointing during 2006/07 and there do appear to have been some departures from the agreed list of health and safety works specified. It is anticipated that since some of the initial problems have been resolved spend on the scheme should pick up in 2007/08.
Moredon Extra Resource Centre	CCR	45,000	45,000					45,000	<b>45,000</b>	The predicted spend in 2006/07 did not happen. However, it is anticipated that this scheme should commence shortly.
Learning difficulties respite care re-provision	CCR	100,000	85,254					85,254	<b>85,254</b>	Some architects fees due for 06/07 but otherwise there has been no significant spend on this area. Most of the spend is expected to occur in 2007/08, with some residual spend in 2008/09
<b>Housing</b>										
Mervyn Webb Subsidence	INSURANCE	350,000	35,355		35,355				<b>35,355</b>	Scheme near completion
Community Self Buildings	CCR	40,000	21,501					21,501	<b>21,501</b>	Scheme Profiled
Council Housing - Major Repairs Programme	EXT GRANT	6,858,000	1,608,012	1,608,012					<b>1,608,012</b>	Grant Funded - Schemes Profiled
Hay Lane Caravan Site	EXT GRANT	301,000	299,035	299,035					<b>299,035</b>	Grant Funded - Schemes Profiled
Improvements to Council Housing Programme	EXT GRANT	5,606,000	1,443,178	1,443,178					<b>1,443,178</b>	Schemes Profiled
Affordable Housing	EXT GRANT	500,000	138,296	138,296					<b>138,296</b>	Schemes Profiled
<b>Total</b>		<b>14,528,000</b>	<b>3,905,233</b>	<b>3,488,521</b>	<b>35,355</b>	<b>0</b>	<b>0</b>	<b>381,357</b>	<b>3,905,233</b>	

Resources	Funding	2006-07 Refreshed Budget	2006-07 Requested Carry Forwards	Ext Grant	Revenue	S106	Cap Rec	CCR	Total	Reason for Slippage
<b>2006-07 Carry Forward Requests</b>										
Property Survey and CAD Capture	CCR	29,000	10,394					10,394	10,394	Scheme near completion
Health Intergration	MIXED	437,000	430,032	75,000				355,032	430,032	Project on hold
E Procurement	CCR	181,000	29,214					29,214	29,214	Required to complete phase 2 as programmed June 2007
Asbestos Management Inc. Schools exl. Housing	CCR	350,000	154,519					154,519	154,519	Saving of £77k made in 2006-07, balance required for programmed works.
Advanced Design Fees - (Virement from Office Accommodation)	CCR	525,000	271,689					271,689	271,689	Committed to schemes
Premier House Improvements	CCR	267,500	144,491					144,491	144,491	Programmed completion now Nov 07
Registrars Office	CCR	30,000	18,760					18,760	18,760	Awaiting availability of suitable premises
Disability Discrimination Act (DDA)	CCR	410,000	78,102					78,102	78,102	Additional work at Wyvern to be completed
25 Cavendish Square Compulsory Purchase Order	CCR	40,000	36,600					36,600	36,600	Awaiting finalisation of purchase
Wyvern Theatre Refurbishment	CCR	520,000	88,939					88,939	88,939	Scheme near completion
Sparcells Community Hall	CCR	30,000	10,000					10,000	10,000	Completion April 2007
<b>Total</b>			<b>1,272,740</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,197,740</b>	<b>1,272,740</b>	

	Funding	Funding						2006-07 Requested Carry Forwards £	2006-07 Refreshed Budget	Reason for Slippage
		Ext Grant £	Revenue £	S106 £	Cap Rec £	CCR £	Total £			
Swindon Commercial Services										
<b>2006-07 Carry Forward Requests</b>										
New Sprinkler Main	CCR						17,965	50,000		Majority of scheme has been completed. Decommissioning of the old pump house is the remaining part of the scheme. This was delayed while we ensured the new service operated efficiently and was acceptable to the insurance company.
Replacement of LPG Vehicles	CCR						18,250	30,000		LPG Vehicles - leases penalties - The first group of LPG vehicles were released from lease last year. The remaining vehicles, the vast majority of the LPG fleet will complete their lease in 8/9 and it is anticipated this funding will be required in addition to the current budget for 8/9.
Energy Management System	CCR						40,000	40,000		Energy Management - the installation of an agreed project has been delayed while a complete survey of all the options available to the Council was completed by the Councils Energy Manager. This has now been completed and the scheme will be agreed in the next month.
							<b>76,215</b>	<b>120,000</b>		
							<b>76,215</b>	<b>76,215</b>		

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**Main Capital Budget Variances 2007/08**

<b>Group and Project</b>	<b>Budget + Slippage £000s</b>	<b>Forecast* £000s</b>	<b>Variance £000s</b>
<b>Children's Services</b>			<b>(5,284)</b>
Development of Primary School Places in West Swindon	7,469	4,875	(2,594)
Replacement of Unsuitable Temporary Accommodation	2,789	916	(1,873)
Lawn Primary/Even Swindon Primary	1,380	885	(495)
Headlands Targeted Capital	492	170	(322)
<b>Adult Social Care</b>			<b>(828)</b>
Care Homes Modernisation Programme	773	530	(243)
Learning Difficulties Respite Reprovision	944	359	(585)
<b>Environment and Leisure</b>			<b>50</b>
Dorcan Netball Court	208	258	50

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**Capital Budget Virements**

<b>Group and Project</b>	<b>Details</b>	<b>Additions (+)/ Deductions(-)</b>
<b>Housing and Social Care</b>		<b>£000s</b>
Pipers Way Extra Care Resource Centre	Anticipated underspend on Pipers Way to pay for additional works at Moredon Extra Care Resource Centre	-70
Moredon Extra Care Resource Centre	Virement from Pipers Way Extra Care Resource Centre	70
Extra Care Sheltered Accommodation	Anticipated underspend on Extra Care to pay for overspend on ICES	-59
Integrated Equipment Store 2006/07 overspend	Virement from Extra Care Sheltered Accommodation	59
Replacement of Mobiles - Beechcroft	Underspend on scheme to be used to finance enabling works at Sevenfields	-84
Enabling works at Sevenfields	Virement from Replacement of Mobiles - Beechcroft	84
Accommodation Review	Underspend on Accommodation Review Budget to pay for additional pressures on the ADF budget.	-203
Advanced Design Fees	Virement from Accommodation Review.	203

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**Author: Cabinet Member for Resources and Director of Finance**

**Purpose**

This report sets out proposed guidelines to drawing up the 2008/09 budget for approval by Cabinet. The guidelines have been drawn up covering the General Fund, Housing Revenue Account (HRA) and Capital Programme.

**Recommendation**

That Cabinet;

1. Notes the financial context set out in section 2;
2. Agrees that a medium term view is taken as part of the budget setting process to enable the Council to engage with its strategic partner to work towards producing a balanced budget over a three-year period;
3. Approves the Budget Strategy set out in Section 2, noting the inclusion of the following specific work streams;
  - As part of the new-style capital programme reporting framework, work is undertaken to provide a robust assessment of the profiled levels of budgeted capital expenditure for the next three years in order to allow a realistic assessment to be made of the Council's future borrowing requirements;
  - The Group Directors, Resources and Business Transformation work together to identify a three-year transformation plan to inform the overall budget strategy in the Autumn;
4. Authorises the Cabinet Member for Highways, Transport and Strategic Planning, in consultation with the Cabinet Member Resources, to agree the way forward on the future of the Park and Ride Service with any financial implications to be reported back to a future meeting of Cabinet;
5. Notes the outline budget timetable set out in Appendix One.

**1 Reasons**

- 1.1 In setting the budget over the next three years, it is important that individual budgets are drawn up in accordance with a common and transparent framework, owned by services and directorates and endorsed by Cabinet.

**2 Financial Context**

Revenue (General Fund)

- 2.1 Table 1 below sets out the latest version of the Medium Term Resourcing Plan.

Table 1 – Medium Term Resourcing Plan Summary

	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<i>Base Budget (excl schools)</i>	117.7	121.6	125.8
Inflation provision (3%)	4.5	4.9	5.1
<b>Specific Funding Commitments</b>	<b>7.6</b>	<b>5.7</b>	<b>2.8</b>
<i>Allowance for unknown commitments</i>	0.0	0.0	2.7
Government Grant (1%)	-0.4	-0.5	-0.5
Council Tax (3% + tax base growth)	-2.8	-3.0	-3.1
<b>Budget Gap = Savings Required</b>	<b>8.9</b>	<b>7.1</b>	<b>7.0</b>

2.2 The budget gap for 2008/09 is £8.9 million and £23 million across the three financial years. Indications from Central Government are that only a very modest increase in Government Grant should be expected as part of the Local Government Financial Settlement to be announced in early December. On this basis 1% has been assumed for planning purposes.

2.3 A 1% increase in Government Grant plus a 3% increase in Council Tax will generate additional income of £3.2 million in 2008/09, compared to inflationary increases in net cost pressures of £4.5 million. In addition, other major cost pressures on the Council that are contributing to the 2008/09 funding gap include;

- Increases in debt charges to pay for the element of the capital programme funded through borrowing - £1 million
- Anticipated increases in Employers pension contributions as a result of the triennial actuarial review that is due to report in the Autumn - £750k
- Anticipated increases in pay costs as a result of Single Status – year two costs £900k to fund the anticipated net growth in the General Fund pay bill (excluding schools)
- Loss of commercial rent income - £940k (largely the Clares site)
- Increased cost of the new recycling scheme – year two costs £544k
- Increased cost of Learning Disabilities - £925k

2.4 One of the key issues for the 2008/09 budget setting process is the impact Business Transformation and the Capita Partnership will have on the Council's ability to deliver efficiency savings over the short, medium and long-term. Work is underway to develop a three-year business transformation programme with Capita. Corporate Board has considered the key elements to include in a broader budget strategy and the recommended work-streams around the transformation agenda are as follows:-

- 
- A targeted approach to delivering efficiency savings of at least 3% of the Council's net budget, including the use of Best Value and Value For Money reviews plus targeted procurement;
  - Considering how the Council can use technology more effectively to reduce its costs;
  - Benchmarking and reviewing the cost of service delivery;
  - Working with Capita to target a number of transformation opportunities to drive out significant savings;
  - Pressing ahead with straight-forward smaller Capita business cases to deliver savings in the short-term.

2.5 Alongside this transformation work, the Council will continue to:-

- Undertake a fundamental review of cost pressures within the medium-term resourcing plan to reduce the funding gap;
- Consider re-prioritising some services to ensure they continue to meet the Council's strategic objectives;
- Maximise income streams where appropriate.

2.6 As the Council ties up more of its annual budget in partnership arrangements, such as with Capita and the Primary Care Trust (PCT), it becomes far more important to ensure it has a balanced budget in the medium-term as opportunities to take reactive, short-term savings measures become fewer. This gives the Council an opportunity to break out of the annual cost reduction process it has adopted in previous years and work to identify 3 to 5 year opportunities to balance its budget over the medium term.

2.7 One-off resources have been identified to assist the Council in taking a medium-term view of its finances. £1 million has been identified to help cash flow budget savings that may have a lead-time before they can be fully realised. In addition, an invest to save fund has been identified to fund the development of business cases by Capita to help with the Council's transformation programme. A robust process is being developed to allow access to both funds.

### *Schools Budgets*

2.8 The schools budget should be drawn up in line with the requirements of the Dedicated Schools Grant and the framework agreed with the Schools Forum. The following will need to be taken into account in drawing up individual school budgets:

- the impact of school pupil demographic changes
- Pay and Price Variations (including the impact of single status on non teaching staff)
- Opportunities for achieving efficiencies

### *Park and Ride*

2.9 At the Budget Setting meeting on 7<sup>th</sup> February 2007, Cabinet resolved that a report would be brought back to this July meeting setting out a clear business case for the Park and Ride service.

- 2.10 The draft budget for 2007/08 proposed mothballing the Wroughton site to generate an annual saving of £200k. The final budget did not support the immediate mothballing to give the service time to undertake a more fundamental review of the service.
- 2.11 Following consultation between the Group Director, Director and the Cabinet Member for Highways, Transport and Strategic Planning it was felt that further options needed to be explored and that the paper was not yet ready to be brought to Cabinet.
- 2.12 As a result, it is proposed that the Cabinet Member for Highways, Transport and Strategic Planning, and the Cabinet Member for Resources work closely with Transport officers to agree the most appropriate future for the Park in Ride service. Any financial implications arising from changes to the service will be reported to Cabinet as part of future 2007/08 Budget Management and 2008/09 Budget Setting reports.

#### Housing Revenue Account (HRA)

- 2.13 The financial strategy for Swindon's HRA has four overarching strategic objectives:
- Ensure that the HRA is financially viable over the short, medium and long term.
  - Ensure that the HRA provides a quality and continuously improving service to tenants.
  - Meet the Decent Homes Standard by 2008, two years ahead of the Government's national target of 2010.
  - Meet the Council's own Swindon Standard by 2016.

#### *HRA Revenue*

- 2.14 The main budgetary concern for Swindon's HRA for 2008/09 remains to be the issue of negative subsidy i.e. Swindon's HRA is in "notional surplus" according to the Government which resulted in a net payment to the Government of £7.8m in 2007/08 (after accounting for the Major Repairs Allowance grant). The Government issues the annual subsidy determinations for local authority housing each December and these fluctuate each year i.e. they are highly volatile and could result in a higher repayment from Swindon's HRA. It is worth noting that negative housing subsidy is a medium-term external risk that is difficult to influence and can only be managed by looking at the elements of the HRA controlled locally. This means that if a higher repayment is needed, then savings would have to be found to ensure the HRA is in financial balance.
- 2.15 The HRA budget will be required to pick up any costs arising from the implementation of single status for HRA staff.

*HRA Capital*

2.16 The HRA capital programme is geared towards meeting the Decent Homes Standard by 2008, two years ahead of the national target of 2010 and the Council's own Swindon Standard by 2016. The financial modelling undertaken as part of the 30-year HRA Business Plan shows that there are sufficient resources to meet these targets. However, by year 30, Swindon's HRA is only just in financial balance. The 30-year financial model does not include any funding required for whole scale regeneration nor the sizable investment required to improve the Council's sheltered housing schemes to meet the sheltered accommodation standard. The high risk variables are monitored to ensure there are sufficient capital resources available to meet these objectives. These variables include the level of dwelling rents and other income, negative housing subsidy and the level of usable capital receipts from the sale of dwellings under the Right to Buy scheme which are reinvested into the Council's housing stock. It is worth noting that 75% of HRA capital receipts arising from the sale of dwellings must by law be paid to Government under the capital receipts pooling arrangements under the Local Government Act 2003. The amount Swindon pays will depend on the number of properties sold but on average it amounts to £3m per annum.

Capital

2.17 The Council refreshed its a four-year capital programme for 2006 – 2010 in February 2007. A further small-scale refresh will be undertaken in the autumn to refine the programme from 2008 – 2010. Given that the Council's capital resources are fully committed to fund the existing programme, any new "bids" will have to be paid for by either;

- Taking out or reducing an existing project
- Generating additional capital receipts
- New borrowing which will need to be financed through the revenue budget.

2.18 Revised programme management arrangements are now in place, which will allow officers to more accurately forecast the Council's borrowing requirements.

2.19 A significant part of the capital programme (£140 million) is being funded from capital receipts and section 106 developers deposits and therefore tracking the income flows will be as key as managing the expenditure of the programme. A clear disposal programme is now in place and officers will continue to monitor delivery against the budget.

2.20 A key focus of the capital programme refresh will be on identifying priority areas for investment in financial years 2010/11 and beyond.

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*Risk Management*

2.21 In drawing up budget proposals, risk assessments should be undertaken to test the robustness of proposals and to identify key factors that may impact on the proposals put forward. Where appropriate action plans should be put in place to manage/mitigate the risks identified. In addition, project officers should be appointed for all schemes within the Capital Programme.

2.22 Project officers need to ensure that proper arrangements are in place to manage and monitor the project(s) under their control and ensure that Council's rules and procedures are correctly followed (standing orders, procurement, Council and other approvals etc).

**Alternative Options**

This report presents guidelines only.

**Risk Management**

*Financial and Procurement Implications*

The financial implications arising from implementing the proposed framework will be contained in future budget setting reports. The risks attached to any savings proposals will be highlighted and appropriate action plans developed to mitigate those risks.

*Legal/Human Rights Implications*

There are no direct implications from this report.

*Links to Corporate Plans and Policies (in particular to Swindon 2010 Promises)*

Sound financial management is an integral part in achieving Swindon 2010

**Consultees / Appendices**

- Appendix One: Outline Budget Timetable 2008/09
- The Director of Finance (Section 151 Officer) and the Director of Law and Democratic Services (Monitoring Officer) are consulted on all reports

**Background Papers**

None

**Key Decision/Decision in Forward Plan**

This is not a key decision and is included in the Cabinet Forward Plan for July 2007.

# Budget Strategy 2008/09

CABINET

25<sup>th</sup> July 2007

Appendix One

## Outline Budget Timetable 2008/09

	Deadline
Cabinet endorses financial framework for 2008/09 – 2010/11	25 <sup>th</sup> July
Group Directorates consider and prioritise proposals for additional funding and options to meet savings targets	late-July – early Sept
First stage consultation process commences	Sept
Scrutiny Task Group reports on the recommended role of Scrutiny within the budget setting process	Sept - Nov
Group Directorates draw up draft detailed budget proposals	Mid-Sept
Cabinet Members consider latest position on overall budget proposals and provide further steer as necessary	26 <sup>th</sup> Sept
Members consider budget proposals include the light-touch capital programme refresh	Oct - Nov
Provisional Finance Settlement Received	Early Dec
Cabinet formally considers proposed budget and published proposals for formal consultation	12 <sup>th</sup> Dec
Formal (second stage) Budget Consultation Period including scrutiny process	Mid Dec – End Jan
Final RSG Settlement Received	Late Jan
Cabinet recommends the final budget to Council	13 <sup>th</sup> Feb
Council agrees the final budget and sets Council Tax	25 <sup>th</sup> Feb

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Further information on the subject of this report can be obtained from Kirsty Cole on Direct Dial No. 464610 or Email [kcole@swindon.gov.uk](mailto:kcole@swindon.gov.uk)

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## DELIVERING BETTER HEALTH AND BETTER SERVICES Next Steps in Integrated Working

CABINET

Date: 25<sup>th</sup> July 2007

**Author:** Cabinet Member for Health, Housing and Social Care and Group Director for Housing and Social Care, and Cabinet Member for Children's Services and Group Director Children

**Parish / Wards Affected:** ALL

### Purpose

This paper:

- sets out progress to date on integrated working between Swindon Borough Council and Swindon Primary Care Trust;
- identifies areas in which further development could take place;
- recommends next steps.

### Recommendation

Cabinet is requested to authorise the Group Director Housing and Social Care and the Group Director Children, in consultation with Cabinet Lead Members, to:

- develop a Commissioning Framework as set out in para 6.2
- bring forward proposals for next stage development of integrated adult teams and progress on collocation options for Childrens teams to 31<sup>st</sup> October Cabinet meeting (para 6.12),
- assess options for support functions (para 6.15),
- develop proposals for further integrated management structures for both the commissioning and provision of services (para 6.16),
- establish a full risk assessment of pooled funding arrangements and a commitment to further work on the implications of Section 75 agreements for adult and children's services (para 6.25) with report back to Cabinet meeting on 31<sup>st</sup> October with draft proposals and forward timeline.
- bring forward governance proposals in October to include the potential establishment of a Joint Board to provide oversight of the above developments (para 6.30)

## 1. Reasons

1.1 The summary of benefits from integrated working includes:

- Improved health and well-being for people in Swindon through:
  - utilising single assessment processes and integrated provision
  - greater streamlining to provide a swifter response to service users and patients

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Further information on the subject of this report can be obtained from Caroline Fowles, Group Director, Housing and Social Care on 01793 708779 or Email [cfowles@swindon.gov.uk](mailto:cfowles@swindon.gov.uk).

## DELIVERING BETTER HEALTH AND BETTER SERVICES

### Next Steps in Integrated Working

#### CABINET

Date: 25<sup>th</sup> July 2007

- Improved coordinated support for carers
- added flexibility in the way we respond to individual need
- greater ability to address gaps in services
  
- Greater capacity and better value for money through:
  - reduced duplication
  - joint information and information management
  - enhancement of staff skills and knowledge
  - focusing on joint strategic and financial priorities

## 2. The Journey so Far

2.1 Swindon Borough Council first considered issues of integrated working to improve services in May 2004 following recommendations from the Children's Partnership Board. As a result of local leaders seeing the benefits of active joint work, opportunities have been taken to create joint strategies and more formal lines of accountability between staff and managers in the Primary Care Trust and Borough Council. So far we have:

- the PCT Chief Executive now also working as Group Director, Housing and Social Care for Swindon Borough Council
- a Joint Director of Public Health
- a Section 75<sup>1</sup> Agreement for joint Mental Health commissioning
- a number of Section 28A agreements signed in 2006/07 to allow capital funding transfers from the PCT to the Council in support of joint schemes e.g. Saltway, Short Breaks service
- joint community teams for adults and older people
- a joint single assessment process
- a joint integrated community equipment store
- a joint Carer's Strategy
- agreement on a children's development centre at Saltway
- the move to a Section 75 Agreement for Substance Misuse Services
- agreement to a Section 75 Agreement to cover the new Learning Disability Residential Short Breaks service

2.2 Alongside these specific areas of joint work there are many further examples of joint planning and joint work, aligned to key agreed objectives.

2.3 Consultation has taken place on the development of integrated teams in Children's services. Cabinet agreed to the resulting recommendations in June. Cabinet has also already agreed to a Section 75 Agreement with the PCT for the Children's Development Centre at Saltway which becomes operational this Autumn. Work is now taking place to develop proposals for a Section 75

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<sup>1</sup> Section 75 of the NHS Act 2006 (originally Section 31 of the Health Act 1999) gives local authorities and primary care trusts the flexibility to respond effectively to improve services, or develop new co-ordinated services.

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Further information on the subject of this report can be obtained from Caroline Fowles, Group Director, Housing and Social Care on 01793 708779 or Email [cfowles@swindon.gov.uk](mailto:cfowles@swindon.gov.uk).

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Agreement for Children's Commissioning. This work is underpinned by the active work led by the Children and Young People's Strategic Partnership.

- 2.4 Integrated working is also increasingly being driven by national expectations around strategic partnerships: for example, the Comprehensive Area Assessment will evaluate the Council not just on its own performance, but on the performance of its partners and partnership working in the area as a whole.

### **3 Why Further Integration?**

- 3.1 There are significant challenges ahead for which the Council and the PCT will need to integrate their services if they are to meet them within the likely resources available to both organisations. These challenges include:

- Demographic change as Swindon expands, with increasing numbers of older people and younger people with learning and physical disabilities;
- Significant health inequalities in the Swindon population;
- Inequalities in achievement and outcomes for children in Swindon, with some neighbourhoods where children do less well;
- Technical advances in treatment which will enable shifts in care and treatment away from hospitals and institutions to people's own homes;
- Increasing public expectations about choice of treatment, where they receive it and the quality of that treatment and their care which will impact directly on health and social care services, and be reflected in the expectations of external inspection regimes;
- Workforce development, and the widening interchange of skills between professional groups, with new roles emerging;
- An increasingly challenging financial environment with no let up from the requirement to deliver innovative services whilst delivering efficiency savings.

- 3.2 All this requires that both organisations maximise the impact of the available funding through aligning services and funding streams wherever possible and appropriate.

- 3.3 Further detail of the challenges listed above is set out in Appendix A.

### **4 How Integration can help respond to the challenges ahead**

- 4.1 Through integration, we can:

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- reduce duplication of effort, streamline our planning and contracting arrangements and maximise direct service provision by better use of staff, money and facilities thus maximising value for money for local people;
- build capacity to respond to increasing demand for service by maximising the joint capacity of our staff to respond to people's needs and by modernising our ways of working, through for example ensuring easy access to services through single points of entry to health and social care services
- be better placed to meet the financial challenges meeting both organisations. Increasingly decisions by either organisation in areas where their responsibilities overlap will impact on the other. A joint approach to determining priorities and maximising value for money to address those priorities (irrespective of whether funds are pooled) will be a necessity for both organisations.
- use the skills of our Public Health staff and those in the Communities Team across the Council and the PCT to enhance understanding of local need and address health inequalities. This will involve engaging the widest range of partners and communities in supporting local children and residents in general to stay healthy, well and safe.
- focus our efforts on prevention of ill health and early intervention where people start to express need for support and avoid needs becoming more complex and long standing and avoid unnecessary institutionalised care for individuals. This requires engagement with a wide range of departments across the Council and the PCT given that many factors influence the ability to thrive including housing, learning and skills and economic well being.

## 5 How Integration supports our strategic objectives

- 5.1 The Borough Council and the Primary Care Trust are committed to achieving improvements for Swindon residents through the Local Area Agreement (LAA), including tackling inequalities. The 'refresh' of the LAA for 2008 will provide the opportunity to develop local joint priorities for integrated services more closely attuned to the needs of local people.
- 5.2 Swindon Borough Council has set out its 50 promises to make the Borough a great place to live work and visit. These include a number of specific undertakings in relation to children, adults with disabilities, and the infrastructure needed to deliver modern services. The integration agenda with its commitment to seamless services is well placed to support the delivery of those promises.

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- 5.3 Similarly, the promotion of joint services will help to deliver Swindon Primary Care Trust's objectives in relation to promoting independence and prioritising prevention, and to modernising methods of delivering services; objectives which are complementary to those of the Council.
- 5.4 Further detail of local objectives of both the Council and the PCT, and the national strategies which underpin these, are set out in Appendix B.

#### **6 Next Steps for Integrated Commissioning and Provision of Services**

- 6.1 A further report on progress in relation to the above matters with a view to assessing whether and how integrated working could be achieved by April 2008, with relevant timelines, will be submitted to the Cabinet Meeting on 31<sup>st</sup> October 2007. In the interim, this report is seeking approval for the next steps in taking forward integrated working in the following areas:
- a) The development of a commissioning framework
  - b) Further development of locality based integrated teams
  - c) Support Functions
  - d) Developing integrated management structures
  - e) Strengthening governance through more formal Partnership arrangements

#### **Commissioning**

- 6.2 A necessary step, if we are to improve health and well being and make best use of allocated resources as set out in paragraph 1.1 of this report, is for the Council and the PCT through the integration process, to develop a joint strategic framework for commissioning, led by strong needs based assessment and supported by active community engagement.
- 6.3 A robust strategic Commissioning Framework which brings together the commissioning requirements of the Council and the PCT across children's, adults and public health services will underpin decision making by the two organisations on the best use of their funding to achieve jointly agreed objectives within the resources available.
- 6.4 A stronger, agreed strategic framework for commissioning will also provide the context for:
- agreeing a programme of more devolved decision making supporting a more active engagement of young people and local residents, users and patients;

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- supporting Practice Based Commissioning<sup>2</sup> alongside the wider engagement of social care professionals;
  - Using to best advantage the skills and experience of third sector partners in meeting needs locally.
- 6.5 The commissioning framework is key to determining whether budgets should be pooled, and if so at what level, to allow the development of innovative and flexible services, whilst minimising risk.
- 6.6 The framework would provide the context for the development of further Section 75 Agreements for the commissioning and provision of service.

**Locality based provision**

- 6.7 There have been very positive benefits of joint teams and co-location of teams especially in adult services. In order to provide improved and more seamless services, we need to achieve more integrated provision across each of the client groups served, enabling greater devolution of decision making at team level, linked to clear outcomes set through commissioning.
- 6.8 Discussions are already well developed on the potential of locality teams in both children's and adult services. As set out in section 2.3 agreement has now been reached to proceed with the establishment of childrens locality teams. Plans are now in hand to consult with the staff of adult services from both organisations about the next stage development of locality teams for adults.
- 6.9 Further work is required on co-locating teams which in turn will require a review of the building assets of both organisations to identify opportunities for bringing teams together within the locality framework. There are clear links to be made with neighbourhood working arrangements being developed by other partners and with the national drive to see communities being more engaged in issues for their locality.
- 6.10 These teams will provide a single point of information supporting assessment and delivery of care. The skills mix for teams will develop over time in response to the range and level of need of the clients to be served. The joint teams will need clear service standards (including eligibility criteria for adult teams), shared outcomes, values, and an integrated planning and performance framework.
- 6.11 To support this, a more integrated workforce plan is required, underpinned by training and development, to maximise use of staff and skills, and achieve improved efficiency of operation. Through commissioning reviews we need to be clear about areas for changing provision and support those directly providing

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<sup>2</sup> Practice Based Commissioning is the Government's plan for devolving decision making on service requirements to frontline clinicians, in particular to General Practitioners

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services to develop their own business and performance skills so that value for money can be demonstrated.

- 6.12 It is proposed to report in the Autumn with further proposals in taking forward the next stage development of integrated adult service teams.

#### Support Functions

- 6.13 In turn the teams will need to be supported by aligned policies and procedures which support the delivery of efficient and effective services. Such procedures include single assessment processes, proper arrangements for lead professional and clinical supervision, shared management and performance information and effective IT and administrative support.
- 6.14 Given the importance of sound and strong governance and of strong support for change management, we need to be clear about those aspects of key support functions in Finance, HR, IT and Estates/Facilities management which need to remain firmly focused in their own organisations and those elements of functions that can become more integrated in support of the commissioning and provision journey.
- 6.15 We will need to consider the most appropriate and cost effective way forward for these functions in terms of the integration agenda.

#### Integrated Management structures

- 6.16 Two further joint posts at Director level have now been appointed to work alongside the existing joint posts of PCT Chief Executive/Group Director (Housing and Social Care) and the Director of Public Health. We will need to consider where further joint posts can add value. The current PCT/Housing & Social Care structure is set out at Appendix C.
- 6.17 The integrated teams will need to be supported by a clear management structure for both the commissioning and provider sectors of the children and adults services. The principles underpinning integrated management will include:
- sustaining high quality, effective leadership
  - minimising duplication of effort
  - streamlining linkages
  - ensuring clear accountability and performance reporting
  - ensuring an appropriate balance between strategic leadership and devolved decision making
  - maintaining probity

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#### Financial arrangements

- 6.18 It is recommended that work is now undertaken to establish a full risk assessment of pooled funding arrangements and that there is a commitment to further work on the implications for a Section 75 agreement for Adult Services and for Children's Services.
- 6.19 Irrespective of whether budgets are pooled, the interdependence of the health and social care agenda of the PCT and the Council requires a degree of joint financial planning if decisions by one organisation are not to adversely affect the other.
- 6.20 At the very least therefore budgets will become increasingly aligned in those areas where the Council and the PCT share a common interest.
- 6.21 The advantage of pooled budgets, which can be created under Section 75 of the NHS Act 2006, is that they can enable more flexibility in the use of funds in support of innovation and greater responsiveness in service provision.
- 6.22 Pooled budget arrangements can enhance, for example, the ability to deliver care packages without delay, according to an individual person's needs, and could encompass a range of health and social care funding (including NHS continuing care funding) to enable partners to reconfigure the shape of their services and realise efficiencies. It does not remove eligibility criteria or means testing requirements.
- 6.23 Revised financial arrangements can therefore contribute significantly both to improving outcomes and delivering value for money.
- 6.24 However, Section 75 agreements covering the establishment of pooled budgets need to be exacting in setting out how such funding is managed, in particular in establishing the relative contributions of each organisation to a pooled budget and the financial performance and monitoring arrangements to be put in place.
- 6.25 As part of the preparatory work, a comprehensive risk assessment would need to be undertaken in order to ensure that both the Council and the Primary Care Trust's financial interests were safeguarded.
- 6.26 The risk assessment would inform the construction of the Section 75 Agreement to ensure that any financial risks were mitigated and that the PCT Board's requirement to achieve a budget surplus and the Council's requirement to set and achieve a balanced budget was not adversely affected.

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**Governance arrangements**

- 6.27 If we are to achieve improved services for the people of Swindon and make best use of the resources available directed towards jointly agreed priorities, we will need to develop more formalised arrangements for ensuring effective governance and support, so that leadership and accountability arrangements are clearly identified, both for the public and for the staff of both organisations.
- 6.28 If the Borough and the PCT are to deliver a step change in the improvement of outcomes, the governance structures need to be in place between the two organisations in order that resources and funding can be prioritised, further innovative services developed and risks both shared and mitigated.
- 6.29 We have been looking at options for this including the potential for a new Joint Partnership between the Council and the Primary Care Trust, bringing together representation from both the Cabinet and the PCT Board which can formulate joint recommendations to their respective organisations.
- 6.30 To underpin these arrangements, it is recommended that a report containing proposals to establish a Joint Board is brought forward to a future meeting of the Cabinet. The Joint Board could be established in shadow form as a first stage in order to test out this level of governance prior to formal arrangements being agreed.
- 6.31 We plan to hold a joint workshop to explore this further prior to making specific recommendations. This would enable Councillors and PCT members to be assured that appropriate governance arrangements are in place to protect the two organisations in terms of financial probity and risk and to ensure that proper change management arrangements, including consultative arrangements, are in place as required. This also needs to be explored with the relevant Scrutiny Committees given associated issues.
- 6.32 Any new arrangements would need to take account of and dovetail with the responsibilities of other key forums, including the Children and Young People's Strategic Partnership Board, the Learning Disabilities Partnership Board and the new strategic partnership to support the Healthy Communities and Older People block of the LAA.
- 6.33 In the meantime, a Director level group has been set up to progress governance related work for current integration arrangements, to share learning and to ensure that a staff and public communications strategy is in place.

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#### 7 Alternative Options

- 7.1 The Council and the PCT Board have already taken a range of steps as set out in paragraph 2.1 to establish improved services for the people of Swindon.
- 7.2 An alternative option therefore to the proposals set out in Section 6 is to halt further development of the integrated arrangements at this stage, allowing the current joint management posts to remain in place.
- 7.3 However it is doubtful whether this position could be sustained for very long. Officers in joint positions will require effective governance and a single view on key policy and financial matters; managers of joint teams need the support of aligned financial and personnel procedures; the risk is that barriers to joint working will remain in place thus impeding progress to delivering improved services and better outcomes.
- 7.4 Halting development at the current stage would also increase the risks, not only to the personal position of joint post holders, but also to the financial position of both authorities as separately the two organisations may inadvertently take decisions on the development or retrenchment of services which adversely impact on the other. Value for money opportunities will be impacted including existing savings targets agreed for the current year.
- 7.5 The continued development of joint services and the governance and financial structures that support them is also key to delivering the objectives of the current and future LAAs and in turn will impact positively on the Comprehensive Area Assessment of the Swindon Borough Council and its partners.
- 7.6 There are other models which could be explored including Care Trust status and Social Enterprise. These are more suited to the provision of services. The ability to set up Care Trusts was introduced in the Health and Social Care Act 2001. The overarching aim was to enable local services to integrate more fully through a single entity. Social Enterprise provides a different opportunity, on a not for profit, mutual style basis for the delivery of service.

#### **Risk Management**

##### *Financial and Procurement Implications*

- None directly as a result of this report. The financial arrangements are as set out in paras. 6.18 to 6.26 of this report.

##### *Legal / Human Rights Implications*

- None directly as a result to this report. The governance arrangements are as referred to in paras 6.27 to 6.33.

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*Links to Corporate Plans and Policies (in particular to Swindon 2010 Promises)*

- See Section 5 of this report

**Consultees**

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

**Background Papers and Appendices**

- Appendix A – Challenges
- Appendix B - How Integration supports our Strategic Objectives
- Appendix C – PCT/Housing and Social Care Structure

**Key Decision / Decision in Forward Plan**

- Yes and is included in the Cabinet Forward Plan for July 2007

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## **DELIVERING BETTER HEALTH AND BETTER SERVICES**

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#### **APPENDIX A**

#### **The Challenges Ahead of Us**

##### **a) Demographic Change**

1. In Swindon, we will need to respond to a number of demographic changes which will place further demands on our resources. The population as a whole is expected to grow as further house building takes place around the borough. Within the overall population growth, there will be significant growth in the older age population, particularly in the proportion of people aged 60 – 69 years and the over 85s. Improvements in medical techniques and interventions also mean that more children with disabilities (including those with learning disabilities) are surviving into adulthood and into old age.
2. We are also seeing a more diverse mix in our population. Whilst the population as a whole enjoys above average health when compared to England-wide figures, there continues to be a gap between those experiencing the best and worst of health. This has a significant implication in relation to the overall demand for service and to the complexity of care needs presented. The demographic profile will also have implications for our workforce profile for the future, as the proportion of the population that is of working age diminishes.

##### **b) Technological advances**

3. New drug treatments and technological advances have already had a significant impact on health and social care systems with more people receiving treatment, but fewer people needing hospital admission or care placements. Further development of Telecare and Telehealth continue to support this trend away from institutionalised care and into more support for people in their own homes.

##### **c) Independence and Choice**

4. Specific national programmes around promoting independence and delivering choice are encouraging a greater range of provision for service users and clients. National policy expects to see a shift in expenditure away from institutional care towards supporting more people to receive care at home or closer to home – this includes extending housing options through the Supporting People programme.

##### **d) Expectations and Standards**

5. Expectations on public sector providers continue to rise and are matched by enhanced standards of service set by regulators and inspection bodies. There is an increasing focus on improving quality alongside choice and on a requirement for more public accountability for the quality of services, whether directly provided or provided through contracts. Improving access to information about NHS & Local Authority performance will increasingly inform choice and take up of

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service options. There is a clear expectation for greater engagement and involvement in the planning of services by communities and service users.

#### **e) Workforce Development**

6. Recruitment remains a continuing challenge for some staff groups. There is however, a growing potential to widen the skill base for staff and to offer greater opportunities for development with more encouragement for experienced professionals to enhance skills whilst also encouraging more generic supporting roles.

#### **f) Funding**

7. NHS funding has been increased over the last 5 years to support implementation of national service frameworks, new contracts for staff and primary care contractors, and to support implementation of new systems. 2007/08 will be the last year of this enhanced funding with an expectation that funding levels will return to a more normalised level of growth.
8. Funding for Local Authority provided services has not seen the same levels of growth. Future years will see a more challenging financial environment with, nevertheless, a continuing requirement on PCTs and Local Authorities to deliver further efficiencies to support new investment requirements. This requires that both organisations maximise the impact of the available funding through aligning services and funding streams wherever possible and practicable.

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#### **APPENDIX B**

#### **How Integration supports our Strategic Objectives**

1. The Borough Council and the Primary Care Trust are committed to achieving improvements for Swindon residents through the Local Area Agreement (LAA). LAAs bring together key local partners to improve local services, simplifying the number of funding streams from Central Government, and focusing on a core set of outcomes.
2. The LAA recognises that Swindon must have “healthy people who are looked after and cared for throughout their lives. We must tackle inequalities and promote social inclusion, especially in our most deprived wards, by reducing teenage pregnancy, smoking and drug use”.
3. The LAA sets key objectives around economic development and enterprise, children and young people, safer and stronger communities and healthy communities and older people.
4. Alongside the LAA, Swindon Borough Council has set out its 50 Promises to make the Borough a great place to live, work and visit. These promises include:
  - reducing the number of looked after children needing care allowing investment in services for families
  - reducing the number of adults requiring long term institutional care, releasing resources to invest in home support
  - increasing the range and choice of support for carers at home, by increasing the amount of respite care and the number of carer’s assessments
  - promoting greater independence and increased choice for disabled people, including extra care sheltered housing scheme, more access to direct payments, use of smart technology
  - helping the most vulnerable, looked after young people to achieve an appropriate qualification
  - increasing the number of supportive housing schemes for people with learning disabilities
  - developing a new contact centre, so that residents can telephone in for information about services, day or night, 7 days a week
  - establishing a forum for young people to voice their opinion
  - continued provision of quality housing for those who need it
  - developing a modern and flexible workforce
  - working with community and voluntary groups

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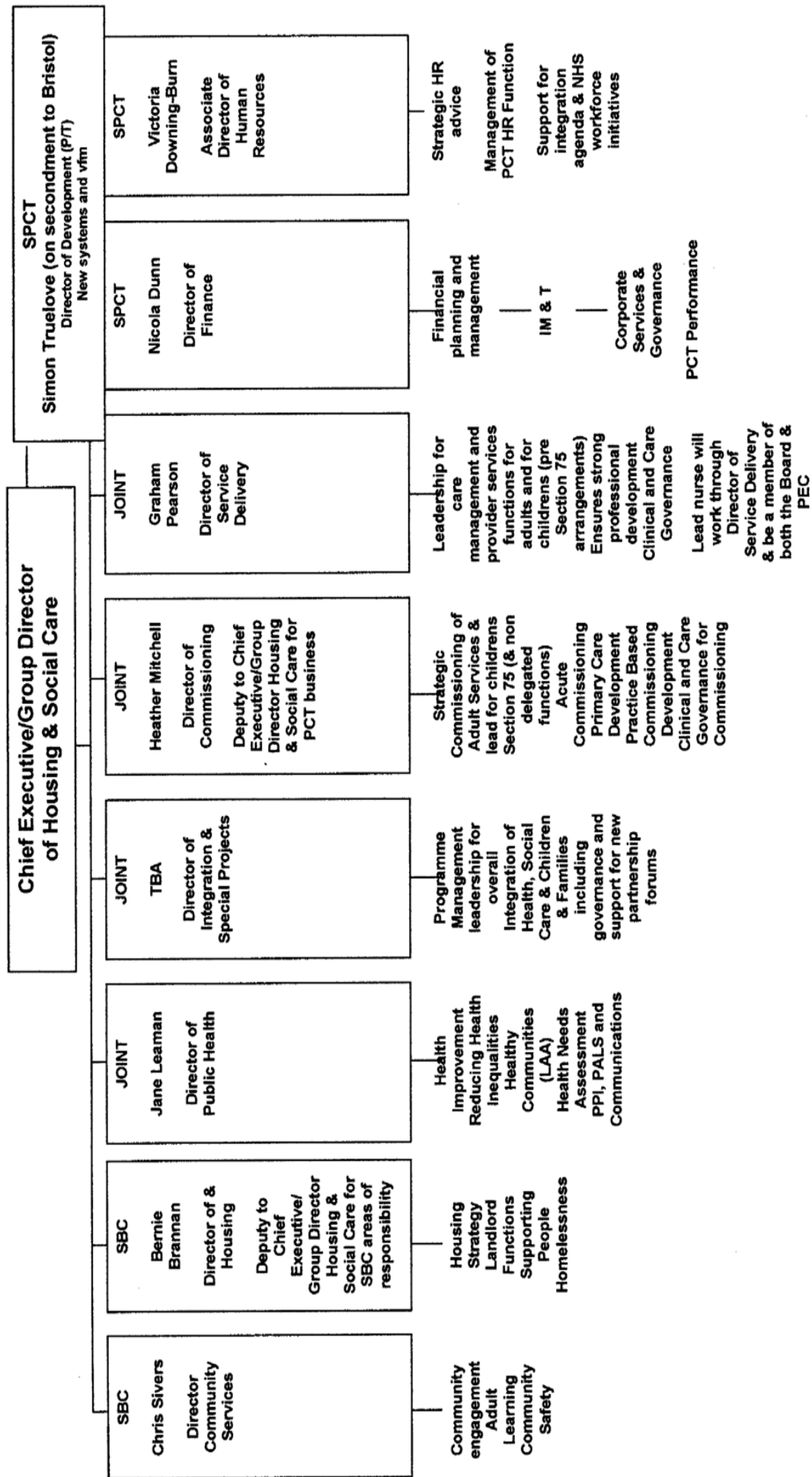
5. Swindon Primary Care Trust has set out its forward objectives which include:
  - targeting adults and older people
  - promoting independence
  - prioritising prevention
  - targeting health inequalities
  - optimisation of public and patient experience
  - more locality delivery (care closer to home)
  - modernising platforms and methods for delivering services
  - being an exemplar employer
  
6. These local objectives sit alongside the national expectation for children set out in the Children Act 2004 and the Children and Families National Service Framework and for adult care services in the White Paper *Our Health, Our Care, Our Say*.
  
7. The national aim is to see a shift in the emphasis of health and social care away from acute and intensive interventions, towards community and preventative services. This has been built on active consultation through Youth Matters and the Green Paper – Independence, Well Being and Choice, and the NHS plan, as well as the public health agenda set out in *Our Healthier Nation* and *Choosing Health*.
  
8. National policy also confirms the expectation of more devolved decision making. This has already been taking place in education services. For PCTs, this includes an explicit expectation around take up of Practice Based Commissioning. This brings together local GPs and other professionals to take on a devolved budget to enable more locally sensitive solutions to address need. PCTs in this context continue to have responsibility for setting the overarching strategic framework and for procurement. Set alongside this is the new White Paper – *Strong and Prosperous Communities*, which expects more active engagement of local communities around planning of local services.
  
9. March 2007 saw the publication for consultation of a *Commissioning Framework for Health and Well-being*. This proposes that PCTs and Local Authorities should undertake a Joint Strategic Needs Assessment (JSNA) to describe the future health, care and well-being needs of local populations as the basis for describing the strategic direction of service delivery to meet those needs. JSNAs will form the basis of a new duty to cooperate for PCTs and Local Authorities as contained in the Local Government and Public Involvement in Health Bill currently before Parliament.



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### APPENDIX C PCT/HOUSING AND SOCIAL CARE STRUCTURE



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**Central Area Resident and On-Street Parking Review**

**CABINET**

**Date: 25 July 2007**

**Author: Cabinet Member for Highways, Transport and Strategic Planning, and the Group Director, Environment and Regeneration**

**Parish / Wards Affected: Central; Eastcott; Old Town**

**Purpose**

- To present to Cabinet the Halcrow review of Central Area Resident and On-Street Parking and to seek approval in respect of recommendations emanating from this document and a survey of residents' within Resident Parking Zones.

**Recommendation**

Cabinet is requested to

- Note the content of the review and the survey and retain Residents Parking Zones in Swindon, but modify their management by authorising the Director of Transport to pursue the following:-
  - (a) Create a Residents Parking Advisory Group (RPAG) as an Advisory group to the Cabinet Member for Highways, Transport and Strategic Planning with representatives from the Elected Members within whose Wards Residents Parking Zones exist, supported by appropriate officers and with a remit to advise on the management of Residents Parking; to address residents concerns and where necessary, by way of recommendations to the Cabinet Member for Highways, Transport and Strategic Planning, and/or the Director of Transport, to initiate change.
  - (b) Subject to the costs being contained within existing budgets, increase capacity for residents parking by:-
    - (i) Converting, where safe to do so, existing double yellow and single yellow parking restrictions into Residents Parking Bays at an estimated cost of £11K.
    - (ii) Undertake a phased programme to introduce "No Waiting At Any Time", Traffic Regulation Orders on those backways within Residents Parking Zones and which form part of the public highway at an estimated cost of £10k per Zone.

To oversee this commitment the RPAG advise on recommendations from the Director of Transport on a zone-by-zone basis as to the extent of these proposals, the final cost involved, funding availability and implications and timescales for implementation. Given that the budget for this action plan is

Further information on the subject of this report can be obtained from Geoff Bryant on 463675 or Email [gbryant@swindon.gov.uk](mailto:gbryant@swindon.gov.uk).

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- insufficient, implementation will only take place when sufficient funding has been identified and secured.
- (c) Control the impact of development upon residents parking schemes within the Borough by:-
    - (i) Encouraging more rigorous use of the Council's Local Plan Policy H12 "sub-division of dwellings" in order to refuse and/or strictly control parking arrangements for houses in multiple occupation and
    - (ii) Through planning controls limit the parking arrangement for new developments on brownfield sites within Residents Parking Zones.
  - (c) That Resident Parking Permit Holders be allowed to park overnight in appropriate car parks between the hours of 2200 and 0800 at no additional charge. The RPAG to recommend which car parks are, for this purpose, appropriate.
  - (d) In order to maximise on-street car parking capacity, particularly during Town Centre regeneration, the Director of Transport be authorised to extend the use of on-street parking meters where this does not directly reduce the capacity of residents parking.
  - (e) That the schedule outlined Appendix 1 to this report, be prioritised for inclusion on the initial agenda of the RPAG and that other possible options identified in the Halcrow report and the residents survey as shown in Appendix 2 of this report, be programmed for assessment and future consideration by RPAG.
  - (f) Confirm that all personal information be removed from visitor permits.

### **1. Reasons**

- 1.1 To consider the Halcrow review of Central Area Resident and On-Street Parking.

### **2. Detail**

- 2.1 Following negative reaction to changes in Residents Parking Scheme policy in 2005/06, the Director of Transport was asked to work with elected ward members and take a fresh look at resident and on street parking in the central areas of Swindon. Having insufficient staff resource to do this, officers commissioned the work from Halcrow through its framework agreement with the Borough for transport, highway and civil engineering work.

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## 2.2 The Halcrow Report

### (i) Comparison with other authorities

In addition to looking at the existing scheme in Swindon, Halcrow sought to determine best practice elsewhere by comparison with that of seven other local authorities.

- Bath and North East Somerset
- Nottingham
- Oxford
- Reading
- Cheltenham
- Taunton
- Newport

A full evaluation of the comparison can be found in Chapter 3 of the Halcrow report attached as Appendix 3 to this document, but in summary the following are examples of practice elsewhere that could be considered by Swindon Borough Council.

- Allowing residents over the age of 60 to purchase double the number of visitor permits as for those under 60 years old
- Linking the number of residents permits for which a household is eligible to the off-street parking provision available to that household
- Planning restrictions on buildings converted from single to multiple occupancy dwellings generating resident or visitor parking permits
- Issuing permits exempting doctors from resident only parking restrictions whilst on call
- Permits issued to specific health care workers to enable parking in resident only bays whilst on professional visits
- Issuing one carer permit per household for residents over 60, or registered disabled, which shows up to a maximum of three registration numbers
- Trade persons permits
- Landlord permits

### (ii) Public Consultation

Elected Council members, led by Cllr Dale Heenan organised and attended six public discussion meetings. The residents of all the

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Further information on the subject of this report can be obtained from Geoff Bryant on 463675 or Email [gbryant@swindon.gov.uk](mailto:gbryant@swindon.gov.uk).

## Central Area Resident and On-Street Parking Review

CABINET

Date: 25 July 2007

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resident parking zones were invited to attend the meeting most convenient to them and give their views on how the scheme is currently operated by the Council; to identify problems and to enable suggestions to be made on how the scheme might be improved. Over 100 residents attended the meetings, producing over 350 comments and generating in excess of 50 e-mails. Halcrow has scheduled the content of this work on pages 31 and 32 of its report (Appendix 3), with the key issues arising being **capacity**: the need to provide additional spaces; **permits**: their allocation; and **operational**: relating to enforcement, planning restrictions and identification of bays etc.. Halcrow then looked at options that could be considered in order to address these concerns which they included in a matrix shown on page 46 of their report (Appendix 3). Your officers have reappraised this matrix and identified the following key issues that should be addressed:-

- The creation of a Resident Parking Advisory Group
- Use of planning controls to limit the number of permits to development of brownfield sites and sub-division of properties into houses of multiple occupation
- Measures to remove the obstruction of rear backways in order to allow and encourage off road parking
- Increase capacity by converting, where safe to do so, existing double yellow and single yellow parking restrictions into residents parking bays
- Remove all personal information from permits
- The additional use of on street pay and display where this does not negatively impact upon resident parking zones.

### 2.3 The Residents Parking Zone Survey

To supplement the work of the Halcrow report a separate questionnaire based survey was undertaken of residents within the scheme using the micro-democracy model. Over 1100 responses were received to this and a summary of which is attached to this report as Appendix 4. Again key issues emerge which significantly support the results of the Halcrow consultation meetings and can be identified as follows:-

- That the resident parking scheme in Swindon should be retained, but be modified

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Further information on the subject of this report can be obtained from Geoff Bryant on 463675 or Email [gbryant@swindon.gov.uk](mailto:gbryant@swindon.gov.uk).

## Central Area Resident and On-Street Parking Review

**CABINET**

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- Visitor permit books should continue to be issued, ideally on a rolling basis and with a refund policy for part used books
- That a Residents Parking Advisory Group should be created
- The free use of car parks overnight by resident parking permit holders
- Creating capacity by removing yellow line restrictions
- Encouraging and maintaining backway access to properties
- Restriction on the parking allocation for new properties
- Parking meters should not replace visitor permits.

### 2.4 Residents Parking Advisory Group

The creation of the above as an advisory body to the Cabinet Member on the management of the resident parking scheme in Swindon is seen as essential. It is anticipated that this Group will be one of the series of Cabinet Member Advisory Groups with a remit to receive and consider issues relating to resident and on street parking and submit recommendations to the Cabinet Member for Highways, Transport and Strategic Planning for decision or, where powers have been delegated, to the Director of Transport.

The view of officers is that the Group should consist of two elected representatives from each of the wards containing resident parking zones; plus a lead member as chair and with officer support as appropriate from within Transport and Planning directorates.

Matters arising from both the Halcrow Report; resident survey and officer consideration and not forming one of the key recommendations in this report have been included in appendices one and two for consideration by the Residents Parking Advisory Group

### Alternative Options

- Remove the resident parking zones and revert to unrestricted parking, but this would go against the wishes of the residents by removing all assistance to them and opening up on street parking to commuters and shoppers. It would impact negatively upon use of public car parks and has the potential to increase congestion. Chapter 5 of the Halcrow report (Appendix 3) enlarges upon this.

### **Risk Management**

#### *Financial and Procurement Implications*

There are no significant procurement implications within this report. Financial

Further information on the subject of this report can be obtained from Geoff Bryant on 463675 or Email [gbryant@swindon.gov.uk](mailto:gbryant@swindon.gov.uk).

## Central Area Resident and On-Street Parking Review

**CABINET**

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implications are implicit as follows:-

- Conversion of existing yellow line restrictions into resident parking bays (Estimated at 11K)
- Introducing No Waiting At Any Time regulation into backways within resident parking zones (Could be done either by yellow line orders or creation of a parking restriction zone with signs only. Costs are similar, with an example of Zone D in Eastcott ward costed at an estimated 10K.
- There is currently an annual revenue allocation of 5K for maintenance of the resident parking scheme which is insufficient to implement the measures required.
- No capital funding has been identified for improvements to the scheme and although some costs could be met from within existing traffic management revenue funding, additional funding sources need to be identified. Some measures will have the potential to increase income, which suggests additional funding could be generated from within the operating account for residents parking. To this end, an Agenda item has been included on the first meeting of the Resident Parking Advisory Group to receive a full financial appraisal of the scheme costs.

*Legal / Human Rights Implications*

- There are no direct legal or Human rights implications in this report.

*Links to Corporate Plans and Policies (in particular to Swindon 2010 Promises)*

- None.

### **Consultees**

- The Director of Finance (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.
- Relevant elected ward members
- Cllr Dale Heenan
- Cllr Peter Greenhalgh Lead Member for Transport Strategic Planning and Highways
- Residents within the parking zones

### **Background Papers and Appendices**

- Appendix 1, Suggested Initial agenda for the Resident Parking Advisory Group (RPAG)
- Appendix 2, suggested agenda for subsequent meetings of RPAG
- Appendix 3, Halcrow report on resident and on-street parking in Swindon central area
- Appendix 4 Summary of resident survey

**Appendices 3 is contained in Annex 1, circulated as a Separate Document with the Agenda Papers. Appendix 4 is available in the Members' Room.**

### **Key Decision / Decision in Forward Plan**

- This is a Key Decision and is included in the Cabinet Forward Plan for July 2007.

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Further information on the subject of this report can be obtained from Geoff Bryant on 463675 or Email [gbryant@swindon.gov.uk](mailto:gbryant@swindon.gov.uk).



**INITIAL AGENDA FOR  
THE RESIDENT PARKING ADVISORY GROUP**

- To receive the proposals in respect of recommendations (a) and (b) of the report, namely, replacement of double yellow and single yellow restrictions into residents parking bays and the introduction of “No Waiting At Any Time” restrictions into backways and alleyways.
- Determine those car parks within parking zones appropriate for overnight use by residents.
- The potential for books of visitor permits operating on a “rolling” basis, with a refund policy for part used books, and the number of books to be issued and the cost thereof.
- The potential for marking out resident parking bays.
- A full appraisal of finance and operating costs in respect of the residents parking scheme

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**FUTURE AGENDA ITEMS FOR  
THE RESIDENT PARKING ADVISORY GROUP**

- Change a Zone's operating hours.
- Increase the number of visitors parking permits for over 60s.
- Visitor permits for over 60s to be free of charge.
- Introduce permits for Doctors and Health Care workers.
- Relate the price of permits to the scale of vehicle emissions or size of vehicle.
- Cap the number of residents parking permits issued in each Zone to the number of spaces available or a multiple thereof.
- Make payments more widely available through local retail outlets.
- Exempt permit holders from time limited on-street parking controls.
- Replace "No Waiting At Any Time" restrictions in existence in Resident Parking Zones to create passing places with a single yellow line restriction.

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## Community Assets Review

CABINET

Date: 25 July 2007

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**Author:** Cabinet Member for Community and Neighbourhoods  
Group Director Housing and Social Care and  
Director of Community

**Parish / Wards Affected:** All

### **Purpose**

- To report on the outcome of the consultation with stakeholders, partners and residents on Community Assets as part of the Community Asset Review and to advise of the next phase of the review.

### **Recommendation**

Cabinet is requested to:

- Note the outcome of the consultation findings.
- Approve that this report informs the Neighbourhood Management Asset Review Group and the Asset Management, Capital and Investment Strategy 2006 – 2010 and that the future of community assets be determined through existing Council asset review mechanisms.
- Authorise the Director of Community to review the Community Facilities Pricing Policy and Charges
- Authorise the Director of Community to review community asset leases in line with formal appropriate agreements to ensure focus on Local Area Agreement outcomes and operating standards and authorise the Director of Law and Democratic Services, in consultation with the Director of Property and Assets and the Director of Community, to enter into any new or revised leases on such terms as he thinks fit such as to protect the Council's interests.
- Agree that further reports on the outcome of these reviews will be submitted to Cabinet in the current financial year.

### **1. Reasons**

1.1 To advise Cabinet on the consultation findings following the approval of the review process and consultation on the options for future provision on 13th December 2006. The Cabinet member for Communities and Neighbourhoods requested significant change to the current approach to provision of community facilities and identified three potential options for future development on which consultation would take place.

1.2 To advise Cabinet that the agreed outcome of the community asset review (which was to include option proposals for community facilities) has not been brought to this Cabinet as the future vision for community assets is inextricable from other reviews currently in progress.

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Further information on the subject of this report can be obtained from Chris Hunt on Direct Dial No. 466501 or Email [chunt@swindon.gov.uk](mailto:chunt@swindon.gov.uk).

# Community Assets Review

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Date: 25 July 2007

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## 2. Detail

2.1 The consultation on Community Assets sought the views of stakeholders, partners and residents, to enable members to understand stakeholder views and comments prior to approval of the second phase of the review. The original intention was that once this consultation had been completed members would be able to take a view on which assets to dispose of and which to keep (including analysis of impact of extended schools on each area) as well as the management model. The progression of this phase is now subject to the outcome of the Neighbourhood Management Asset Review.

2.2 The Community Directorate has led the consultation content with the approval of the Leader of the Council and the Chief Executive

2.3 The consultation process included a variety of methods to elicit views from partners, stakeholders and residents on:

- Community provision – indication of which provisions should be given the greatest priority in terms of centre accommodation.
- Effective management of assets –to identify the preferred method of managing assets
- Vision for future assets, new or refurbished – size, location, fit for purpose.

Stakeholders, partners and residents were consulted between February and June 2007 through questionnaires, feedback and focus groups.

### 2.4 Questionnaire Process

Questionnaires were distributed to a wide range of organisations, customers and residents. Approximately 1600 questionnaires were distributed with a total of one hundred and fifty one responses, of which thirty were from residents not representing an organisation

2.5 The key findings from this process identified the following views:

- Community provision should encompass the delivery of Health Services, Neighbourhood Policing, Children and Young Peoples Activities, Learning and Training Opportunities and Social and Family Activities with consideration being given to meeting and office space.
- Community provision does not meet the current demands in either availability or “opening hours” and the costs of hire are prohibitive to some organisations and stakeholders.
- Community facilities are not maintained appropriately and some are in a poor condition with concerns over accessibility issues and “Feeling Safe.”

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Further information on the subject of this report can be obtained from Chris Hunt on Direct Dial No. 466501 or Email [chunt@swindon.gov.uk](mailto:chunt@swindon.gov.uk).

# Community Assets Review

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## 2.6 Focus Group Process -

Seven focus groups were held and attended by approximately 100 participants representing a variety of organisations and stakeholders with a range of perspectives.

## 2.7 The key findings from this process identified the following views:

- Management, cost and availability of community facilities run by schools are of concern.
- The “hub” model of management was indicated as a model for future management with Central (Broadgreen) and West Swindon identified as locations for two such “hub” buildings.
- Management of buildings by volunteers places onerous responsibilities on them at times without the support to develop the necessary skills base, knowledge or capacity to manage them.
- Future management options could include professional and voluntary organisations working together, with the professional organisation (not necessarily the Council) managing the building responsibilities.

2.8 Where voluntary management is an option the asset transfer mechanism identified was via a long lease on an affordable rent with appropriate levels of accountability. There was a strong view that the ownership of the asset should not be transferred a view supported by most organisations who stated, “they did not feel that they had to physically own their building”. Where communities, partners, stakeholders using or connected to the building are involved in the provision of activities, services and building management it was felt this would bring real ownership.

2.9 There are potential legal complexities and lengthy timescales involved in moving forward decisions arising from the three alternative management and policy options in the December 2006 Cabinet Report and identified below.

- 2.9.1 Declare all buildings surplus and dispose of individually depending on local circumstances. This could include Community Right to Buy.
- 2.9.2 Keep a number of main centres as “hubs” taking into consideration the needs of the communities in that neighbourhood or town wide use. Dispose of others as above.
- 2.9.3 Identify a standard the Council wishes to be provided to every neighbourhood for community facilities and manage them directly. Will require considerable investment over a considerable period of time.

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Further information on the subject of this report can be obtained from Chris Hunt on Direct Dial No. 466501 or Email [chunt@swindon.gov.uk](mailto:chunt@swindon.gov.uk).

# Community Assets Review

CABINET

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For this reason this paper proposes that the future of community buildings be determined through other existing asset review mechanisms such as the Neighbourhood Management Asset Review

- 2.10 **Quality and Fit for Purpose** - The findings of the review clearly identify that some of the Community Assets are not well maintained or are in poor condition and in many instances are not fit for purpose in a number of areas. It may be difficult to physically update/ upgrade current community assets to meet current and future needs as indicated in the consultation findings.
- 2.11 **Strategy and Policy Context** - The submission of this report to the Neighbourhood Management Asset Review Group and the Asset Management, Capital and Investment Strategy 2006 – 2010 will provide an opportunity particularly with the joint asset review with our partners to take a wider view than existing community assets and to explore how best to serve existing users, neighbourhoods and communities of interest.
- 2.12 The promotion of community engagement can also encompass the transferring of public assets to communities. The Quirk Review reporting during this period of consultation identified that the transferring of assets not only leads to more responsive service but can also create “more empowered communities with greater civic spirit”. How community facilities are managed in the future will therefore need to consider the Quirk Review alongside the guidance on risk management yet to be published.
- 2.13 In addition there will be access to a £30 million Community Assets fund to support community led organisations in owning and running buildings to be managed by the Big Lottery Fund. The fund will offer grants for refurbishment of local authority buildings, ensuring they are appropriate for community use and for transfer to third sector management or ownership.
- 2.14 Community assets provide opportunities through the provision of halls, rooms and accommodation for communities to own and run local services such as those identified in the consultation outcomes
- 2.15 **Recommendation – Details**  
The referral of this report to the Neighbourhood Management Asset Review Group for the next phase is appropriate, as the Community Asset Review cannot stand alone where there are these wider implications and decisions to be made.
- 2.16 It is suggested that the review should consider the following key questions as highlighted through the consultation process:
- Which locations are the most appropriate for delivery of neighbourhood services?
  - Which assets are available in this location and are they fit for purpose?

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Further information on the subject of this report can be obtained from Chris Hunt on Direct Dial No. 466501 or Email [chunt@swindon.gov.uk](mailto:chunt@swindon.gov.uk).



# Community Assets Review

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- What type of management model is appropriate for each of the facilities?
- Which community assets are to be disposed of?

2.17 The consultation report indicates that community facilities whether through provision of space and or activities provides opportunities to meet outcomes of the Local Area Agreement and therefore how these outcomes are reported and measured needs to be one of the key drivers in leases to community organisations. We also need to ensure there are quality standards in place for the operation of community facilities to ensure management arrangements for all facilities whether run by the Council or community organisations.

2.18 The review of the Community Facilities Pricing Policy and Charges will evidence that we are listening to our customers and the intention of the review is to ensure that:

- The subsidy level is open and transparent and formally identified so that both the Council and the recipient can report the level of “grant”
- That the pricing does not favour any one partner hiring our facilities when delivering community services.
- We investigate the cost implications in extending “opening hours” to meet the needs of our diverse community without unfair penalties for such openings.
- The policy is simplified and that we seek to reduce the level of paperwork required for any subsidy.
- We investigate the correlation of subsidies to LAA outcomes.

2.19 The review will also ensure that both legal and financial constraints are adhered to and that appropriate consultation takes place prior to reporting back to Cabinet.

## Alternative Options

- Do not continue with the review, with leased and directly managed buildings remaining in existing locations and functions associated with direct management continuing through the Aspire process. This option does not provide a policy to resolve future requests for buildings or land.

## Risk Management

### *Financial and Procurement Implications*

- There are none at this stage. A further report detailing the financial and procurement implications to the Council will be submitted to Cabinet for consideration at a future date. Costs of consultation have been met through existing budgets.

Further information on the subject of this report can be obtained from Chris Hunt on Direct Dial No. 466501 or Email [chunt@swindon.gov.uk](mailto:chunt@swindon.gov.uk).

## Community Assets Review

CABINET

Date: 25 July 2007

### *Legal / Human Rights Implications*

- There are none at this stage; a further report detailing the Legal and Human Rights implications to the Council will be submitted to Cabinet for consideration at a future date.

### *Links to Corporate Plans and Policies (in particular to Swindon 2010 Promises)*

- Corporate Plan – A learning and creative place – Promote a cultural life of the Borough and access to learning for all
- Corporate Equalities Strategy – Fairness for All – Assess and then remove physical barriers or provide reasonable alternatives in our buildings
- Promise 11 – We will invest £250,000 per year to make council buildings accessible to all
- Promise 12 – We will keep residents informed about Council Services..... We will hold regular public meetings, consultations and introduce “suggestion boxes”....
- Promise 15 - By 2006/7 we will allocate at least 75% of the grant aid budget through three- year agreements and service level agreements with the voluntary and community sector....
- Promise 24 – We will provide and enhanced youth service that is responsive to young people .....
- Promise 45 – We will make sure that schools will be the heart of each community delivering a range of services to meet the community’s needs
- LAA Outcomes 2, 4,7,8,10,11,12,13,14,15,16,18,19
  - Community Strategy – Creating a Swindon for the future – improving opportunities and the quality of life in priority neighbourhood areas – work with partners to ensure that the needs of rural area are identified and addressed
  - Community Strategy – A Place which values its environment and safeguards it for:
    - future generations - Inspiring and engaging everyone in improving our environment – provide a clean, safe accessible and attractive street environment for residents....
  - Community Strategy –A Healthy and Caring Place – promoting healthy living and reducing inequalities
  - Community Strategy – A learning and creative place –providing lifelong learning in Swindon
  - Community Strategy – A learning and creative place - promoting the cultural life of the borough
  - Community Strategy – Keeping Swindon Safe – promoting a safer Swindon
  - Community Strategy – Keeping Swindon Safe –reducing substance misuse
  - Neighbourhood renewal Strategy
  - Swindon Compact Agreements – 5 codes of Practice

### **Consultees**

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

Further information on the subject of this report can be obtained from Chris Hunt on Direct Dial No. 466501 or Email [chunt@swindon.gov.uk](mailto:chunt@swindon.gov.uk).

## Community Assets Review

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### Background Papers and Appendices

- Appendix One – Consultation Outcomes

### Key Decision / Decision in Forward Plan

- This is not a key decision and is included in the forward plan for July 2007.

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Further information on the subject of this report can be obtained from Chris Hunt on Direct Dial No. 466501 or Email [chunt@swindon.gov.uk](mailto:chunt@swindon.gov.uk).

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**Home to School Transport**

**Cabinet**

**Date: 25 July 2007**

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**Author: Cabinet Member for Children's Services and Group Director, Children**

**Parish / Wards Affected:** All Wards, (In particular: Freshbrook & Grange Park, Old Town & Lawn, Shaw & Nine Elms, Toothill & Westlea and Wroughton & Chiseldon)

**Purpose**

To propose that there is a review undertaken, including wide consultation, with the appropriate parties on proposed changes to the Borough's home to school transport policy, as it applies to pupils in mainstream schools who do not have statements of Special Educational Needs and are not within the additional statutory entitlement set out in the provisions of the Education & Inspections Act 2006.

**Recommendations**

Cabinet is requested to agree the recommendations set out below which were supported by the Children and Young People's Partnership Board on 14 June:

- agree that consultations are carried out by the Group Director, Children with appropriate parties on the proposal to remove the automatic, non-statutory (discretionary) entitlement to free home to school transport for pupils in West Swindon who wish to attend Bradon Forest and The Ridgeway Schools;
- note that these proposals do not apply to pupils in mainstream schools who have statements of Special Educational Needs or to those pupils from low income families who have a statutory entitlement to free home to school transport under the Education & Inspections Act 2006;
- note that these proposals, if agreed, would come into effect from September 2009 onwards and:
  - would apply to all new Year 7 pupils and continue to apply throughout their secondary education;
  - would not, therefore, apply to those pupils who started secondary education before or from September 2008;
- refer the provision of non-statutory (discretionary) transport to primary and secondary denominational schools to the existing corporate Group, which is undertaking a value for money review of transport arrangements across the Council, and that a further report be made by the group no later than the end of September 2007.
- agree that further reports on the above reviews are submitted to the Children and Young People's Partnership Board and Cabinet at the appropriate times.

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Further information on the subject of this report can be obtained from Ian Bickerton, Director Local Provision on *Direct Dial No.* 465724 or Email [ibickerton@swindon.gov.uk](mailto:ibickerton@swindon.gov.uk)

## 1. Reasons

- 1.1 The Local Authority offers, on a discretionary basis, free transport to pupils living in the West Swindon area to Bradon Forest and The Ridgeway Schools. The reason for this is that pupil numbers in the area have historically exceeded the capacity of the Designated Area secondary school in West Swindon, Greendown School. Greendown School now has an increasing level of surplus capacity.
- 1.2 The Local Authority also needs to ensure that it is achieving value for money in all areas of expenditure, including school transport, particularly bearing in mind the low level of Government funding received by Swindon.

## 2. Detail

### (a) Statutory/Discretionary Transport

- 2.1 The Local Authority's Transport Policy (see **Appendix 1**), as legally required, provides for free home to school transport to be offered to all pupils who meet the following criteria:
  - are of statutory school age (5-16);
  - attend their Designated Area school (or another school at which the Local Authority has offered a place);
  - live more than three miles from their designated school (or two miles if under eight years of age) or do not have a safe walking route when accompanied by an adult to their designated school.
- 2.2 In addition, the Education & Inspections Act 2006 widens statutory home to school transport for pupils from low-income families, in certain circumstances. Low-income families are defined as those who are entitled to free school meals or are in receipt of their maximum level of Working Tax Credit. These provisions are, therefore, as follows:
  - Primary – to the nearest suitable school if more than two miles from home;
  - Secondary – to any of the three nearest suitable schools if between 2 and 6 miles from home;
  - Primary/secondary – to the nearest school preferred on the grounds of religion or belief (as defined by the Equality Act 2006) if between 2 and 15 miles from home.

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Further information on the subject of this report can be obtained from Ian Bickerton, Director Local Provision on *Direct Dial No.* 465724 or Email [ibickerton@swindon.gov.uk](mailto:ibickerton@swindon.gov.uk)

## Home to School Transport

Cabinet

Date: 25 July 2007

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- 2.3 If a parent chooses to send their child to a school other than the Designated Area School, then (apart from the new provisions of the Education & Inspections Act) free school transport is not normally provided and the parent is responsible for any travel costs.
- 2.4 The Authority, however, currently offers free, discretionary (i.e., non-statutory) school transport mainly in two areas, as follows:
- a) West Swindon
  - b) Denominational schools – i.e. to Church schools
- 2.5 In addition, there are also some occasional minor exceptions to the home to school transport policy, as follows:
- In some cases of temporary disability on the advice of the district health authority;
  - For some pupils in year 10 or above whose families move out of the area of the designated area school, live more than three miles by safe walking route and receive Income Support or income-based Jobseeker's Allowance, to help them complete a GCSE or 'A' Level course;
  - For pupils living in Russley Park attending St John's School in Marlborough;
  - For some pupils when the decision to refuse transport has been overturned by an appeal panel taking the individual circumstances into consideration.
- 2.6 The two main areas of discretionary transport in 2.4 a) and b) above are covered below.
- (b) West Swindon – Discretionary Provision
- 2.7 At present, the Borough's Home to School Transport Policy offers free transport for pupils living in the West Swindon area who attend Bradon Forest School in Purton and The Ridgeway School in Wroughton. The Local Authority provides this facility on a discretionary basis.
- 2.8 The main reason that this discretionary transport was introduced is historical. The policy was to provide access to additional secondary places for children in West Swindon by having specific admission arrangements that included Bradon Forest, a Wiltshire school, and The Ridgeway School. The reason for this has been that pupil numbers in the area have exceeded the capacity of the Designated Area secondary school for West Swindon, Greendown.
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Further information on the subject of this report can be obtained from Ian Bickerton, Director Local Provision on *Direct Dial No.* 465724 or Email [ibickerton@swindon.gov.uk](mailto:ibickerton@swindon.gov.uk)

## Home to School Transport

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2.9 The number of pupils attending the two secondary schools outside the Designated Area from West Swindon who receive free discretionary transport expected in September 2007, is as follows:

- To Bradon Forest School - 624 pupils
- To The Ridgeway School - 170 pupils (including five post-16 pupils)

Details are set out in the two tables below:

TABLE 1:

<b>Bradon Forest School</b>						
<b>Year Group</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>Total</b>
<b>Pupil Numbers</b>	142	119	137	114	112	624

TABLE 2:

<b>The Ridgeway School</b>								
<b>Year Group</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>Total</b>
<b>Pupil Numbers</b>	26	35	34	36	34	4	1	170

2.10 As at January 2007, however, Greendown had 1,226 pupils on roll, with a net capacity of 1,425. Therefore, the overall surplus of places at Greendown was 199 or 14%. The pupil number projections for Greendown, to be published in the School Organisation Plan, are as follows:

TABLE 3:

<b>Greendown School</b>						
<b>Year</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Capacity</b>	1,425	1,425	1,425	1,425	1,425	1,425
<b>Number of Pupils</b>	1,226	1,119	1,052	1,028	968	931
<b>Surplus Places</b>	199	306	373	397	457	494

(NB: the 2007 numbers are actuals)

Further information on the subject of this report can be obtained from Ian Bickerton, Director Local Provision on *Direct Dial No.* 465724 or Email [ibickerton@swindon.gov.uk](mailto:ibickerton@swindon.gov.uk)



## Home to School Transport

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- 2.11 There is, therefore, projected to be a significant and increasing level of surplus capacity at Greendown School, which is one key reason for proposing a review of the continued provision of discretionary transport in this area. Equity with other transport arrangements elsewhere in the Borough and value for money (see below) are two other key considerations.
- 2.12 The table below demonstrates that there will be sufficient capacity in Swindon as a whole to meet the demand for secondary places locally over the coming years.

TABLE 4:

Year	2008	2009	2010	2011	2012
Places available	12,768	13,008	13,248	13,428	13,428
Projected places required	11,593	11,726	11,876	11,926	11,990
Difference (number of places)	1,175	1,282	1,372	1,562	1,438

- 2.13 It should, however, be noted that an additional two forms of entry at secondary level will be required as a result of the Wichelstowe development. The above figures take account of this. A report on this matter was considered at the June 2007 meeting of Cabinet.
- 2.14 The Children & Young People's Partnership Board, at their meeting on 14 June 2007, endorsed the proposed review of non-statutory (discretionary) entitlement to free home to school transport for pupils in West Swindon who wish to attend Bradon Forest and The Ridgeway Schools. They asked for a further report to be submitted, following consultations, in line with the target timescale set out later in this report.
- (c) Denominational School Transport
- 2.15 The other key area of discretionary school transport relates to free home to school transport provision to denominational schools that can be schools of any faith. Locally the only denominational schools are Catholic or Church of England schools. The current Transport Policy (**Appendix 1**) sets out the circumstances when free transport will be provided.

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Further information on the subject of this report can be obtained from Ian Bickerton, Director Local Provision on *Direct Dial No.* 465724 or Email [ibickerton@swindon.gov.uk](mailto:ibickerton@swindon.gov.uk)

## Home to School Transport

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- 2.16 As indicated in the policy, free transport is provided to denominational schools if the child goes to the school for religious reasons. A minister of religion who is of the same religion as the school the child goes to must confirm that he/she knows that the parent is a practising member of the religion of the child's school. Free transport will, therefore, be provided if the child lives within the designated area of the denominational school, and the pupils concerned must be living more than 3 miles away, or 2 miles for those under 8 years old (with a limit for 5 miles).
- 2.17 The number of pupils attending denominational schools who receive free discretionary transport expected in September 2007, is as follows:
- Primary – 46 pupils
  - Secondary – 277 pupils (including 7 post-16 pupils)

Details are set out in the two tables below:

TABLE 5:

Denominational Primary							
Year Group	0	1	2	3	4	5	6
Holy Rood Infant/Junior	3	9	11	4	5	7	3
St Mary's Primary	0	1	1	1	0	0	0
St Catherine's Primary	1	0	0	0	0	0	0

TABLE 6:

Denominational Secondary						
Year Group	7	8	9	10	11	12
St Joseph's Catholic College	42	40	53	58	77	7

- 2.18 The Children & Young People's Partnership Board considered that there were certain different issues in relation to discretionary transport for primary and secondary denominational schools and recommended to Cabinet that this area of transport should be referred to the Corporate Value for Money Group that is reviewing transport across the Council. It is proposed that the VFM Group report back no later than the end of September 2007.

(d) Value for Money and Other Considerations

- 2.19 In addition to school place planning issues, there is also the need to secure effective value for money. For schools and school related services, Swindon is the 17<sup>th</sup> most poorly funded Local Authority nationally. In this context, it is essential that value for money can be demonstrated in all areas of expenditure and that available funding is targeted at key areas, in particular, raising standards.

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2.20 The issue of levels of expenditure on home to school transport has previously been considered by the former Education Partnership Board, including the provision of transport from West Swindon to Bradon Forest and The Ridgeway Schools. The new provisions of the Education & Inspections Act, as set out above, will require additional transport provision. It is unclear at this stage whether the extra funding to be provided by Central Government will be sufficient to cover the costs incurred. Further details of the financial implications are set out later in this report.

(e) Other Issues

2.21 If the Local Authority decided to remove discretionary transport in West Swindon, the Education and Inspections Act 2006 requires transport to be provided for low-income families to their three nearest schools, as indicated above. There could potentially be scope to charge for the spare capacity on individual routes. However, the current policy does not allow the sale of spare places. In addition, this may not be viable because of the administration time and costs involved. Spare places are also not guaranteed for the entire time a child attends school.

2.22 Many parents will still have the right to express a preference for a school outside of the designated area. The proposal could therefore potentially bring about an increase in traffic and pressure on public bus routes.

(f) Proposed Consultation

2.23 In the light of the above and on the basis that the provision of home to school transport from West Swindon to Bradon Forest and The Ridgeway Schools is discretionary, it is proposed that consultations are carried out with parents, schools and a range of other stakeholders into free transport no longer being provided for new (not existing) pupils from September 2009 primarily through widely distributed questionnaires. This would, therefore, apply to all *new* Year 7 pupils and would be phased in over a number of years to eventually cover all relevant year groups.

2.24 This would also apply to new pupils who already had an older sibling at Bradon Forest and The Ridgeway. However, as indicated above, it would not apply to pupils who have a statement of Special Educational Needs or to those specified earlier from low-income families.

2.25 Following the consultation into the provision of discretionary transport in West Swindon, it is proposed that a further report is submitted to Cabinet and the Children and Young People's Partnership Board. The proposed timeline would, therefore, look as follows:

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- June 2007 – report submitted to Children & Young People’s Partnership Board
- July 2007 – report submitted to Cabinet
- August 2007 – reference made to proposal/consultation in Admissions booklets for parents
- Autumn 2007 – consultations undertaken
- February/March 2008 – further report to Cabinet and Children & Young People’s Partnership Board
- Mid-April 2008 – Admissions Policy, including any new transport arrangements, must be determined
- September 2009 – if agreed, changes would be implemented for new pupils

### Alternative Options

The alternative option considered was to leave the current discretionary transport arrangements in place in relation to West Swindon and denominational transport. However, it is considered that there should be a consultation on removing the discretionary provision for the reasons set out in detail above, in particular, the spare capacity at Greendown School, equity with transport arrangements elsewhere in the Borough and value for money.

### Risk Management

#### *Financial and Procurement Implications*

- The overall home to school transport budget for 2007/08 amounts to £2,944,527. This is broken down as follows:
  - o “Mainstream” transport £1,552,452
  - o Special Education Needs transport £1,392,075
- Within the “Mainstream” transport budget, the actual spend for 2006/07 on the two areas of discretionary transport identified in this report are as follows:
  - West Swindon transport - £523,009
  - Denominational transport - £235,745  
£758,754
- The budget for school transport is within the Children Services revenue budget and is outside the DfES funded Dedicated Schools Grant. These budgets equate to 13.6% of

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the overall Children Services budget.

### West Swindon Transport

- The revision to the home to school transport policy for new (not existing) pupils, as it relates to West Swindon, would achieve the following estimated savings set out below, which could be redirected to other Council services. These incremental savings are for the financial year and not academic year.

TABLE 7:

ESTIMATED AREA OF SAVING	2010/11 £000s	2011/12 £000s	2012/13 £000s	2013/14 £000s	2014/15 £000s	Total full year savings after implementation £000s
West Swindon to Bradon Forest and The Ridgeway Schools	116	119	44	54	144	477

- The estimated savings do *not* take account of any additional costs arising from the statutory extension of free transport in the 2006 legislation. These costs are unknown at this stage.
- The Council's Passenger Transport Unit anticipates the following changes/savings to transport provision:
  - September 2009 - no anticipated part-year saving as the pupil numbers will not reduce significantly to remove a vehicle
  - September 2010 - anticipated reduction of vehicles from three 87-seat buses, six double-deck buses and two coaches to five double-deck buses and three coaches – saving of approximately £116k
  - September 2011 – anticipated reduction of another double-deck bus and coach – saving of approximately £119k
  - September 2012 – there will be sufficient numbers of students leaving Bradon Forest to drop one coach – saving of approximately £44k.
  - September 2013 - it is anticipated being able to drop two double-deck buses totally and reduce one from 74 seats to a 53-seach coach – saving of approximately £54k.
  - September 2014 – it is anticipated being able to use just one coach for the last year of the Swindon Borough Council students at Bradon Forest – saving of approximately £144k.

Further information on the subject of this report can be obtained from Ian Bickerton, Director Local Provision on *Direct Dial No.* 465724 or Email [ibickerton@swindon.gov.uk](mailto:ibickerton@swindon.gov.uk)

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- These figures are based on what is known now. In September 2007, the cost of buses may change, as the Council is currently out to tender for a new contract.
- All these figures have been subject to a 3% increase per financial year, although this is an estimate at this stage. There still many unknown factors, including:
  - How many students there will be eligible for transport in 2008/09 and beyond under the current legislation, not including low income families and taking account of falling pupil numbers;
  - The outcome of the tendering of contracts for the next five years (e.g., some of the buses have shorter contract periods, which will also have an impact on the future costs);
  - Current legislation limits a pupil's maximum travelling time to 75 minutes – estimated savings, calculated by a reduction of “entitled” pupils, could be affected by this restriction when routes are planned annually.

### Denominational Transport

- The other area of discretionary school transport relates to denominational schools. The revision of the home to school transport policy for new (not existing) pupils in relation to denominational transport, on the same basis as above, is as follows:

TABLE 8:

ESTIMATED AREA OF SAVING	2009/10 £000s	2010/2011 £000s	2011/2012 £000s	2012/13 £000s	2013/14 £000s	2014/15 £000s	Total full year savings after implementation £000s
<b>Denominational Transport</b>	19 (part- year saving)	15	40	29	36	123	262

- These estimated savings do *not* take account of any additional costs arising from the statutory extension of free transport in the 2006 legislation.
- The anticipated changes to transport provision are as follows:
  - September 2009 – anticipated reduction of one double-deck bus and use a coach instead – part-year savings of approximately £33k

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- September 2010 – stop some of the Scholar Season Tickets and Petrol Expenses – savings of approximately £1k
  - September 2011 – drop two coaches and taxi – savings of approximately £40k
  - September 2012 – there will only be a saving on the previous year as half the cost of four coaches will be in the previous financial year, which will save approximately £29k
  - September 2013 – only need two minibuses and one taxi, which will amount to a saving of approximately £36k on the previous financial year
  - September 2014 – all the secondary students who started in 2009 will have left school. It is anticipated that one taxi will be needed for this purpose – saving of approximately £123k.
- The same principles apply to the denominational transport as to the mainstream – the unknown factors are, therefore, the same as previously reported above.

### Risks

- Risks of these proposals generally could potentially include:
  - not all of the estimated savings being achieved;
  - the costs incurred as a result of the 2006 legislation being significant;
  - additional traffic generated and presence on public transport provision.

### *Legal / Human Rights Implications*

- The following legal provisions are relevant: an LA under Sections 509(1) and (2) of the Education Act 1996 is required to make such arrangements for the provision of transport as it considers necessary for the purpose of facilitating the attendance of pupils at the school and this provision is to be free to the user. This covers children of statutory age and who:
  - Live beyond the statutory walking distance;
  - Although living within the statutory walking distance, the only route from home to school within those limits is unsafe even if accompanied by an adult;
  - Attend the nearest available school.
- In addition, under Sections 509(3) and (4) of the 1996 Act, an LEA has the discretion to pay the whole or part as they think fit of the reasonable travelling expenses of any person receiving education at a school or college. This covers children and persons who are:
  - Of statutory school age but attending a school on denominational grounds as a consequence of the parent's preference;

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- over statutory school age;
  - attending a school or educational establishment which is not the nearest available.
- Statutory walking distance is defined in the Education Act 1996 under Section 444 (5) as two miles if under 8 years or 3 miles and over if 8 years or older.
  - The Local Authority in reaching a decision must also consider DfES guidance issued in 2007 on school travel which states that the Secretary of State continues to attach importance to the opportunity that many parents have to choose a school or college in accordance with their religious or philosophical beliefs, and believes that wherever possible, Local Authorities should ensure that transport arrangements support the religious or philosophical preference parents express. The legislation also requires LAs formulating their policies to have regard to any wish of parents to be provided with education at a school in which the religious education provided is that of the religion or denomination of which the parent adheres.
  - The duty to take account of parents/carers' wishes reinforces the need to consult widely. This includes those who could have been expected to benefit from the policy if the change had not been made. If a decision is made after consultation to change the policy, the Council would still need to consider cases based on individual circumstances to enable any parent/carer who feels that greater regard should be had to their particular wish for their child to be provided with education at a school. This would need to continue to be provided through the current School Transport Appeals Panel. This process is necessary so that the Authority does not fetter its discretion to provide transport to parents.
  - As referred to earlier, the Education & Inspections Act 2006 widens statutory home to school transport for pupils from low-income families, in certain circumstances. Low-income families are defined as those who are entitled to free school meals or are in receipt of their maximum level of Working Tax Credit. These provisions are, therefore, as follows:
    - Primary – to the nearest suitable school if more than two miles from home;
    - Secondary – to any of the three nearest suitable schools if between 2 and 6 miles from home or to the nearest school preferred on the grounds of religion or belief (as defined by the Equality Act 2006) if between 2 and 15 miles from home.
    - Primary/secondary – to the nearest school preferred on the grounds of religion or belief (as defined by the Equality Act 2006) if between 2 and 15 miles from home.

### *Links to Corporate Plans and Policies (in particular to Swindon 2010 Promises)*

- A Learning and Creative Place – aligning resources to priorities and ensuring that all resources are used to maximum effect (Objective 3).

### **Consultees**

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

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Further information on the subject of this report can be obtained from Ian Bickerton, Director Local Provision on *Direct Dial No.* 465724 or Email [ibickerton@swindon.gov.uk](mailto:ibickerton@swindon.gov.uk)



## Home to School Transport

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officers/agencies were consulted on this report: Passenger Transport Unit within the Transport Directorate.

### **Background Papers and Appendices**

Appendix 1 – Current policy on entitlement to free transport

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Further information on the subject of this report can be obtained from Ian Bickerton, Director Local Provision on *Direct Dial No.* 465724 or Email [ibickerton@swindon.gov.uk](mailto:ibickerton@swindon.gov.uk)

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# Home to School Transport

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## APPENDIX 1

### Current home to school transport entitlement

## ENTITLEMENT TO FREE TRANSPORT

To qualify for free home to school transport, normally your child must:

- Be of statutory school age (5 to 16 years)
- Attend their designated area school or other school to which they are directed by the Council, and
- Live more than three miles from their designated school (two miles if under eight years of age) or do not have a safe walking route when accompanied by an adult to their designated school
- Free home to school transport is not available for children below compulsory school age who attend the school on a part-time basis
- The child's home is taken to be the address where he or she is normally resident with his or her parents or legal guardian.
- A safe route is a route between home and school that it is safe for the child to walk accompanied by a responsible adult.
- The Council provides transport for pupils with certain types of special educational needs and some children who attend denominational schools.
- To apply for free or assisted home to school travel support, you must complete the appropriate transport application form for school years R-11 (5-15 years of age) and for years 12 and 13 (sixth form or college students 16-19 years of age).

Children who attend a primary school that is not the designated school for their home address may not qualify for assistance with transport to its linked secondary school. You will only qualify if the secondary school for your address or you are allocated a place at the school by the Council, and it is more than three miles from your home or there is no safe walking route.

### DENOMINATIONAL SCHOOLS

We will give assistance with home to school travel to schools other than the designated area school if the child attends the school for denominational reasons. A minister of religion who is of the same denomination as the school the child is attending must certify that he/she knows that the parent is a practising member of the denomination of the child's school. Free travel support on denominational grounds will be provided only if he/she lives within the designated area of the school and will be provided for children under the age of eight who live between two and five miles from the school, to primary/secondary school children over eight who live more than three miles from school, measured by the nearest available walking route.

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Further information on the subject of this report can be obtained from Ian Bickerton, Director Local Provision on *Direct Dial No.* 465724 or Email [ibickerton@swindon.gov.uk](mailto:ibickerton@swindon.gov.uk)

## Home to School Transport

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Unless your child attends a school for denominational reasons, if you choose to send your child to a school other than their designated area school you will be responsible for any travel costs.

Children who attend a primary school, which is not the designated school for their home address, may not qualify for assistance with transport to its linked secondary school. You will only qualify if the secondary school is also linked to the designated school for your address or the Council allocates you a place at the school, and it is more than three miles from your home or there is no safe walking route.

### Discretionary Entitlement

The Council will give assistance with home to school travel to schools other than the designated area school if the child attends the school for denominational reasons. A minister of religion who is of the same denomination as the school the child is attending must certify that he/she knows that the parents are practicing members of the denomination of the child's school.

Free travel support on denominational grounds will be provided only if he or she lives within the designated area of the school and will be provided for children under eight who live between two and five miles from the school, to primary school children over eight who live between three and five miles from the school and to secondary school children who live more than three miles from school, measured by the nearest available walking route.

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## Proposed Review of Designated Areas and Long-Term Place Planning

Cabinet

Date: 25 July 2007

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**Author:** Cabinet Member for Children's Services and Group Director, Children

**Parish / Wards Affected:** All

### **Purpose**

To inform Cabinet about a proposed review of school designated areas and long-term place planning, and to seek decisions regarding this proposal

### **Recommendations**

Cabinet is requested to agree that:

- a study be carried out by the Group Director, Children reviewing designated areas and long-term planning in Swindon;
- as part of this study, consultations be carried out with all relevant stakeholders;
- the outcome of this study and any proposals resulting from it be reported to future meetings of Cabinet and the Children & Young People's Partnership Board;
- any changes in admission arrangements resulting from this study come into effect from September 2010.

The above recommendations were endorsed by the Children and Young People's Partnership Board at its meeting on 14 June 2007.

### **1. Reasons**

- 1.1 Following ongoing discussions, the Swindon School Admissions Forum have requested the Local Authority to commission a study to review designated areas and long-term planning issues across the Borough.
- 1.2 Amendments to school designated or catchment areas have tended to be taken, over a number of years, on an individual area basis and there is, therefore, a strong argument for there to be a comprehensive review across the Borough to identify whether or not any changes should be proposed.
- 1.3 In view of the potential significant increase in population of Swindon, it makes sense for the review of designated areas to also take into account likely increased pupil numbers and the implications that this will have for longer-term school place planning.
- 1.4 The Local Authority is required to consult on the admission arrangements for their schools each year. Any changes to admission arrangements following the review agreed by Cabinet would be expected to come into force for the September 2010 intake.

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Further information on the subject of this report can be obtained from Gareth Cheal on Direct Dial No. 01793 465769 or Email [gcheal@swindon.gov.uk](mailto:gcheal@swindon.gov.uk).

## 2. Detail

- 2.1 The Local Authority is the admission authority for community and voluntary-controlled schools. Governing Bodies for foundation and voluntary-aided schools are responsible for setting their own admission arrangements. The Governing Body of an Academy is also responsible for setting its own admission arrangements.
- 2.2 School admission arrangements should work for the benefit of all parents and children in Swindon. Parents need to be able to make informed decisions when applying for a school place for their children. It is easier for parents to understand a system that is clear, fair and objective.
- 2.3 The current admission arrangements were seen to work for the benefit of parents and children in Swindon in the recent inspection. 'Parents and carers receive clear guidance on the admission arrangements for schools and 95% receive their first choice.' (JAR October 2006). Indeed, for September 2007, the Authority met 97% of parents' first preferences for both secondary and primary schools by the offer date in March 2007. Nevertheless, there are particular areas of Swindon where the percentage of successful applicants has been lower than this, in particular, the Northern Sector where there were a number of late applications.
- 2.4 The Swindon Admission Forum, which comprises representatives of admission authorities, Members and other stakeholders, has had a number of discussions about the need for a comprehensive review to be carried out of school designated areas. As indicated above, changes to designated areas have, in the past, tended to be taken on an individual area basis. With the rapid expansion of Swindon, it is considered that there is a strong case for there to be a wider review, taking into account current and likely future major housing developments, and school place planning issues.
- 2.5 Following a wide invitation, the Swindon School Admission Forum met to consider the purpose, principles and proposed outcomes for such a study. The key principles identified at the Forum were as follows.
- Schools should serve the local community and support families.
  - Fair, transparent and understandable preference arrangements should be in place for parents.
  - Information available for parents should enable informed decisions to be made.
  - Equity and diversity should be promoted within the school population.
  - Schools should work in partnership and collaboration.
  - Accommodation changes and the expansion of Swindon should be covered within the admission arrangements.
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Further information on the subject of this report can be obtained from Gareth Cheal on Direct Dial No. 01793 465769 or Email [gcheal@swindon.gov.uk](mailto:gcheal@swindon.gov.uk).

# Proposed Review of Designated Areas and Long-Term Place Planning

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Date: 25 July 2007

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- School attainment, school improvement and children achieving their potential should be seen as essential elements.
- 2.6 It is proposed that the scope of the study will be as set out in **Appendix 1** attached.
- 2.7 In particular, the study will need to take into account:
- the cross-cutting review of transport that is currently being undertaken;
  - the recent internal audits of School Place Planning and School Admissions
  - the Northern Sector Development;
  - the review of primary schools in West Swindon due to the decreasing pupil population;
  - Wichelstowe;
  - the Eastern Development Area (EDA);
  - the infill of housing developments in the town centre and throughout Swindon.
- 2.8 The estimated timeline is as follows:
- June 2007 – report submitted to Children & Young People's Partnership Board
  - July 2007 – report submitted to Cabinet
  - September 2007 – May 2008 – study undertaken, including consultation with relevant stakeholders
  - June/July 2008 – reports to Children & Young People's Partnership Board/Cabinet
  - April 2009 – arrangements finally determined
  - September 2010 – any new arrangements implemented.
- 2.9 The statutory dates for implementing admission arrangements are as follows.
- Consultation must be completed by 1 March each year.
  - The arrangements must be determined by 15 April each year.
- 2.10 The Children & Young People's Partnership Board at its meeting on 14 June 2007 considered this report and endorsed the recommendations set out above.

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Further information on the subject of this report can be obtained from Gareth Cheal on Direct Dial No. 01793 465769 or Email [gcheal@swindon.gov.uk](mailto:gcheal@swindon.gov.uk).

## Alternative Options

A study is not undertaken. However, this option will not enable a review to be carried out assessing the implications of demographic and other changes in Swindon in relation to admissions and school places. There would be a significant risk that future changes would not be effectively anticipated or planned.

## Risk Management

### *Financial and Procurement Implications*

- Estimated costs for the study are expected to be in the region of £20,000, although quotes will need to be sought to provide more exact costs. The cost will be funded from the Schools' Block.

### *Legal / Human Rights Implications*

- Under Section 89B of the School Standards and Framework Act 1998 and associated regulations, the Council, in its role as a Local Authority, has to determine the co-ordinated scheme and other admission arrangements that are to apply in their area from September each year and notify the Secretary of State by 15 April the previous year. Failure to do so will lead to a scheme being imposed.

### *Links to Corporate Plans and Policies (in particular to Swindon 2010 Promises)*

- A Learning and Creative Place – aligning resources to priorities and ensuring that all resources are used to maximum effect (Objective 3)

## Consultees

- The following were consulted in advance of this report:

Swindon School Admissions Forum  
The Children & Young People's Partnership Board

- The Director of Finance and the Director of Law and Democratic Services are consulted on all reports.

## Background Papers and Appendices

- Appendix 1 - Proposed scope of the study.
- The School Admissions Code of Practice (Ref: DfES/0031/2003) and the Draft New Schools Admission Code (Ref03853-2006PCK-EN) were used to compile this report and are available on request.

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Further information on the subject of this report can be obtained from Gareth Cheal on Direct Dial No. 01793 465769 or Email [gcheal@swindon.gov.uk](mailto:gcheal@swindon.gov.uk).



## APPENDIX 1

### REVIEW OF SCHOOL DESIGNATED AREAS AND LONG-TERM SCHOOL PLACE PLANNING

#### PROJECT SCOPE

##### Background

Swindon is undergoing rapid change and is one of the fastest growing towns in Europe. The current population of the Borough is around 185,000 but is predicted to rise to 250,000 by 2026. The Northern Sector has been a recent area of expansion, with the Southern Development Area (Wichelstowe), a development of 4,500 dwellings, about to commence. There are other potential areas of expansion, in particular, potentially up to 12,000 new dwellings to the East of Swindon. In addition to this, the Town Centre is seeing an increasing population in 'infill' sites.

The increased pupil population as a result of these developments is having, and will continue to have, a major impact on school admissions and school place planning. For example, two new primary schools opened in the Northern Sector in September 2006, with a new secondary school scheduled to open in September 2007. In addition, three new primary schools are planned to be built in the Southern Development Area (Wichelstowe), with the first of these opening in the relatively near future.

In the light of this, Swindon School Admissions Forum is keen to see a study undertaken on school admission arrangements, which particularly focuses on designated areas. Over the years, school designated or catchment areas have tended to be examined on an individual area basis. There is a strong case for a comprehensive review of designated areas to be undertaken, looking at not just the position as it is now but how it is likely to be in 5, 10 and even 15 years ahead. In addition, whilst there are regular and rigorous reviews undertaken of future school place planning requirements, this study provides the opportunity for a study to be undertaken of long-term school places forecasts in potential areas of expansion and the impact these have for the provision of new schools and related facilities.

##### Scope of Review

It is proposed, therefore, that a review is undertaken of the following two key related areas:

- School admission arrangements and, in particular, designated areas
- Long-term school place planning

In relation to **school designated areas and admission arrangements**, the review will particularly need to focus on:

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Further information on the subject of this report can be obtained from Gareth Cheal on Direct Dial No. 01793 465769 or Email [gcheal@swindon.gov.uk](mailto:gcheal@swindon.gov.uk).

# Proposed Review of Designated Areas and Long-Term Place Planning

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- expected demographic changes and current and potential new housing developments;
- the existing pattern of both primary and secondary designated areas;
- changes that have been made to designated areas over recent years;
- the impact of schools that have recently been opened or closed, schools that have been expanded or contracted, and any new schools that are proposed;
- the levels at which parental preference are currently met and how these could be improved further in the future;
- the likely impact of the new DfES Code of Practice and, in particular, the change from “first preference first” to “equal preference” arrangements;
- the impact on local communities of any possible changes, including socio-economic factors and black and ethnic minority communities;
- transport and other implications arising from any possible changes to designated areas and the proposed review of discretionary transport provision;
- how oversubscription criteria and admission numbers can contribute to increase levels of parental satisfaction and the diversity of school populations.

In relation to **school place planning**, the scope of the review should cover the following areas:

- expected demographic changes and current and potential new housing developments;
- examination of the long-term pupil population forecasts, particularly for major potential new areas of expansion, including the Eastern Development Area;
- the experience gained from the Northern Sector expansion;
- the implications of demographic changes for the need for additional (or reduced) school places, including the numbers, types, sizes and locations of new schools required, together with expected timescales;
- the need for other educational facilities, in particular, Children’s Centres, Early Years settings and extended schools.

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Further information on the subject of this report can be obtained from Gareth Cheal on Direct Dial No. 01793 465769 or Email [gcheal@swindon.gov.uk](mailto:gcheal@swindon.gov.uk).

# Proposed Review of Designated Areas and Long-Term Place Planning

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## Outcomes

The School Admissions Forum have identified a number of outcomes that they would wish to see from this review and these include:

- schools service the local community and support families;
- fair, transparent and understandable admissions and preference arrangements for parents;
- clear admission arrangements that enable parents to make informed decisions;
- admission arrangements that promote partnership and collaboration between schools;
- admission arrangements and place planning that promote school attainment, school improvement and children achieving their full potential.

Above all, both the Authority and the School Admissions Forum wish to see admission arrangements that are equitable and transparent, that are understandable for parents, pupils and schools and, as far as at all possible, that enable parents to find the school that they want in the location they want and can take account of demographic changes across the borough.

## Consultation

The review should consult as many local stakeholders as possible, including:

- the School Admissions Forum
- Council Members
- the Children & Young People's Partnership Board
- schools, including Governors and Head Teachers
- a representative sample of parents and pupils
- parent groups
- Diocesan Authorities
- neighbouring Local Authorities
- private providers and other relevant groups
- relevant Council Directorates
- transport providers
- Parish Councils

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Further information on the subject of this report can be obtained from Gareth Cheal on Direct Dial No. 01793 465769 or Email [gcheal@swindon.gov.uk](mailto:gcheal@swindon.gov.uk).

# Proposed Review of Designated Areas and Long-Term Place Planning

Cabinet

Date: 25 July 2007

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## Options

It is proposed that the review will, once completed, offer a menu of options, particularly in relation to designated areas. This may well include a “no change” option as well as an option for the removal of all designated areas and alternative arrangements to replace them. This will depend on the outcome of the findings. Changes will not be made to designated areas or admission arrangements, unless the case is proven. At the same time, if it were demonstrated that changes would improve the arrangements for parents, pupils and schools, then such options would be very carefully considered for implementation from September 2010.

As regards long-term school place planning, it is expected that the review will provide valuable information and recommendations for future school provision, particularly in areas of major housing development.

Any proposals for change will be considered by Swindon School Admissions Forum and would need to be agreed by Swindon’s Cabinet, prior to implementation.

## Timescale

The estimated timeline is as follows:

- June 2007 – report submitted to Children & Young People’s Partnership Board
- July 2007 – report submitted to Cabinet
- September 2007 – May 2008 – study undertaken, including consultation with relevant stakeholders
- June/July 2008 – reports to Children & Young People’s Partnership Board/Cabinet
- April 2009 – arrangements finally determined
- September 2010 – any new arrangements implemented

In relation to school place planning, proposals arising from the review may be implemented over a longer timescale in some cases.

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Further information on the subject of this report can be obtained from Gareth Cheal on Direct Dial No. 01793 465769 or Email [gcheal@swindon.gov.uk](mailto:gcheal@swindon.gov.uk).

## Results and Recommendations Following Staff Consultation on the Implementation of Multi Agency Teams

Cabinet

Date: 25<sup>th</sup> July 2007

Author: Cabinet Member for Children's Services and Group Director, Children Parish / Wards Affected: All

### Purpose

- To receive information on the outcome of the staff consultation on the implementation of multi agency teams, which are part of the implementation of the Children Act 2004

### Recommendation

Cabinet is requested to:

- Adopt in principle of the recommendations 3 – 19 as outlined in Appendix 1 pages 13 – 19, and implement these recommendations as long as they are covered within the existing cash limit of Children Services.
- Acknowledge that recommendation 2 is dependent on securing necessary capital for Co-location and funding required for any adaptation needed to make the accommodation fit for purpose.
- Approve that a financial appraisal for both longer term revenue and capital is reported to the CYPFB and Cabinet in Autumn 2007 before progressing to a signed National Health Services Act 2006 Section 75 Agreement

### 1. Reasons

- 1.1 There have been three occasions when the Education Partnership Board and the Children & Young People's Partnership Board and Cabinet have received reports on the implementation of the Children Act 2004. The last policy decision by cabinet was taken on the 15<sup>th</sup> November 2006 to implement multi agency teams in four areas of Swindon.
- 1.2 Staff consultation was undertaken between January and March 2007 across Children's services, the primary care Trust and voluntary sector. Over 180 members of staff attended events and 53 written responses were received from teams and individuals.
- 1.3 This report summarises briefly the outcome and recommendations of the consultation outlined in Appendix 1.

### 2. Detail

- 2.1 The majority of staff were supportive of moving towards co-location of staff and multi agency working as outlined in the Children Act 2004. Specific issues and questions were raised in relation to:

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Further information on the subject of this report can be obtained from Sue Wald on 01793 465713 or Email [swald@swindon.gov.uk](mailto:swald@swindon.gov.uk).

## Results and Recommendations Following Staff Consultation on the Implementation of Multi Agency Teams

**Cabinet**

**Date: 25<sup>th</sup> July 2007**

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- The need to ensure continual professional development through an identified professional lead
  - Potential changes to terms and conditions (particularly pension arrangements) for staff in the Primary Care Trust under the proposed secondment arrangements
  - The need for buildings to be available and suitably adapted (IT and phone systems) so that all staff have access to facilities fit for purpose
  - The implementation of administrative systems and the need for early discussion with CAPITA
  - Changes to line management through the implementation of Integrated Service Managers
- 2.2 The recommendations 3 – 19 propose how the development of multi agency teams will be taken forward using a project management approach and PRINCE2 methodology. A Project Board and the project plan are in place. Business Transformation has allocated a project manager supporting children's services.
- 2.3 The main changes to service delivery are as follows:
- All staff delivering universal and targeted services for children and young people are co-located in four areas of Swindon. There will be a fifth team for disabled children, already in part co-located at Saltway. Staff to be co-located include: education welfare, education psychology, youth and play, behaviour support, school nursing, health visiting and speech and language therapy. Staff from Connexions will join after April 2008, when the Connexions service joins Swindon Borough Council
  - Staff from Swindon Primary Care Trust will be seconded on existing terms and conditions for the duration of the National Health Service 2006 Section 75 Agreement. There will be changes to location of staff and line management
  - Line management for each of the four area teams and the Integrated Services for Disabled Children and Young People will be through Integrated Service Managers
  - Each professional will have a named professional lead ensuring professional and clinical supervision and professional development
  - Swindon Borough Council and Swindon Primary Care Trust will seek suitable office premises for the staff to be co-located in existing facilities in the four areas

### Alternative Options

- The Children Act 2004, statutory guidance on the implementation of Children's centres and Every Child matters Next Steps and guidance on the development of a Targeted Youth Support services all require local authorities to co-locate staff in order to improve the outcomes for children and young people. The current
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Further information on the subject of this report can be obtained from Sue Wald on 01793 465713 or Email [swald@swindon.gov.uk](mailto:swald@swindon.gov.uk).

## Results and Recommendations Following Staff Consultation on the Implementation of Multi Agency Teams

**Cabinet**

**Date: 25<sup>th</sup> July 2007**

implementation of virtual teams means that no efficiencies can be made in the delivery of services as management is not integrated.

### **Risk Management**

#### *Financial and Procurement Implications*

- Detailed work is currently being carried out to enable Children Services to identify what the expected financial impact of integration will be both in the short and long-term. This involves gathering and analysing a large amount of information from both parties and will need to be completed before progressing with full integration.
- One-off grant funding is available in 2007/08 to support the costs of establishing the new Integrated Service Manager posts (recommendation 12). It is envisaged that these posts will be filled by current employees of SBC / PCT and that savings will accrue from this exercise sufficient to absorb the additional costs from 2008/09 when the grant funding will no longer be available.
- Capital expenditure will be required to co-locate staff once potential buildings have been identified, which was identified in 2006/2007. Provision was not made for such capital costs in the Council's approved capital programme to 2010. Any moves to secure co-location are therefore dependent on capital funding being identified either through generating additional capital receipts or by reprioritising current spending plans.

#### *Legal/Human Rights implications*

- Section 10 of the Children Act 2004 requires Local Authorities to make arrangements to provide cooperation with relevant partners.

#### *Links to Corporate Plans and Policies (in particular to Swindon 2010 Promises)*

- The links to the Children & Young People's Plan 2006 – 2009, Community Strategy and the Corporate Plan and 'Your children, your family – the people who matter'.

### **Consultees**

- The Director of Finance and the Director of Law and Corporate Governance are consulted on all Reports.

### **Background Papers and Appendices**

- Appendices 1 and 2 are contained in Annex 2B Circulated as a Separate Document with the Agenda Papers
- (Appendix 1 The results of the staff consultation on the implementation of multi agency teams
- Appendix 2: Staff consultation document on the development of multi agency teams.)

### **Key Decision / Decision in Forward Plan**

- This is not a Key Decision and is included in the Cabinet Forward Plan for July 2007.

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Further information on the subject of this report can be obtained from Sue Wald on 01793 465713 or Email [swald@swindon.gov.uk](mailto:swald@swindon.gov.uk).

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## Property Disposals

Cabinet

Date: 25 July 2007

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**Author: Cabinet Member Resources and Group Director Resources and Leisure and Group Director Environment and Regeneration / Director, Property & Assets**

**Parish / Wards Affected: Gorse Hill & Pinehurst, Old Town & Lawns and Wroughton**

### **Purpose**

- To advise Cabinet on a specific opportunity to promote sustainable development in Swindon.

### **Recommendation**

*Cabinet* is requested to

- Approve the proposal to dispose of the sites identified in the report to the partner named in the report in order to promote the Council's sustainability agenda on the basis set out in the report.
- Authorise the Director of Law and Democratic Services to complete all necessary documentation to secure this agreement on such other detailed terms and conditions as may be agreed by the Director of Property and Assets in order to protect the Council's interests in consultation with the Cabinet Member for Highways, Transport and Strategic Planning and the Cabinet Member for Resources.

### **1. Reasons**

- 1.1 By use of its property assets to better secure the Council's sustainable development policy.
- 1.2 Through this high profile proposal to secure publicity and raise awareness of the issues around sustainable development.
- 1.3 To influence future development proposals in Swindon's growth area by setting a good example. A major step towards making Swindon the UK's most sustainable location.

### **2. Detail**

- 2.1 This started out as an idea in July 2006 when Kevin McCloud of Grand Designs fame put forward a proposal to the Council for "everybody's Grand Design"

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Further information on the subject of this report can be obtained from *David Williams* on *Direct Dial No. 01793 463520* or Email [davidw@swindon.gov.uk](mailto:davidw@swindon.gov.uk).

## Property Disposals

Cabinet

Date: 25 July 2007

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### 2.2 As he put it

“I want to give everybody the chance to live in a Grand Design”

“I want to build a small community with a sense of community and a sense of place that are satisfying to live in and beautiful to look at”

“I really believe that if we could build stonking architecture around our towns and cities, the NIMBY movement wouldn't exist”

### 2.3 The main elements of this project follow the following themes:-

- **Contextual** – buildings that look as though they belong uniquely to one place, in styles and materials that reflect their location setting, history and culture.
- **Sustainable** – houses that have a minimal environmental impact in construction and in use.
- **Contemporary** – proper architecture in other words, that serves our contemporary needs and which can be flexible enough to accommodate small changes in the way we live.
- **Enjoyable** – They should make us feel like better, healthier, kinder, more civilised human beings. They should detox us from the ravages of the world. In short, we should have a positive, enriching relationship with our home.
- **Sociable** – laid out to promote a sense of community. We should be creating a rich social mix, putting in shared spaces, waste management, share schemes for cars and Homezones.
- **Profitable** – the scheme has to make money because I have to prove to other developers that the alternative to the bog-standard houseburger is so much better and profitable too.

2.4 The project would be filmed for Channel 4 and the Council and its officers would be expected to participate. It has the potential to be an extraordinary series which could raise Swindon's profile enormously and send an incredibly positive message to the development industry and the buying public about sustainable development.

2.5 This represents Mr MrCloud's vision and the following confirms the discussions to date.

2.6 A number of sites were under consideration by Mr McCloud and his partners in different parts of the Country. Following discussion with the Leader of the Council and leading Members the Council put forward two possible sites for consideration.

2.7 Both sites are around 10 acres and may support around 150 - 200 homes which would be inclusive of a 30% affordable housing allocation.

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Further information on the subject of this report can be obtained from *David Williams* on *Direct Dial No. 01793 463520* or Email [davidw@swindon.gov.uk](mailto:davidw@swindon.gov.uk).

## Property Disposals

Cabinet

Date: 25 July 2007

- 2.8 The two sites were Pickards Small Field, identified as surplus and available for disposal following the allotments review and, approx 10 acres of land on Wichelstowe.
- 2.9 The site at Pickards Small Field would be subject to local consultation and planning consent and would also look at the access implication through the adjoining scrub woodland as part of this process.
- 2.10 The site on Wichelstowe would give an early release to land to complement the Council's wider aspirations on this site. (Subject of a separate report on this agenda).
- 2.11 In principle, discussions have proceeded on the basis of a joint venture approach between the Council and Kevin McCloud's development Company, HAB Housing, in partnership with Footstep, a development company combining established development capability with environmental expertise.
- 2.12 Following many months of discussion, site visits etc HAB Housing's agents have recently confirmed that Swindon is their preferred location. Not only is it their preferred location, but they also want to proceed with both sites.
- 2.13 The Director Property and Assets will progress negotiations to establish detailed Heads of Terms to secure best consideration and protect the Council's interests.

### Alternative Options

- Sell on the open market and lose the opportunity to work with a market leader on sustainable development

### Risk Management

#### *Financial and Procurement Implications*

- Negotiation of an up front payment will mitigate the potential affect on the Council's capital programme. An auditable open book approach will ensure value for money on the basis of the terms agreed.

#### *Legal / Human Rights Implications*

- The Director of Law and Democratic Services will complete all necessary documentation. There are no known Human Rights implications.

#### *Links to Corporate Plans and Policies (in particular to Swindon 2010 Promises)*

- This project will assist the Council to meet corporate objectives in relation to:  
- Promises 13, 37, 40 and 42

Further information on the subject of this report can be obtained from *David Williams* on Direct Dial No. 01793 463520 or Email [davidw@swindon.gov.uk](mailto:davidw@swindon.gov.uk).

## Property Disposals

Cabinet

Date: 25 July 2007

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### Consultees

- The Director of Finance (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.
- Group Director Resources & Leisure
- Deputy Chief Executive and Group Director Environment & Regeneration
- Cabinet Members

### Background Papers and Appendices

- None

### Key Decision/Decision in Forward Plan

- This is a key decision and is included in the July 2007 Forward Plan.

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Further information on the subject of this report can be obtained from *David Williams* on *Direct Dial No. 01793 463520* or Email [davidw@swindon.gov.uk](mailto:davidw@swindon.gov.uk).

## Legal Remedies for Damage to Council Property

CABINET

Date: 25 July 2007

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**Author:** Cabinet Member for Corporate Affairs and Director of Law and Democratic Services

**Parish / Wards Affected:** All

### **Purpose**

To make recommendations to Cabinet as to how the Council could take action against perpetrators of damage to public property for full recovery of all costs involved and the financial implications of doing so.

### **Recommendation**

It is recommended that:

1. The Director of Law and Democratic Services be requested to contact the Crown Prosecution Service to obtain an assurance that the maximum possible compensation is sought in criminal cases where the Council has suffered damage;
2. The Director of Law and Democratic Services be authorised, in consultation with the relevant Cabinet Lead Member and Service Director, to commence civil proceedings to recover compensation for damage caused to public property owned by the Council where there is sufficient evidence in any individual case to justify proceedings and where it is financially appropriate to take such action; and
3. The Council be advised of the above decisions.

### **1. Reasons**

- 1.1 At the Council Meeting on 19<sup>th</sup> April 2007 Council decided to refer the following motion to Cabinet:

“In recognition of the underlying costs to the residents of Swindon of the wilful or wanton damage to public property caused by some people in the community.

This Council instructs the Director of Law and Democratic Services to bring recommendations to the Council on how this Council could take Civil action against the perpetrators for full recovery of all costs involved and what the financial implications would be of doing so.”

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Further information on the subject of this report can be obtained from Stephen Taylor on 463012 or Email [staylor@swindon.gov.uk](mailto:staylor@swindon.gov.uk).

## Legal Remedies for Damage to Council Property

CABINET

Date: 25 July 2007

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### 2. Detail

#### Compensation from Criminal Proceedings

- 2.1 Where an individual damages public property and the matter is reported to the Police or the Council, the Police investigate to see whether there is sufficient evidence to take criminal proceedings against the individual. If there is a prosecution and the individual is convicted, the Court can under Section 130 of the *Power of Criminal Courts (Sentencing) Act 2000* make a Compensation Order against that person to pay compensation for any loss or damage suffered. There is a specific requirement in the Act for the Court to give reasons if it does not make a Compensation Order where it has the power to do so.
- 2.2 Where the person who has damaged public property is a person under 18 the Court, if it feels that a Compensation Order should be made, can order the compensation to be paid by a parent or guardian instead of by the child or young person unless the Court is satisfied that the parent or guardian cannot be found or that it is unreasonable to make such an Order.
- 2.3 If the person responsible for causing damage to public property is under 10 there are new powers under the *Serious Organised Crime and Police Act 2005* allowing the Court on the application of a Local Authority to make a Compensation Order against the parent or guardian on the ground that the child has taken or caused loss or damage to property in the course of committing an act which if he had been aged 10 or over would have constituted criminal offence.
- 2.4 The amount of compensation which can be ordered by a Magistrates' Court is a maximum of £5,000. The Crown Court appears able to make an unlimited compensation award.
- 2.5 The Council does receive compensation on a number of cases each year under the above system. In the last financial year (2006/07) , the Council was awarded a total of £24,000. An example of a recent compensation award being made is the case of Sean Keenan who pleaded guilty on 13<sup>th</sup> June 2007 to three charges of criminal damage and asked for four other offences to be taken into account. He was sentenced to do 200 hours community service and to pay £2,300 compensation, part of which was to be paid to the Council which had suffered £695 damage by graffiti and part was to be paid to businesses in the town who also suffered damage.

#### Civil Action

- 2.6 The Council does have the power to take civil action against an individual who causes damage to the Council's property. The action would be an action in tort either for damages caused by trespass to goods or trespass to land.

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Further information on the subject of this report can be obtained from Stephen Taylor on 463012 or Email [staylor@swindon.gov.uk](mailto:staylor@swindon.gov.uk).

## Legal Remedies for Damage to Council Property

CABINET

Date: 25 July 2007

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- 2.7 A civil action can be taken whether or not there has been a conviction of the individual for a criminal offence. If there has been a criminal conviction there is a restriction under the *Power of Criminal Courts (Sentencing) Act 2000* as to the amount that can be claimed in civil proceedings. The amount that can be claimed can only be the cost of the damage suffered less the compensation received from the criminal court. The Court in civil proceedings would also only be able to give an award for damages for the balance of any sum that has not been recovered under the Council's insurance policy. The current excess on the Council's insurance policy is £50,000. For example, when Southfield Primary School was burnt down in August 2006 the Council was refunded £70,000 of the £120,000 loss from its insurers but the Council has borne the initial £50,000 loss under its policy excess. We are currently considering commencing a civil action for the recovery of the excess, but the Council is unlikely to be able to recover such an amount from the individual concerned and members views on this issue would be welcome.
- 2.8 If a person has been convicted of a criminal offence, that conviction will stand as evidence in the civil proceedings. If there has not been any criminal proceedings Council Officers would need to collect together sufficient evidence via statements of witnesses to be able to satisfy the Court on the balance of probability that the individual had committed the act. There would be a cost to the Local Authority in terms of the staff time taken to collect such evidence. The amount of this cost cannot be calculated in general terms as it would depend on the number of actions that were taken and the complexity of each case, and the level of co-operation received from witnesses.
- 2.9 If the Council decided to take a civil action there would be additional costs involved in the legal work necessary to prepare the case for Court and present it to the Court and there would be an issue fee on each case of £400. If the Council succeeded in its claim and the individual was not receiving legal Commission funding (formerly known as legal aid) the Council could recover such costs from the individual. If the Council did not succeed in its application, then it would have to pay the cost of the respondent.
- 2.10 If the individual is under 18 the Court would require that the individual is represented by a 'Litigation Friend', who could either be the child's parent or another person nominated by the Court. If no litigation friend can be identified by the Court the official Solicitor can be requested to act for the child and the Local Authority would have to pay the official Solicitors costs.
- 2.11 If the Council was successful in its civil action the Court would decide an appropriate level of damages to be paid to the Council. In considering how the respondent should pay those damages the Court would take into account the person's means in determining the amount and period over which they should

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Further information on the subject of this report can be obtained from Stephen Taylor on 463012 or Email [staylor@swindon.gov.uk](mailto:staylor@swindon.gov.uk).

## Legal Remedies for Damage to Council Property

CABINET

Date: 25 July 2007

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pay. This can mean in the case of a person with few assets such as a child or an unemployed person that there would be a very low amount of payment that could be made over a lengthy period.

- 2.12 If the individual failed to pay the amount ordered the Council would have to take action to recover the amount due. In cases where the individual was unemployed with no other assets or income or a child the Council would have considerable difficulty in making such recovery.

### Damage by Council Tenants to other Council Property

- 2.13 As previously stated compensation can be recovered for such damage within Criminal proceedings. If a Council Tenant harasses another Council tenant by causing damage to their property the Council has the power to apply for an injunction and/or to evict the harasser. In addition, the current Tenancy Agreement provides for the re-charging of tenants where the Council has to carry out works as the result of tenants not keeping to the terms of the Tenancy Agreement. Those terms include repairing or replacing any items damaged through neglect, vandalism, carelessness or misuse and also keeping the interior of the premises in a reasonable state of decoration. There are, of course, practical difficulties in recovering charges levied, particularly where tenants are not in regular paid employment. It should also be said that premises are sometimes badly damaged after Possession Orders have been obtained and before tenants have been evicted or have otherwise departed from the premises. If Cabinet's view was that the matter of damage to Borough Council residential tenancies, by tenants or visitors, should be considered, in more detail then the issue could be referred to the Housing Advisory Committee

### Damage caused by Motorists

- 2.14 Where council property (this could be lamp posts / traffic lights / bollards etc) is damaged by a motor vehicle the cost of repairs could be claimed from the motorist (or their insurer) under the third party cover provided by the policy. Such recovery depends on the motorist having insurance in force and that the council being able to identify the motorist who caused the damage via cctv footage / witnesses / police involvement etc. Details of such damage would be recorded by Highways Department as they carry out the repairs.

### Proposals as to future civil action

- 2.15 It is recommended to Members that where Council Officers become aware of damage to Council premises from specific individuals the police and/or Crown Prosecution Service are requested to seek the maximum compensation possible. If no police action is taken, or the compensation/insurance does not cover the loss of the Council, it is further suggested that such cases should be referred to

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Further information on the subject of this report can be obtained from Stephen Taylor on 463012 or Email [staylor@swindon.gov.uk](mailto:staylor@swindon.gov.uk).



## Legal Remedies for Damage to Council Property

CABINET

Date: 25 July 2007

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the Director of Law and Democratic Services to consider, in consultation with the relevant Lead Cabinet Member and Service Director, whether there is sufficient evidence in that individual case to justify action and whether it is financially appropriate to take such action.

### Alternative Options

- To decide not to pursue civil action in any cases. This would reduce the Council's ability to recover proper compensation for damage to the Council's property.

### Risk Management

#### *Financial and Procurement Implications*

The financial cost of pursuing civil actions are set out in the body of the report.

#### *Legal / Human Rights Implications*

The legal implications are set out in the body of the report.

#### *Links to Corporate Plans and Policies (in particular to Swindon 2010 Promises)*

None Directly.

### Consultees

- The Director of Finance (Section 151 Officer) and the Director of Law and Democratic Services (Monitoring Officer) are consulted on all reports.
- Councillor Mallinson has been consulted as the mover of the Council resolution.

### Background Papers and Appendices

- None.

### Key Decision / Decision in Forward Plan

- This is not a key Decision and is included in the Forward Plan for July 2007.

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Further information on the subject of this report can be obtained from Stephen Taylor on 463012 or Email [staylor@swindon.gov.uk](mailto:staylor@swindon.gov.uk).

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**Local Government Ombudsman - Annual Letter 2006/2007**

**CABINET**

**Date: 25 July 2007**

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**Author: Cabinet Member for Corporate Affairs and Director of Law and Democratic Services**

**Parish/Wards Affected: All**

**Purpose**

- To report the contents of the Local Government Ombudsman's Annual Letter 2006/2007.

**Recommendation**

Cabinet is requested to recommend to Council to:

- Welcome the Annual Letter for 2006/2007 of the Local Government Ombudsman,
- Ask Directors to ensure that there are speedy responses to all Ombudsman's enquires and review practice and procedures to improve performance and reduce the number of complaints of maladministration

**1. Reasons**

- 1.1 To enable Cabinet to consider and to make comments on the Local Government Ombudsman's Annual Report and to report this to the Council.

**2. Detail**

- 2.1 The Local Government Ombudsman has produced an Annual Letter and Report for 2006/2007 for the Borough Council which will be published on the Local Government Ombudsman's website ([www.lgo.org.uk](http://www.lgo.org.uk)) and will also be forwarded to the Audit Commission. The Ombudsman's Report is attached as Appendix 1, it also contains an appendix setting out comparative statistical data for the previous three years.
- 2.2 The Annual letter and report reflects the performance of this Council in dealing with complaints, the time taken to respond to the Ombudsman, the number of complaints broken down into areas, and the decisions made by the Ombudsman.
- 2.3 The Ombudsman states that in 2006/07 he did not find it necessary to issue any reports against the Council. Sixteen cases were settled locally. He notes that the Borough Council is "always ready to do what is necessary to redress the balance where things have gone wrong".
- 2.4 The Ombudsman also advises "in summary, whilst there has been a slight increase in the average response time (28.6 days), this remains at around

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Further information on the subject of this report can be obtained from Sally Rhind-Tutt  
Direct Dial No.01793 463608 Email [srhind-tutt@swindon.gov.uk](mailto:srhind-tutt@swindon.gov.uk).

## Local Government Ombudsman - Annual Letter 2006/2007

CABINET

Date: 25 July 2007

the time in which we expect authorities to be able to reply". The letter states that there continues to be good liaison between the Borough Council and the Ombudsman's office.

- 2.5 The Local Government Ombudsman for this area, Mr. Jerry White, attended the meeting of Council on 20 July 2006 to present the Annual Report to Members, and has again stated that he would be happy to consider requests for him, or a senior colleague, to visit the Council to present and discuss his latest letter and report with councillors or staff.
- 2.6 The Local Government Ombudsman has also once again offered to provide a seminar for Councillors and Staff, as he has done in the past, if it is considered appropriate.

### **Risk Management**

#### *Financial and Procurement Implications*

- No specific budget provision is made for compensation payments, hence any payments need to be absorbed within existing budgets.

#### *Legal / Human Rights Implications*

- There are no specific legal/human rights implications.

#### *Links to Corporate Plans and Policies (in particular to Swindon 2010 Promises)*

- Corporate Plan - Chapter 4: Service Improvement - The statistics contained in the Annual Letter will highlight any areas that need improvement.

### **Consultees**

- The Chief Executive. The Director of Finance (s.151 Officer) and the Director of Law and Democratic Services (Monitoring Officer) are consulted on all reports.

### **Background Papers and Appendices**

- Appendix 1 - Local Government Ombudsman Annual Letter 2006/2007
- Appendix 2 - Appendix to the Annual Letter containing statistical data for the previous three years.
- Appendix 3 - Appendix to the Annual Letter containing notes on the statistical data presentation.

### **Key Decision / Decision in Forward Plan**

- This is not a key Decision for the Cabinet. The item is included in the Cabinet Forward Plan for July 2007.

Further information on the subject of this report can be obtained from Sally Rhind-Tutt  
Direct Dial No.01793 463608 Email [srhind-tutt@swindon.gov.uk](mailto:srhind-tutt@swindon.gov.uk).

**The Local Government Ombudsman's  
Annual Letter  
Swindon Borough Council  
for the year ended  
31 March 2007**

**The Local Government Ombudsman (LGO) investigates complaints by members of the public who consider that they have been caused injustice through administrative fault by local authorities and certain other bodies. The LGO also uses the findings from investigation work to help authorities provide better public services through initiatives such as special reports, training and annual letters.**

## **Annual Letter 2006/07 - Introduction**

The aim of the annual letter is to provide a summary of information on the complaints about your authority that we have received and try to draw any lessons learned about the authority's performance and complaint-handling arrangements. These might then be fed back into service improvement.

I hope that the letter will be a useful addition to other information your authority holds on how people experience or perceive your services.

There are two attachments which form an integral part of this letter: statistical data covering a three year period and a note to help the interpretation of the statistics.

## **Complaints received**

### ***Volume and Character***

Fifty-seven complaints were received against your authority this year, a decrease of eleven on 2005/06. I can find no particular reason for this decrease, which appears to be within the normal statistical variation. Nine complaints were made about antisocial behaviour: always a difficult subject to deal with, even given the new powers now available to local authorities. This is particularly the case where the Council has to consider how to apply its increased powers to neighbour disputes that may have run on, perhaps at a relatively low level, for a long time and so may no longer be susceptible of resolution.

Ten concerned the administration of local taxes, and spring in part from an exercise currently being conducted by the Council to renew its efforts to collect older Council Tax debts, some of which have not been pursued for a number of years. The Council has a duty to collect Council Tax and, providing that a Liability Order was obtained within six years of the debt arising, may legitimately do so. Complaints arise where there is some dispute over the amount owed, and the complainant has difficulty providing evidence to support a claim.

## **Decisions on complaints**

### ***Reports and local settlements***

We use the term 'local settlement' to describe the outcome of a complaint where, during the course of our investigation, the Council takes, or agrees to take, some action which we consider is a satisfactory response to the complaint and the investigation does not need to be completed. These form a significant proportion of the complaints we determine. When we complete an investigation we must issue a report.

I did not find it necessary to issue any reports against your authority this year. Sixteen cases were settled locally, and it is to the Council's credit that I find it is always ready to recognise where things have gone wrong, and do what is necessary to redress the balance. There were a number of cases occurring this year where that was necessary, and I was sorry to note that some of the tenants were vulnerable people who should, I believe, have received a better and more sympathetic service without the need to complain to me.

There was a considerable delay, mainly due to an apparent lack of effective communication between departments of the Council, in investigating a complaint about noise caused by newly installed machinery adjacent to a complainant's flat. This caused him distress and disturbed sleep. However, the Council acted swiftly and sympathetically when the problem was recognised, offering the complainant another tenancy and paying him £1,000 compensation for the injustice suffered and for his time and trouble in complaining.

In a further case, the Council offered a temporary tenancy to a homeless complainant fleeing domestic violence. This happened in the period between Christmas and New Year, when the complainant, who did not have English as a first language, was close to the birth of her first child. My investigator found that she was not allowed to inspect the flat before signing the tenancy agreement. There had been a delay in checking the central heating and carrying out appropriate repairs. The complainant said she had found the flat in a dirty condition and in a poor state of repair and decoration, and due to delays by the Council had incurred out of pocket expenses in order to bring the property up to a suitable standard for her new baby.

Because of the difficulty in establishing which costs had necessarily been incurred as a result of the maladministration identified, the Council offered a total of £500 compensation and I considered this reasonable. The Council now monitors to ensure that proper processes are followed. The new choice-based letting system also allows tenants to bid for properties online, so have an opportunity to view the property that they bid for.

£500 compensation was also paid in respect of a tenant who had considerable debts. Various adjustments had been made to her Housing Benefit and Council Tax Benefit as a result of changing circumstances, resulting in notification of an overpayment which was said to be repayable to the Council. Following receipt of this demand, she declared herself bankrupt and complained to me. As a result of her complaint, an underpayment of benefit was identified by the Council which not only wiped out the outstanding Housing Benefit overpayment, but reduced the Council's claim for Council Tax by about £200. While I did not consider that the complainant had been driven to declare bankruptcy by the maladministration identified, I was concerned that she suffered considerable additional stress unnecessarily because of the miscalculation of benefit at a time when she was already burdened by debt. In the circumstances, I felt it would have been helpful if the Council had referred the complainant to a suitable welfare rights adviser and encouraged her to make an appeal.

In all, the Council paid a total of £3,125 in compensation to 10 complainants. The Council settled a further six complaints in various practical ways, without the need for compensation.

The lesson which I believe can be drawn from these complaints is that, where a dispute of some nature arises between the Council and a member of the public, it will generally receive appropriate and sympathetic treatment when it comes to the attention of officers with a suitable level of seniority. But this is not always the case where busy officers deal directly with members of the public, and some vulnerable people have had genuine reason to complain of their treatment. You may wish to consider whether front-line officers are equipped to seek assistance or advice in difficult cases; and whether disputes can be resolved by putting them into the appeals system or the complaints process at an early stage.

### ***Other findings***

I determined 59 complaints against your authority this year, including the 16 mentioned above.

If a Council has not had a reasonable opportunity to investigate and resolve a complaint itself, I usually regard the complaint as being made to me prematurely. In 20 such cases this year, I referred the complaint back to your authority to investigate the complaint under its own complaints procedure. I will refer to this further below.

Of the 23 other complaints decided, ten were about matters which lie outside my jurisdiction. In eight there was either no evidence of maladministration, or insufficient evidence to justify investigating the complaint, and five complaints were rejected using my general discretion not to investigate. This is mainly because it appeared unlikely that the complainant had suffered significant injustice as a result of any administrative failures there might have been on the Council's part.

## **Your Council's complaints procedure and handling of complaints**

I mentioned earlier that some 20 complaints had been referred back to you because they had not been considered under the Council's own complaints procedure. I also noted that in our experience, it is usually helpful in defusing tension during a dispute if the matter is formally referred to the complaints procedure at an early stage.

Where complaints have been dealt with by the Council – and this most frequently seems to happen where the complaint concerns benefits – the responses I have seen are generally thorough and helpful. I do not have any figures to show how many complaints dealt with in this way are resolved by the Council and never reach me. But you may find it helpful to consider how use of the procedure can be more widely promoted, particularly for vulnerable complainants. Swindon is well served by advice agencies, but they are sometimes obliged to refer cases to me because they feel unable to obtain the answers they need themselves. You may wish to consider whether it would be helpful to set up clear and efficient lines of communication with these agencies, where they do not already exist, in order to help them to ease communications with those members of the public who have difficulty in making their own cases heard.

## **Training in complaint handling**

As part of our role to provide advice in good administrative practice, we offer training courses for all levels of local authority staff in complaints handling and investigation. The feedback from courses that have been delivered over the past two and a half years is very positive.

The range of courses is expanding in response to demand and in addition to the generic Good Complaint Handling (identifying and processing complaints) and Effective Complaint Handling (investigation and resolution) we now offer these courses specifically for social services staff. We have also successfully piloted a course on reviewing complaints for social services review panel members. We can run open courses for groups of staff from smaller authorities and also customise courses to meet your Council's specific requirements.

All courses are presented by an experienced investigator so participants benefit from their knowledge and expertise of complaint handling.

I have enclosed some information on the full range of courses available together with contact details for enquiries and any further bookings.

## **Liaison with the Local Government Ombudsman**

I made initial enquiries on 21 complaints last year, and the average response time was 28.6 days. While this is a slight increase on last year, it remains at around the time in which we expect authorities to be able to reply. Your Liaison Officer has been very helpful and proactive in pursuing delayed comments, which is much appreciated.

Mr Purser visited the Council and give a presentation about how we investigate complaints during the year. I hope that this was helpful, and if you feel there would be benefit in a further seminar this year, I would be happy to arrange this.

I was also pleased to welcome two Members and an officer from your Council to the seminar I gave at County Hall on 6 December. I hope they found it useful.

I also visited the Council in July to present last years Annual Letter. I hope this was helpful: and I certainly enjoyed the Spanish connection!



## **LGO developments**

I thought it would be helpful to update you on a project we are implementing to improve the first contact that people have with us as part of our customer focus initiative. We are developing a new Access and Advice Service that will provide a gateway to our services for all complainants and enquirers. It will be mainly telephone-based but will also deal with email, text and letter correspondence. As the project progresses we will keep you informed about developments and expected timescales.

Changes brought about by the Local Government Bill are also expected to impact on the way that we work and again we will keep you informed as relevant.

We have just issued a special report that draws on our experience of dealing with complaints about planning applications for phone masts considered under the prior approval system, which can be highly controversial. We recommend simple measures that councils can adopt to minimise the problems that can occur.

A further special report will be published in July focusing on the difficulties that can be encountered when complaints are received by local authorities about services delivered through a partnership. *Local partnerships and citizen redress* sets out our advice and guidance on how these problems can be overcome by adopting good governance arrangements that include an effective complaints protocol.

## **Conclusions and general observations**

I welcome this opportunity to give you my reflections about the complaints my office has dealt with over the past year. I hope that you find the information and assessment provided useful when seeking improvements to your Council's services.

**J R White**  
**Local Government Ombudsman**  
**The Oaks No 2**  
**Westwood Way**  
**Westwood Business Park**  
**Coventry**  
**CV4 8JB**

**June 2007**

Enc: Statistical data  
Note on interpretation of statistics  
Leaflet on training courses (with posted copy only)

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Complaints received by subject area	Adult care services	Benefits	Children and family services	Education	Housing	Other	Planning & building control	Public finance	Transport and highways	Total
01/04/2006 - 31/03/2007	1	7	2	2	9	16	7	10	3	57
2005 / 2006	2	12	5	3	14	4	11	9	8	68
2004 / 2005	3	3	0	2	7	8	23	4	0	50

Note: these figures will include complaints that were made prematurely to the Ombudsman and which we referred back to the authority for consideration.

Decisions	MI reps	LS	M reps	NM reps	No mal	Omb disc	Outside jurisdiction	Premature complaints	Total excl premature	Total
01/04/2006 - 31/03/2007	0	16	0	0	8	5	10	20	39	59
2005 / 2006	4	18	0	0	13	11	4	22	50	72
2004 / 2005	0	7	0	0	16	14	2	14	39	53

See attached notes for an explanation of the headings in this table.

**Average local authority response times 01/04/2006 to 31/03/2007**

Response times	FIRST ENQUIRIES	
	No. of First Enquiries	Avg no. of days to respond
01/04/2006 - 31/03/2007	21	28.6
2005 / 2006	31	26.8
2004 / 2005	31	29.5

Types of authority	≤ 28 days %	29 - 35 days %	> = 36 days %
District Councils	48.9	23.4	27.7
Unitary Authorities	30.4	37.0	32.6
Metropolitan Authorities	38.9	41.7	19.4
County Councils	47.1	32.3	20.6
London Boroughs	39.4	33.3	27.3
National Park Authorities	66.7	33.3	0.0

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# Notes to assist interpretation of the LGO's local authority statistics

## 1. Local authority report

This information forms an integral part of the Annual Letter to your council. Again this year, the Annual Letter will be published on our website, at [www.lgo.org.uk](http://www.lgo.org.uk)

The detailed information in the printouts is confidential.

## 2. Complaints received

This information shows the number of complaints received by the LGO, broken down by service area and in total within the periods given. These figures include complaints that are made prematurely to the LGO (see below for more explanation) and that we refer back to the council for consideration. The figures may include some complaints that we have received but where we have not yet contacted the council.

## 3. Decisions

This information records the number of decisions made by the LGO, broken down by outcome, within the periods given. **This number will not be the same as the number of complaints received**, because some complaints are made in one year and decided in the next. Below we set out a key explaining the outcome categories.

**MI reps:** where the LGO has concluded an investigation and issued a formal report finding maladministration causing injustice.

**LS (local settlements):** decisions by letter discontinuing our investigation because action has been agreed by the authority and accepted by the Ombudsman as a satisfactory outcome for the complainant.

**M reps:** where the LGO has concluded an investigation and issued a formal report finding maladministration but causing no injustice to the complainant.

**NM reps:** where the LGO has concluded an investigation and issued a formal report finding no maladministration by the council.

**No mal:** decisions by letter discontinuing an investigation because we have found no, or insufficient, evidence of maladministration.

**Omb disc:** decisions by letter discontinuing an investigation in which we have exercised the Ombudsman's general discretion not to pursue the complaint. This can be for a variety of reasons, but the most common is that we have found no or insufficient injustice to warrant pursuing the matter further.

**Outside jurisdiction:** these are cases which were outside the Ombudsman's jurisdiction.

**Premature complaints:** decisions that the complaint is premature. The LGO does not normally consider a complaint unless a council has first had an opportunity to deal with that complaint itself. So if someone complains to the LGO without having taken the matter up with a council, the LGO will usually refer it to the council as a 'premature complaint' to see if the council can itself resolve the matter.

/...

**Total excl premature:** all decisions excluding those where we referred the complaint to the council as 'premature'.

#### **4. Response times**

These figures record the average time the council takes to respond to our first enquiries on a complaint. We measure this in calendar days from the date we send our letter/fax/email to the date that we receive a substantive response from the council. The council's figures may differ somewhat, since they are likely to be recorded from the date the council receives our letter until the despatch of its response.

#### **5. Average local authority response times 2006/07**

This table gives comparative figures for average response times by authorities in England, by type of authority, within three time bands.

#### **6. Categories of complaint**

From 1 April 2007 we have amended our complaint category system, and you may notice some changes in the descriptions used in our decision letters and on the printouts attached.

The major change is that we now split social services cases between 'adult care services' and 'children and family services', in order that complaints relating to children and young people can be easily identified.

#### **7. Complaints about personnel matters (employment and pensions)**

We receive some complaints from members of council staff about personnel matters. These are usually outside our jurisdiction, and our practice is now to advise you that we have received the complaint without informing you of who made it.

For that reason, any such complaints on the attached printouts will show a blank space for the complainant's name.

**Local Area Agreement – 12 Month Progress Report**

Cabinet

Date: 25<sup>th</sup> July 2007

**Author: Leader of the Council and Director of Partnership, Policy and Communications**

**Parish / Wards Affected: All**

**Purpose**

- To provide progress of Swindon's Local Area Agreement

**Recommendation**

*Cabinet* is requested to

- Note the report and approve the submission by the Director of Partnership, Policy and Communications of the Local Area Agreement (LAA) 12 Month Review to the Government Office South West

**1. Reasons**

- 1.1 To inform Cabinet of the outcome of the Local Area Agreement (LAA) 12 month review.

**2. Detail**

- 2.1 Swindon Borough Council joined strategic partners in the third sector (voluntary and not-for-profit), Health (Swindon Primary Care Trust), Education (Children Service's Directorate, Learning Skills Council) Safer (Swindon Police Authority, Local Crime Partnership, Fire and Rescue) and Business (local employers, New Swindon Company, Job Centre Plus and others) to create a Local Area Agreement (LAA) which was signed off in April 2006.
- 2.2 It is a three year agreement, with stretching targets which will be delivered by all partners by April 2009.
- 2.3 Notable successes in the first 12 months of the Local Area Agreement are listed below. Full details may be read in Appendix 1:
  - Outcome 1: Recently released figures for 2005 show the number of workplaces in Swindon has shown a remarkable increase of 218 businesses, this is a 4% increase compared to 2004.
  - Outcome 4: The number of people who are economically active expressed as a percentage of all working age people in Swindon was 83.2% in 2006, which is 4.9% higher than the national average of 78.3%

Further information on the subject of this report can be obtained from *Matthew Pearce* on *Direct Dial No. 463883* or Email [mgpearce@swindon.gov.uk](mailto:mgpearce@swindon.gov.uk).

## Local Area Agreement – 12 Month Progress Report

Cabinet

Date: 25<sup>th</sup> July 2007

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- Outcome 5: During 2007 a Destination Swindon Strategy and Marketing Plan will be produced to promote visits to Swindon.
  - Outcome 7: Increase in the number of children's centres offering advice to parents from 3 in March 2006 to 7 in March 2007.
  - Outcome 7: School attendance remains good and in the top quartile of local authorities. There has also been a reduction in schools in 'special measures' from 2 on 2006 to zero in 2007.
  - Outcome 10: Teenage pregnancy rate has reduced significantly by 17.2% and more young people are accessing substance misuse services.
  - Outcome 12: Family Stability project in the Parks area has secured funding from Parks and East Walcot Neighbourhood Renewal Company.
  - Outcome 13: Domestic violence steering group established and a Sanctuary Scheme was launched in November 2006.
  - Outcome 14: Public satisfaction with street cleanliness has increased by 10% from 57% to 67%. Fly-posting incidents down from 2% to 1% and graffiti incidents down from 11% to 2%.
  - Outcome 17: Renewable energy project team and task group set up to present report and recommendations for Cabinet to decide how Swindon specifically could reduce carbon dioxide emissions and become an exemplar authority in terms of its use and the championing of renewable energy.
  - Outcome 18: Exercise on prescription is now a regular feature of the Primary Care Psychology Teams portfolio of services for people with common mental health problems.
  - Outcome 19: Self-Management, the Expert Patient Programme has been re-launched. Thirteen people with long term conditions gave successfully completed the first course.
- 2.4 This is the second time that Cabinet has been invited to endorse progress of the agreement. A six month report was submitted to Cabinet on 4<sup>th</sup> October 2006.
- 2.5 The four chairs of the blocks attended a Scrutiny Committee on 30<sup>th</sup> October 2006, where each partner accounted for progress made in areas falling within their portfolio responsibilities.
- 2.6 The Chairs of the four blocks will supply an update to progress made in delivering priorities of the LAA at a future meeting of Scrutiny on Monday
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Further information on the subject of this report can be obtained from *Matthew Pearce* on *Direct Dial No. 463883* or Email [mgpearce@swindon.gov.uk](mailto:mgpearce@swindon.gov.uk).



## Local Area Agreement – 12 Month Progress Report

Cabinet

Date: 25<sup>th</sup> July 2007

1<sup>st</sup> October 2007.

- 2.7 The 12 month report on progress of Swindon's Local Area Agreement Outcomes (Appendix 1) has been written by chairs of the four blocks, namely:
- Rikki Hunt – Economic Development & Enterprise
  - Hillary Pitts – Children and Young People
  - Andy Tatam – Safer and Stronger Communities
  - Caroline Fowles – Healthy Communities and Older People
- 2.8 The progress report includes a general update on outcomes, areas of continued development and a RAG (Red, Amber, Green) rating on each of the 19 outcomes.
- 2.9 Overall as the first year of this unique partnership agreement has been completed, we would grade this as AMBER. There are risks to delivery on some of the outcomes, but there are plans and actions in place aimed at addressing these.
- 2.10 The 12 month report has been approved by the Swindon Strategic Partnership Overview and Monitoring Group and the LAA Partnership Board in June.

### Alternative Options

- None identified. This report is supplied for information, as ownership rests with strategic partners, Swindon Borough Council is one of those partners.

### Risk Management

#### *Financial and Procurement Implications*

- There are no financial or procurement implications arising from the contents of this report.
- A full risk assessment and a register was published in February 2007. This was facilitated by the Audit Commission in partnership with the Borough Council. It is intended to update these registers every six months.

#### *Legal / Human Rights Implications*

- There are no legal or human rights implications arising from the contents of this report.

#### *Links to Corporate Plans and Policies (in particular to Swindon 2010 Promises)*

- The LAA is aligned to both the Corporate Plan and the Community Strategy.

Further information on the subject of this report can be obtained from *Matthew Pearce* on *Direct Dial No. 463883* or Email [mgpearce@swindon.gov.uk](mailto:mgpearce@swindon.gov.uk).

## Local Area Agreement – 12 Month Progress Report

Cabinet

Date: 25<sup>th</sup> July 2007

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### Consultees

- The Director of Finance (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) were consulted in respect of this report.

### Background Papers and Appendices

- A copy of the LAA can be found on the website [www.swindonlaa.org.uk](http://www.swindonlaa.org.uk)
- Appendix 1 lists the 12 month report to Government Office South West.

### Key Decision / Decision in Forward Plan

- This is not a key Decision for the Cabinet. The item is included in the Cabinet Forward Plan for July 2007.

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Further information on the subject of this report can be obtained from *Matthew Pearce* on *Direct Dial No. 463883* or Email [mgpearce@swindon.gov.uk](mailto:mgpearce@swindon.gov.uk).

## Best Value Performance Plan

CABINET

Date: 25<sup>th</sup> July 2007

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**Author: Cabinet Member for Corporate Affairs and Director Partnership, Policy and Communications**

**Wards Affected: All**

### **Purpose**

To present the 2007 Best Value Performance Plan (BVPP).

### **Recommendation**

- Cabinet is requested to review and note the 2007 Best Value Performance Plan (BVPP).

## **1. Reasons**

- 1.1 To update the Cabinet on the Council's Best Value Performance Plan (BVPP) and the latest position on the Best Value Performance Indicators (BVPIs), and to provide the Cabinet with the opportunity to question BVPI owners on their performance and on the action being taken to address any under performing BVPIs.

## **2. Detail**

- 2.1 The Council has a statutory obligation under the Local Government Act 1999 to publish an annual Best Value Performance Plan (BVPP) by the end of June each year. Whilst the content has changed since inception, the fundamental purpose of the BVPP is to publish the Council's results against the national set of Best Value Performance Indicators (BVPIs) and to state the targets for each of the BVPIs over the next three years, which may be nationally or locally derived dependent upon the indicator. In addition, within the BVPP, there is some useful analysis of the Council's BVPI performance both at an individual indicator and overall level against national trends.
- 2.2 The Council's external auditors verify the accuracy of the reported indicators during the summer of each year by and report their findings in the Annual Audit and Inspection Letter. Some of the indicators will also be used to determine the service block score for the end of year Comprehensive Performance Assessment (CPA) scorecard.
- 2.3 The Council's 2006/07 BVPI results show that the number of indicators in the top quartile (top 25% nationally) has improved for the third year running and that over 37% are now in the top quartile and that over 61% are above the national average performance level. Additionally, there has been a 9% reduction in the number of indicators in the bottom quartile.

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Further information on the subject of this report can be obtained from Matt Gott on 463097 or Email [mgott@swindon.gov.uk](mailto:mgott@swindon.gov.uk).

## Best Value Performance Plan

CABINET

Date: 25<sup>th</sup> July 2007

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There may be some marginal change to these percentages as a result of audit.

- 2.4 For CPA purposes, there were significant improvements in the Environment and Housing Service Blocks which were directly related to the improved indicator performance of 2005/06 with the result that Environment moved from a score of 2 out of 4 to 3 out of 4 and that Housing moved from 2 out of 4 to a maximum score of 4 out of 4. This year's CPA scorecard will use the 2006/07 indicators results recorded in this BVPP.
- 2.5 In summary, based on 2006/07 unaudited data, a significant proportion of Swindon Borough Council's BVPI results are above the average of all upper tier councils and there continues to be a strong drive for continuous performance improvement.

### Alternative Options

- None.

#### Risk Management

##### *Financial and Procurement Implications*

- There are no financial or procurement implications within this report.

##### *Legal / Human Rights Implications*

- There are no legal or human rights implications within this report.

##### *Links to Corporate Plans and Policies*

- Best Value Performance Plan / 50 Promises / Corporate Plan.

### Consultees

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

### Background Papers and Appendices

- Appendix 1 – 2006/07 BVPIs..

### Key Decision / Decision in Forward Plan

- This is not a key decision and is included in the Forward Plan for July 2007.

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Further information on the subject of this report can be obtained from Matt Gott on 463097 or Email [mgott@swindon.gov.uk](mailto:mgott@swindon.gov.uk).

# Appendix 1. 2006/07 BVPIs

143 BVPIs in total

Direction of Travel Key (2005/06 outturn v 2006/07 outturn)

Performance is improving

Performance remains at the same level as previously reported

Performance is deteriorating

**Quartile Key**

	Top Quartile
	Between Median and Top Quartile
	Between Median and Bottom Quartile
	Bottom Quartile

Data currently not available

## Corporate Health

Monitoring Frequency	Performance Indicator Definition	Historical Data			2006/07				Future Targets			National Data 2005/06 (All England)		
		2003/04	2004/05	2005/06	2006/07 Target	Year-End Outturn	Year-End Target Met?	Direction of Travel	2007/08	2008/09	2009/10	Top Quartile	Median	Bottom Quartile
Quarterly (CE)	<b>BV2a</b> The Level of the Equality Standard for Local Government to which the Authority conforms in respect of gender, race and disability	1.0	1.0	2	3	3	Yes	↑	3	3	4	No Quartile Data Available		
Quarterly (CE)	<b>BV2b</b> The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application	53.0%	63.0%	68%	74%	85%	Yes	↑	85%	85%	85%	79.00%	63.00%	53.00%
Monthly (Res)	<b>BV8</b> The percentage of invoices for commercial goods and services paid by the Authority within 30 days of receipt or within the agreed payment terms	87.0%	85.0%	91.00%	96.00%	92.65%	No	↑	95.00%	98.00%	98.50%	96.71%	93.43%	89.24%
Monthly (Res)	<b>BV9</b> The percentage of Council Tax collected by the Authority in the year	94.9%	95.43%	97.15%	97.50%	98.05%	Yes	↑	98.50%	98.50%	98.51%	98.40%	97.61%	96.39%
Monthly (Res)	<b>BV10</b> The percentage on non-domestic rates due for the financial year which were received by the Authority	99.0%	99.3%	99.60%	99.50%	99.74%	Yes	↑	99.40%	99.40%	99.41%	99.26%	98.80%	98.10%
Quarterly (Res)	<b>BV11a</b> Percentage of top-paid 5% Local Authority staff who are women	34.11%	38.22%	32.88%	36.28%	39.15%	Yes	↑	42.00%	43.00%	44.00%	42.45%	32.00%	22.22%
Quarterly (Res)	<b>BV11b</b> The percentage of the top 5% of Local Authority staff who are from an ethnic minority	0.75%	0.70%	1.47%	2.96%	0.00%	No	↓	3.20%	4.00%	4.70%	4.33%	1.50%	0.00%
Quarterly (Res)	<b>BV11c</b> Percentage of the top paid 5% of staff who have a disability. (Excluding those in maintained schools)	First monitored in 05/06		0.99%	1.98%	1.75%	No	↑	2.50%	3.00%	3.50%	4.83%	2.28%	0.00%
Quarterly (Res)	<b>BV12</b> The number of working days/shifts lost to the Local Authority due to sickness absence	N/A	10.20	11.15	10.24	9.18 (Provisional)	Yes	↑	8.58	8.03	7.50	8.34	9.54	10.94

**Corporate Health (Continued)**

Monitoring Frequency	Performance Indicator Definition	Historical Data			2006/07				Future Targets			National Data 2005/06 (All England)		
		2003/04	2004/05	2005/06	2006/07 Target	Year-End Outturn	Year-End Target Met?	Direction of Travel	2007/08	2009/09	2009/10	Top Quartile	Median	Bottom Quartile
Quarterly (Res)	<b>BV14</b> The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force	0.12%	0.68%	0.66%	0.39%	0.10%	Yes	↑	0.14%	0.14%	0.14%	0.17%	0.43%	0.78%
Quarterly (Res)	<b>BV15</b> The percentage of Local Authority employees retiring on grounds of ill health as a percentage of the total workforce	0.35%	0.20%	0.06%	0.11%	0.03%	Yes	↑	0.10%	0.10%	0.10%	0.10%	0.23%	0.37%
Quarterly (Res)	<b>BV16a</b> The percentage of Local Authority employees with a disability	11.87%	5.23%	4.58%	4.58%	5.22%	Yes	↑	5.00%	5.40%	5.50%	3.89%	2.73%	1.86%
Quarterly (Res)	<b>BV16b</b> The percentage of economically active population in the Local Authority area who have a disability	11.7%	11.70%	11.70%	11.70%	11.70%	Yes	↑	11.70%	11.70%	11.70%	No Quartile Data Available	No Quartile Data Available	No Quartile Data Available
Quarterly (Res)	<b>BV17a</b> The percentage of Local Authority employees from ethnic minority communities	2.91%	3.5%	3.5%	4.0%	2.7%	No	↓	3.0%	3.3%	3.6%	4.8%	1.8%	0.9%
Quarterly (Res)	<b>BV17b</b> The percentage of economically active (persons aged 18-65) population from ethnic minority communities in the Local Authority area	4.7%	4.7%	4.7%	4.7%	4.7%	Yes	↔	Indicator Deleted	Indicator Deleted	Indicator Deleted	No Quartile Data Available	No Quartile Data Available	No Quartile Data Available
Annual (Res)	<b>BV156</b> The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people	20.9%	20.6%	20.60%	22.60%	65.00%	Yes	↑	70.00%	75.00%	80.00%	No Quartile Data Available	No Quartile Data Available	No Quartile Data Available

**Education**

Monitoring Frequency	Performance Indicator Definition	Historical Data			2006/07				Future Targets			National Data 2005/06 (All England)		
		2003/04	2004/05	2005/06	2006/07 Target	Year-End Outturn	Year-End Target Met?	Direction of Travel	2007/08	2009/09	2009/10	Top Quartile	Median	Bottom Quartile
Annual (CS)	<b>BV38</b> Percentage of 15 year old pupils in schools maintained by the Local Education Authority achieving 5 or more GCSEs at grades A* - C or equivalent	49.1%	46.4%	50.3%	56.0%	53.5%	No	←	55.0%	61.0%	61.5%	58.3%	54.5%	49.4%
Annual (CS)	<b>BV39</b> Percentage of 15 year old pupils in schools maintained by the Local Education Authority achieving five GCSEs or equivalent at grades A* - G including English and Maths.	83.2%	86.0%	85.2%	91.0%	87.2%	No	←	91.0%	91.0%	91.5%	90.8%	89.0%	85.9%
Annual (CS)	<b>BV40</b> Percentage of pupils in schools maintained by the Local Education Authority achieving Level 4 or above in the Key Stage 2 Mathematics test	71.9%	76.0%	75.0%	81.0%	76.4%	No	←	81.0%	85.0%	85.5%	77.4%	75.0%	72.1%
Annual (CS)	<b>BV41</b> Percentage of pupils in schools maintained by the Local Education Authority achieving Level 4 or above in the Key Stage 2 English test	72.9%	77.0%	76.0%	81.0%	78.5%	No	←	81.0%	84.0%	84.5%	81.2%	78.7%	76.0%
Monthly (CS)	<b>BV43a</b> Percentage of proposed statements of Special Educational Need issued by the authority in a financial year and prepared within 18 weeks excluding exceptions under the Education (SEN) Regulations 2001	100%	100%	100.0%	100.0%	100.0%	Yes	↔	100.0%	100.0%	100.0%	100.0%	99.4%	95.7%
Monthly (CS)	<b>BV43b</b> Percentage of proposed statements of Special Educational Need issued by the authority in a financial year and prepared within 18 weeks including 'exceptions' set out in the Education SEN Regulations 2001	96.0%	96.0%	97.0%	94.0%	100.0%	Yes	←	100.0%	100.0%	100.0%	95.4%	85.9%	72.5%
Monthly (CS)	<b>BV45</b> Percentage of half days missed due to total absence in secondary schools maintained by the Local Education Authority	7.4%	7.30%	7.30%	7.25%	7.54%	No	→	7.20%	7.10%	7.05%	7.26%	7.76%	8.30%
Monthly (CS)	<b>BV46</b> Percentage of half days missed due to total absence in primary schools maintained by the Local Education Authority	5.2%	5.15%	5.09%	5.10%	5.70%	No	→	5.05%	5.00%	4.90%	5.13%	5.57%	5.98%
Annual (CS)	<b>BV181a</b> Percentage of 14 year old pupils in schools maintained by the local education authority achieving level 5 or above in the Key Stage 3 test in English	64.0%	65.0%	70.00%	73.00%	68.80%	No	→	75.00%	79.00%	82.00%	77.00%	74.00%	69.00%

**Education (Continued)**

Monitoring Frequency	Performance Indicator Definition	Historical Data			2006/07				Future Targets			National Data 2005/06 (All England)		
		2003/04	2004/05	2005/06	2006/07 Target	Year-End Outturn	Year-End Target Met?	Direction of Travel	2007/08	2009/09	2009/10	Top Quartile	Median	Bottom Quartile
Annual (CS)	<b>BV181b</b> Percentage of 14 year old pupils in schools maintained by the local education authority achieving level 5 or above in the Key Stage 3 test in Mathematics	69.0%	69.0%	70.00%	75.00%	73.50%	No	←	76.00%	79.00%	80.00%	77.00%	74.00%	70.00%
Annual (CS)	<b>BV181c</b> Percentage of 14 year old pupils in schools maintained by the local education authority achieving level 5 or above in the Key Stage 3 test in Science	66.0%	63.0%	69.00%	74.00%	70.60%	No	←	75.00%	76.00%	76.50%	74.00%	69.00%	64.00%
Annual (CS)	<b>BV181d</b> Percentage of 14 year old pupils in schools maintained by the local education authority achieving level 5 or above in the Key Stage 3 teacher assessment in ICT	67.0%	60.5%	63.00%	73.00%	76.00%	Yes	←	75.00%	77.00%	77.50%	73.83%	69.21%	63.23%
Annual (CS)	<b>BV194a</b> Percentage of 11 year old pupils in schools maintained by the LEA achieving level 5 or above in Key Stage 2: English	24.2%	25.0%	25%	35%	31%	No	←	40%	41%	42%	29%	26%	23%
Annual (CS)	<b>BV194b</b> Percentage of 11 year old pupils in schools maintained by the LEA achieving level 5 or above in Key Stage 2: Maths	27.7%	29.0%	30%	34%	34%	Yes	←	40%	41%	42%	32%	30%	27%
Monthly (CS)	<b>BV221a</b> Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people who participate in youth work in the local authority area	First monitored in 05/06	First monitored in 05/06	82%	60%	78%	Yes	→	60%	60%	60%	59%	45%	29%
Monthly (CS)	<b>BV221b</b> Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people aged 13-19 participating in youth work	First monitored in 05/06	First monitored in 05/06	51%	30%	11%	No	→	30%	30%	30%	25%	17%	10%
Annual (CS)	<b>BV222a</b> Percentage of leaders of integrated early education and childcare settings funded or part-funded by the local authority with a qualification at Level 4 or above	First monitored in 05/06	First monitored in 05/06	22%	22%	37%	Yes	←	40%	42%	45%	35%	24%	16%
Annual (CS)	<b>BV222b</b> Percentage of leaders of integrated early education and childcare settings funded or part-funded by the local authority which have input from staff with graduate or post graduate training in teacher or child development	First monitored in 05/06	First monitored in 05/06	100%	100%	100%	Yes	↕	100%	100%	100%	100%	44%	21%









### Health & Social Care (Children)

Monitoring Frequency	Performance Indicator Definition	Historical Data			2006/07				Future Targets			National Data 2005/06 (All England)		
		2003/04	2004/05	2005/06	2006/07 Target	Year-End Outturn	Year-End Target Met?	Direction of Travel	2007/08	2008/09	2009/10	Top Quartile	Median	Bottom Quartile
Monthly (CS)	<b>BV49</b> Percentage of Looked After Children at 31st March with three or more placements during the financial year	13.6%	13.5%	14.23%	13.00%	15.81%	No	↓	12.00%	11.00%	10.90%	No Quartile Data Available	No Quartile Data Available	No Quartile Data Available
Annual (CS)	<b>BV50</b> Percentage of young people leaving care aged 16 or over with at least one GCSE at grades A*-G, or General National Vocational Qualification (GNVQ).	60.9%	32.0%	54%	60%	45%	No	↓	57%	60%	62%	59%	54%	46%
Annual (CS)	<b>BV161</b> Percentage of those young people who were looked after on 1st April in their 17th year (aged 16) who were engaged in education, training or employment at the age of 19 to the percentage of young people in the population who were engaged in education, training or employment at the age of 19.	40.0%	50.0%	0.61	0.70	0.69	No	↑	0.70	0.75	0.79	0.91	0.77	0.65
Monthly (CS)	<b>BV162</b> Percentage of child protection cases which were reviewed regularly, out of those cases which should have been reviewed during the year	75%	100%	100%	100%	100%	Yes	↔	100%	100%	100%	100%	100%	100%
Monthly (CS)	<b>BV163</b> Number of children who ceased to be looked after during the year as a result of the granting of an adoption or special guardianship order, as a percentage of the number of children looked after at 31st March who had been looked after for 6 months or more on that day	11.0%	9.2%	9.4%	9.4%	7.2%	No	↓	9.2%	9.2%	9.5%	9.5%	7.8%	5.6%
Annual (CS)	<b>BV197</b> Percentage change in number of conceptions amongst 15-17 year olds	-19.8%	-9.2%	5.5%	-18.0%	-17.3%	No	↑	-18.0%	-33.0%	-55.0%	-18.2%	-11.6%	-4.5%
<b>Health &amp; Social Care (Adults)</b>														
Monthly (H&SC)	<b>BV53</b> Households receiving intensive home care per 1,000 population aged 65 or over.	8.1	9.7	9.19	10.00	10.96	Yes	↔	11.20	11.30	11.50	16.64	12.64	9.24
Annual (H&SC)	<b>BV54</b> Older people helped to live at home per 1,000 population aged 65 or over.	61.0	57.0	74.64	78.00	80.67	Yes	↑	84.00	85.00	87.00	100.10	85.31	72.20
Monthly (H&SC)	<b>BV56</b> Percentage of items of equipment delivered and adaptations made within 7 working days	94.0%	94.0%	97%	97%	95%	No	↓	97%	97%	97%	91%	87%	82%
Monthly (H&SC)	<b>BV195</b> For new older clients (that is over 65 years of age) - Acceptable waiting times for assessment	54.0%	57.7%	62.1%	71.0%	82.0%	Yes	↑	85.0%	87.0%	89.0%	83.5%	80.2%	72.4%
Monthly (H&SC)	<b>BV196</b> For new older clients, the percentage for whom the time from completion of assessment to provision of all services in the care package is less than or equal to 4 weeks	82.0%	80.7%	75.6%	82.0%	82.6%	Yes	↑	85.0%	87.0%	89.0%	91.5%	87.9%	82.5%
Quarterly (H&SC)	<b>BV201</b> Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 years or over (age standardised)	First monitored in 04/05	43.0	46	55	71	Yes	↑	90	100	110	99	76	58

Housing

Monitoring Frequency	Performance Indicator Definition	Historical Data			2006/07				Future Targets			National Data 2005/06 (All England)		
		2003/04	2004/05	2005/06	2006/07 Target	Year-End Outturn	Year-End Target Met?	Direction of Travel	2007/08	2008/09	2009/10	Top Quartile	Median	Bottom Quartile
Annual (H&SC)	<b>BV63</b> The average Standard Assessment Procedure (SAP) rating of local authority-owned dwellings.	60.0	64.0	68	74	75	Yes	↑	79	82	85	69	67	63
Monthly (H&SC)	<b>BV64</b> Number of non-local authority-owned vacant dwellings returned to occupation or demolished during the financial year as a direct result of action by the local authority	45.0	53.0	69	72	104	Yes	↑	75	77	82	76.50	27.00	7.00
Monthly (H&SC)	<b>BV66a</b> Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings	96.1%	96.5%	97.25%	97.80%	98.26%	No	↑	98.30%	98.60%	98.80%	98.59%	97.75%	97.07%
Quarterly (H&SC)	<b>BV66b</b> Number of local authority tenants with more than 7 weeks of (gross) rent arrears as a percentage of the total number of council tenants	First monitored in 05/06	First monitored in 05/06	7.91%	7.50%	6.43%	Yes	↑	6.03%	5.53%	5.03%	4.12%	5.96%	8.53%
Quarterly (H&SC)	<b>BV66c</b> Percentage of local authority tenants in arrears who have had Notices Seeking Possession served	First monitored in 05/06	First monitored in 05/06	35.10%	35.00%	28.63%	Yes	↑	24.32%	21.32%	18.32%	17.06%	27.09%	35.18%
Quarterly (H&SC)	<b>BV66d</b> Percentage of local authority tenants evicted as a result of rent arrears	First monitored in 05/06	First monitored in 05/06	0.29%	0.30%	0.34%	No	↓	0.30%	0.29%	0.28%	0.21%	0.38%	0.58%
Monthly (H&SC)	<b>BV164</b> Does the authority follow the CRE's code of practice in Rented Housing and the Good Practice Standards for Social Landlords on tackling harassment?	Yes	Yes	Yes	Yes	Yes	Yes	↔	Indicator Deleted	Indicator Deleted	Indicator Deleted	No Quartile Data Available		
Quarterly (H&SC)	<b>BV184a</b> The proportion of local authority dwellings which were non-decent at the start of the financial year (1st April)	24.65%	19.0%	14%	10%	10%	Yes	↑	6%	0%	0%	16%	30%	47%
Quarterly (H&SC)	<b>BV184b</b> Percentage change in the proportion of non-decent dwellings between the start and the end of the financial year (1st April & 31st March)	21.66%	26.5%	28.6%	43.2%	36.5%	No	↑	100.0%	0.0%	0.0%	28.3%	14.0%	4.1%
Monthly (H&SC)	<b>BV212</b> Average time taken to re-let local authority housing	First monitored in 05/06	First monitored in 05/06	30	24	30	No	↔	24	20	18	29	37	51

**Homelessness**

Monitoring Frequency	Performance Indicator Definition	Historical Data			2006/07					Future Targets			National Data 2005/06 (All England)		
		2003/04	2004/05	2005/06	2006/07 Target	Year-End Outturn	Year-End Target Met?	Direction of Travel	2007/08	2008/09	2009/10	Top Quartile	Median	Bottom Quartile	
Quarterly (H&SC)	<b>BV183a</b> The average length of stay (in weeks) in bed and breakfast accommodation of households that are unintentionally homeless and in priority need	1.4	1.0	0.74	0.70	2.00	No		Indicator Deleted	Indicator Deleted	Indicator Deleted	1.00	2.98	4.25	
Quarterly (H&SC)	<b>BV183b</b> The average length of stay (in weeks) in hostel accommodation of households that are unintentionally homeless and in priority need	42.0	0.0	0.00	0.00	0.00	Yes		0.00	0.00	0.00	0.00	6.71	17.00	
Annual (H&SC)	<b>BV202</b> The number of people sleeping rough on a single night within the area of the local authority	First monitored in 04/05	1	1	4	4	Yes		4	4	4	0	2	5	
Quarterly (H&SC)	<b>BV203</b> Percentage change in the average number of families placed in temporary accommodation under the homelessness legislation compared with the average figure the previous year.	First monitored in 04/05	-15.20%	-2.52%	-12.50%	-15.96%	Yes		Indicator Deleted	Indicator Deleted	Indicator Deleted	-16.00%	0.00%	19.09%	
Quarterly (H&SC)	<b>BV213</b> Number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s) and for whom housing advice casework intervention resolved their situation	First monitored in 05/06	1	1	2	3	Yes		3	4	4	5	2	1	
Quarterly (H&SC)	<b>BV214</b> Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last two years	First monitored in 05/06	3.49%	3.49%	3.50%	2.33%	Yes		Indicator Deleted	Indicator Deleted	Indicator Deleted	0.37%	1.90%	4.23%	

**Housing Benefit & Council Tax Benefit**

Monitoring Frequency	Performance Indicator Definition	Historical Data			2006/07				Future Targets			National Data 2005/06 (All England)		
		2003/04	2004/05	2005/06	2006/07 Target	Year-End Outturn	Year-End Target Met?	Direction of Travel	2007/08	2008/09	2009/10	Top Quartile	Median	Bottom Quartile
Monthly (Res)	<b>BV76a</b> Security - The number of housing benefit claimants in the local authority area visited, per 1000 caseload	99	243.63	308.95	320.00	324.00	Yes	↑	Indicator Deleted	Indicator Deleted	Indicator Deleted	No Quartile Data Available	No Quartile Data Available	No Quartile Data Available
Monthly (Res)	<b>BV76b</b> Security - The number of fraud investigators employed by the Local Authority, per 1,000 caseload	0.13	0.17	0.15	0.22	0.25	Yes	↑	0.22	0.22	0.22	No Quartile Data Available	No Quartile Data Available	No Quartile Data Available
Monthly (Res)	<b>BV76c</b> Security - The number of Housing Benefit and Council Tax Benefit fraud investigations carried out by the Local Authority per year, per 1,000 caseload	21.6	9.60	21.67	45.00	33.58	No	↑	36.43	38.00	40.00	No Quartile Data Available	No Quartile Data Available	No Quartile Data Available
Monthly (Res)	<b>BV76d</b> Security - The number of Housing Benefit and Council Tax Benefit prosecutions and sanctions, per year, per 1,000 caseload, in the Local Authority area	4.33	4.18	3.66	5.00	3.50	No	N/A	4.30	4.40	4.50	No Quartile Data Available	No Quartile Data Available	No Quartile Data Available
Monthly (Res)	<b>BV78a</b> Speed of Processing - The average processing time taken for all new Housing and Council Tax Benefit claims submitted to the Local Authority, for which the date of decision is within the financial year being reported	58.0	53.0	33.5	27.0	28.9	No	↑	25.0	25.0	24.0	26.4	32.0	39.1
Monthly (Res)	<b>BV78b</b> Speed of Processing - The average processing time taken for all written notifications to the Local Authority of changes to a claimant's circumstance that require a new decision on behalf of the Authority	22.0	27.0	26.5	17.0	16.2	Yes	↑	13.5	13.5	11.0	9.1	13.5	18.8
Quarterly (Res)	<b>BV79a</b> Percentage of cases within a random sample for which the Authority's calculation of Housing and Council Tax Benefit is found to be correct	89.6%	88.6%	86.40%	90.00%	88.40%	No	↑	92.00%	92.00%	94.00%	99.00%	98.20%	96.60%
Quarterly (Res)	<b>BV79bi</b> The amount of Housing Benefit (HB) overpayments recovered as a percentage of all HB overpayments	First monitored in 05/06	First monitored in 05/06	68.64%	70.50%	68.88%	No	↑	70.00%	71.00%	72.00%	79.39%	70.01%	58.98%
Quarterly (Res)	<b>BV79bii</b> Housing Benefit overpayments recovered as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year	First monitored in 05/06	First monitored in 05/06	28.74%	29.00%	27.20%	No	↓	29.00%	30.00%	31.00%	39.69%	32.75%	27.35%
Quarterly (Res)	<b>BV79biii</b> Housing Benefit (HB) overpayments written off as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year	First monitored in 05/06	First monitored in 05/06	9.38%	9.30%	20.17%	No	↓	9.20%	9.10%	9.05%	No Quartile Data Available	No Quartile Data Available	No Quartile Data Available

**Waste & Cleanliness**

Monitoring Frequency	Performance Indicator Definition	Historical Data			2006/07				Future Targets			National Data 2005/06 (All England)		
		2003/04	2004/05	2005/06	2006/07 Target	Year-End Outturn	Year-End Target Met?	Direction of Travel	2007/08	2008/09	2009/10	Top Quartile	Median	Bottom Quartile
Quarterly (E&L)	<b>BV82ai</b> Percentage of household waste arisings which have been sent by the Authority for recycling	11.5%	13.35%	19.92%	23.76%	22.50%	No	↑	28.00%	32.00%	37.00%	20.87%	17.14%	14.25%
Quarterly (E&L)	<b>BV82aii</b> Total tonnage of household waste arisings which have been sent by the Authority for recycling	First monitored in 05/06	First monitored in 05/06	16,620.85	20,192.00	19,709.19	No	↑	24,242.00	28,216.00	33,635.00	15,126.10	9,350.12	6,140.14
Quarterly (E&L)	<b>BV82bi</b> Percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion	3.9%	6.14%	7.82%	9.24%	9.60%	Yes	↑	11.00%	13.00%	13.00%	13.05%	7.92%	3.55%
Quarterly (E&L)	<b>BV82bii</b> The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion	First monitored in 05/06	First monitored in 05/06	6,522.08	7,853.00	8,425.92	Yes	↑	9,524.00	11,463.00	11,723.00	8,770.30	4,792.75	1,823.31
Quarterly (E&L)	<b>BV82ci</b> Percentage of the total tonnage of household waste arisings which have been used to recover heat, power and other energy sources	0.0%	0.02%	0.03%	0.03%	0.03%	Yes	↔	0.03%	0.03%	0.03%	6.72%	0.03%	0.00%
Quarterly (E&L)	<b>BV82cii</b> Total tonnage of household waste arisings which have been used to recover heat, power and other energy sources	First monitored in 05/06	First monitored in 05/06	23.51	23.94	28.14	Yes	↑	25.97	26.45	27.05	13,174.00	43.54	0.00
Quarterly (E&L)	<b>BV82di</b> Percentage of household waste arisings which have been landfilled	84.6%	80.48%	72.24%	66.97%	67.87%	No	↑	60.97%	54.97%	49.97%	59.41%	70.07%	77.40%
Quarterly (E&L)	<b>BV82dii</b> The tonnage of household waste arisings which have been landfilled	First monitored in 05/06	First monitored in 05/06	60,279.64	56,940.00	59,427.82	No	↑	52,786.00	48,469.00	45,061.00	53,892.20	85,850.97	187,764.00
Quarterly (E&L)	<b>BV84a</b> Number of kilograms of household waste collected per head of the population	441.5	461.3	458.0	458.0	476.1	No	↓	470.0	460.0	450.0	394.0	434.0	480.0
Quarterly (E&L)	<b>BV84b</b> Percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population	First monitored in 05/06	First monitored in 05/06	-0.72%	0.00%	3.94%	No	↓	-1.28%	-2.13%	-2.17%	-3.79%	-1.58%	1.01%

**Waste & Cleanliness (Continued)**

Monitoring Frequency	Performance Indicator Definition	Historical Data			2006/07				Future Targets			National Data 2005/06 (All England)		
		2003/04	2004/05	2005/06	2006/07 Target	Year-End Outcome	Year-End Target Met?	Direction of Travel	2007/08	2008/09	2009/10	Top Quartile	Median	Bottom Quartile
Quarterly (E&L)	<b>BV86</b> Cost of household waste collection per household	£35.41	£38.62	£43.79	£47.35	£49.95	No		£67.96	£69.65	£71.39	£39.48	£45.63	£52.43
Quarterly (E&L)	<b>BV87</b> Cost of waste disposal per tonne of municipal waste	£31.82	£30.45	£35.87	£38.06	£39.10	No		£43.66	£45.51	£48.57	£39.46	£45.68	£53.71
Quarterly (E&L)	<b>BV91a</b> Percentage of households resident in the authority's area served by kerbside collection of recyclables	36.13%	50.0%	100.0%	100.0%	100.0%	Yes		100.0%	100.0%	100.0%	100.0%	98.9%	93.5%
Quarterly (E&L)	<b>BV91b</b> Percentage of households resident in the authority's area served by kerbside collection of at least two recyclables	First monitored in 05/06	First monitored in 05/06	89.1%	89.1%	88.3%	No		95.0%	96.0%	100.0%	100.0%	97.6%	90.1%
4-Monthly (E&L)	<b>BV199a</b> The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	17.0%	19.0%	15.0%	16.0%	11.0%	Yes		9.0%	9.0%	8.0%	8.8%	14.0%	21.0%
4-Monthly (E&L)	<b>BV199b</b> The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible	First monitored in 05/06	First monitored in 05/06	11%	11%	8%	Yes		6%	5%	4%	1%	2%	6%
4-Monthly (E&L)	<b>BV199c</b> The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible	First monitored in 05/06	First monitored in 05/06	2%	2%	1%	Yes		1%	1%	1%	0%	1%	2%
4-Monthly (E&L)	<b>BV199d</b> The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping'	First monitored in 05/06	First monitored in 05/06	*N/A	1	3	No	N/A	2	2	1	No Quartile Data Available	No Quartile Data Available	No Quartile Data Available

Transport

Monitoring Frequency	Performance Indicator Definition	Historical Data			2006/07				Future Targets			National Data 2005/06 (All England)		
		2003/04	2004/05	2005/06	2006/07 Target	Year-End Outturn	Year-End Target Met?	Direction of Travel	2007/08	2008/09	2009/10	Top Quartile	Median	Bottom Quartile
Annual (E&L)	<b>BV99ai</b> Number of people killed or seriously injured (KSI) in road traffic collisions	First monitored in 04/05	83.0	80	77	64	Yes	↑	73	68	64	83	123	268
Annual (E&L)	<b>BV99aii</b> Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the previous year	First monitored in 04/05	-22.4%	-3.6%	-3.7%	-20.0%	Yes	↑	-5.2%	-6.8%	-5.9%	-19.3%	-6.7%	0.8%
Annual (E&L)	<b>BV99aiii</b> Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average	First monitored in 04/05	-15.3%	-18.4%	-21.4%	-34.7%	Yes	↑	-25.5%	-30.6%	-34.7%	-40.4%	-29.3%	-15.6%
Annual (E&L)	<b>BV99bi</b> Number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions	First monitored in 04/05	14.0	7	11	10	Yes	↓	10	9	9	11	18	27
Annual (E&L)	<b>BV99bii</b> Percentage change in the number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions since the previous year	First monitored in 04/05	-12.5%	-50.0%	57.1%	42.8%	Yes	↓	-9.1%	-10.0%	0.0%	-26.5%	-4.1%	22.2%
Annual (E&L)	<b>BV99biii</b> Percentage change in the number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average	First monitored in 04/05	-17.6%	-58.9%	-35.3%	-41.2%	Yes	↓	-41.2%	-47.1%	-47.1%	-55.7%	-43.5%	-29.6%
Annual (E&L)	<b>BV99ci</b> Number of people slightly injured in road traffic collisions	First monitored in 04/05	834.0	870	835	672	Yes	↑	824	810	795	718	1056	1840
Annual (E&L)	<b>BV99cii</b> Percentage change in the number of people slightly injured in road traffic collisions since the previous year	First monitored in 04/05	-8.7%	4.3%	-4.0%	-22.8%	Yes	↑	-1.3%	-1.7%	-1.9%	-8.6%	-2.2%	2.6%
Annual (E&L)	<b>BV99ciii</b> Percentage change in the number of people slightly injured in road traffic collisions since the 1994-98 average	First monitored in 04/05	13.3%	18.2%	13.4%	-8.7%	Yes	↑	11.9%	10.1%	8.1%	-21.1%	-11.5%	-0.8%
Monthly (E&L)	<b>BV100</b> Number of days of temporary traffic controls, or road closures, on traffic sensitive roads, caused by roadworks, per km of traffic sensitive road	1.8	0.6	0.0	0.5	0.0	Yes	↔	0.1	0.1	0.1	0.1	0.6	1.4

Transport (Continued)

Monitoring Frequency	Performance Indicator Definition	Historical Data			2006/07				Future Targets			National Data 2005/06 (All England)		
		2003/04	2004/05	2005/06	2006/07 Target	Year-End Outturn	Year-End Target Met?	Direction of Travel	2007/08	2009/09	2009/10	Top Quartile	Median	Bottom Quartile
Annual (E&L)	<b>BV102</b> Number of local bus passenger journeys originating in the authority area undertaken each year	10,421,303	10,562,084	11,093,285	11,500,000	12,061,278	Yes	←	11,900,000	12,300,000	12,700,000	23,777,395	11,716,705	7,178,511
Annual (E&L)	<b>BV165</b> The percentage of pedestrian crossings with facilities for disabled people, as a proportion of all crossings in the local authority area	91.5%	97.3%	98.1%	98.0%	86.0%	No	→	77.0%	80.0%	90.0%	99.6%	94.3%	75.6%
Annual (E&L)	<b>BV178</b> The percentage of the total length of rights in the local authority area, that are easy to use by the general public	79.0%	77.0%	85.1%	87.0%	86.0%	No	←	88.0%	89.0%	90.0%	88.2%	75.0%	64.8%
Annual (E&L)	<b>BV187</b> Percentage of the category 1, 1a and 2 footway network where structural maintenance should be considered	18.3%	25.0%	12%	21%	10%	Yes	←	18%	16%	17%	12%	23%	33%
Quarterly (E&L)	<b>BV215a</b> The average number of days taken to repair a street lighting fault, which is under the control of the local authority	First monitored in 05/06	First monitored in 05/06	4.31	5.72	4.19	Yes	←	5.00	4.90	4.80	3.43	4.49	6.69
Quarterly (E&L)	<b>BV215b</b> The average time taken to repair a street lighting fault, where response time is under the control of the Distribution Network Operator (DNO)	First monitored in 05/06	First monitored in 05/06	14.04	16.50	9.74	Yes	←	12.00	12.00	12.00	14.03	21.96	33.77
Annual (E&L)	<b>BV223</b> Percentage of the local authority principal road network where structural maintenance should be considered	First monitored in 05/06	First monitored in 05/06	2.40%	1.89%	2.90%	No	→	2.90%	2.80%	2.70%	No Quartile Data Available	No Quartile Data Available	No Quartile Data Available
Annual (E&L)	<b>BV224a</b> Percentage of the non-principal classified road network where maintenance should be considered	First monitored in 05/06	First monitored in 05/06	5.00%	4.91%	6.37%	No	→	5.91%	5.80%	5.73%	No Quartile Data Available	No Quartile Data Available	No Quartile Data Available
Annual (E&L)	<b>BV224b</b> Percentage of the unclassified road network where structural maintenance should be considered	First monitored in 05/06	First monitored in 05/06	5.30%	5.04%	4.79%	Yes	←	4.78%	4.52%	4.26%	No Quartile Data Available	No Quartile Data Available	No Quartile Data Available



**Environment & Environmental Health**

Monitoring Frequency	Performance Indicator Definition	Historical Data			2006/07				Future Targets			National Data 2005/06 (All England)		
		2003/04	2004/05	2005/06	2006/07 Target	Year-End Outcome	Year-End Target Met?	Direction of Travel	2007/08	2009/09	2009/10	Top Quartile	Median	Bottom Quartile
Annual (E&L)	<b>BV166a</b> Score against a checklist of enforcement best practice for Environmental Health	86.7%	86.7%	86.7%	90.0%	100.0%	Yes	↑	100.0%	100.0%	100.0%	100.0%	93.3%	85.0%
Annual (E&L)	<b>BV166b</b> Score against a checklist of enforcement best practice for Trading Standards	95.0%	95.0%	95.0%	100.0%	100.0%	Yes	↑	100.0%	100.0%	100.0%	100.0%	100.0%	96.6%
Annual (E&L)	<b>BV216a</b> Number of 'sites of potential concern' within the local authority area, with respect to land contamination	First monitored in 05/06	First monitored in 05/06	414	414	405	Yes	↑	414	414	414	No Quartile Data Available	No Quartile Data Available	No Quartile Data Available
Annual (E&L)	<b>BV216b</b> Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'	First monitored in 05/06	First monitored in 05/06	7%	7%	8%	Yes	↑	10%	10%	10%	9%	3%	1%
Annual (E&L)	<b>BV217</b> Percentage of pollution control improvements to existing installations completed on time	First monitored in 05/06	First monitored in 05/06	83%	83%	91%	Yes	↑	94%	94%	94%	100%	94%	83%
Monthly (E&L)	<b>BV218a</b> Percentage of new reports of abandoned vehicles investigated within 24hrs of notification	First monitored in 05/06	First monitored in 05/06	50.51%	60.00%	76.08%	Yes	↑	80.00%	90.00%	100.00%	96.64%	88.54%	73.00%
Monthly (E&L)	<b>BV218b</b> Percentage of abandoned vehicles removed within 24hrs from the point at which the Authority is legally entitled to remove the vehicle	First monitored in 05/06	First monitored in 05/06	91.09%	95.00%	92.44%	No	↑	95.00%	100.00%	100.00%	95.00%	81.90%	61.11%

**Planning**

Monitoring Frequency	Performance Indicator Definition	Historical Data			2006/07				Future Targets			National Data 2005/06 (All England)		
		2003/04	2004/05	2005/06	2006/07 Target	Year-End Outturn	Year-End Target Met?	Direction of Travel	2007/08	2009/09	2009/10	Top Quartile	Median	Bottom Quartile
Annual (E&L)	<b>BV106</b> Percentage of new homes built on previously developed land	58.0%	42.5%	37.03%	40.00%	43.10%	Yes	←	40.00%	40.00%	40.00%	96.74%	81.50%	62.52%
Monthly (E&L)	<b>BV109a</b> Percentage of major planning applications determined in 13 weeks	36.3%	46.90%	75.68%	73.00%	79.63%	Yes	←	75.00%	77.50%	80.00%	74.90%	66.66%	57.08%
Monthly (E&L)	<b>BV109b</b> Percentage of minor planning applications determined in 8 weeks	53.3%	68.70%	81.09%	77.00%	82.20%	Yes	←	80.00%	82.50%	85.00%	81.07%	75.00%	69.00%
Monthly (E&L)	<b>BV109c</b> Percentage of 'other' planning applications determined in 8 weeks	68.0%	83.30%	88.16%	89.00%	93.48%	Yes	←	90.00%	92.50%	95.00%	91.39%	87.80%	83.37%
Annual (E&L)	<b>BV200a</b> Did the local planning authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a 3-year rolling programme?	First monitored in 05/06			Yes	Yes	Yes	↕	Yes	Yes	Yes	No Quartile Data Available		
Annual (E&L)	<b>BV200b</b> Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out?	First monitored in 05/06			Yes	Yes	Yes	↕	Yes	Yes	Yes	No Quartile Data Available		
Annual (E&L)	<b>BV200c</b> Did the Local Planning Authority publish an annual monitoring report by December of the last year?	First monitored in 05/06			Yes	Yes	Yes	↕	Yes	Yes	Indicator Deleted	No Quartile Data Available		
Monthly (E&L)	<b>BV204</b> The number of planning appeal decisions allowed against the authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications	First monitored in 04/05	34.0%	38.6%	30.0%	32.4%	Yes	←	30.0%	28.0%	25.0%	25.0%	30.5%	36.1%
Annual (E&L)	<b>BV205</b> The local authority's score against a 'quality of planning services' checklist	First monitored in 04/05	77.8%	94.4%	94.4%	100.0%	Yes	←	100.0%	100.0%	100.0%	100.0%	94.0%	83.3%

**Cultural & Related Services**

Monitoring Frequency	Performance Indicator Definition	Historical Data			2006/07				Future Targets			National Data 2005/06 (All England)		
		2003/04	2004/05	2005/06	2006/07 Target	Year-End Outturn	Year-End Target Met?	Direction of Travel	2007/08	2009/09	2009/10	Top Quartile	Median	Bottom Quartile
Quarterly (E&L)	<b>BV170a</b> The number of visits to/usages of local authority funded or part-funded museums and galleries in the area, per 1000 population	872.0	1,436.0	1,714	1,240	1,969	Yes	↑	1,240	1,300	1,350	958	382	133
Quarterly (E&L)	<b>BV170b</b> The number of those visits to Local Authority funded, or part-funded museums and galleries that were in person, per 1000 population	623.0	608.0	537	538	610	Yes	↑	548	559	565	523	247	87
Quarterly (E&L)	<b>BV170c</b> The number of pupils visiting museums and galleries in organised school groups	12,507	12,552	14,250	12,900	17,175	Yes	↑	13,000	13,000	13,000	8,156	2,603	641
Annual (E&L)	<b>BV219a</b> Total number of conservation areas in the local authority area	First monitored in 05/06	First monitored in 05/06	28	28	28	Yes	↕	Indicator Deleted	Indicator Deleted	Indicator Deleted	No Quartile Data Available	No Quartile Data Available	No Quartile Data Available
Annual (E&L)	<b>BV219b</b> Percentage of conservation areas in the local authority area with an up-to-date character appraisal	First monitored in 05/06	First monitored in 05/06	60.71%	100.00%	75.00%	No	↑	75.00%	100.00%	100.00%	31.81%	10.00%	0.00%
Annual (E&L)	<b>BV219c</b> Percentage of conservation areas with published management proposals	First monitored in 05/06	First monitored in 05/06	0.00%	66.00%	42.90%	No	↑	Indicator Deleted	Indicator Deleted	Indicator Deleted	7.70%	0.00%	0.00%
Annual (E&L)	<b>BV220</b> Compliance against the Public Library Service Standards (PLSS)	First monitored in 05/06	First monitored in 05/06	3	N/A	*N/A	N/A	N/A	3	3	4	No Quartile Data Available	No Quartile Data Available	No Quartile Data Available

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Community Safety & Well-being

Monitoring Frequency	Performance Indicator Definition	Historical Data			2006/07				Future Targets			National Data 2005/06 (All England)		
		2003/04	2004/05	2005/06	2006/07 Target	Year-End Outturn	Year-End Target Met?	Direction of Travel	2007/08	2008/09	2009/10	Top Quartile	Median	Bottom Quartile
Monthly (H&SC)	<b>BV126a</b> Domestic burglaries, per 1,000 households in the Local Authority area	16.0	12.67	10.1	11.60	9.55	Yes		9.19	9.19	9.19	6.4	8.9	13.7
Monthly (H&SC)	<b>BV127a</b> Violent crime per year, per 1,000 population in the Local Authority area	First monitored in 05/06		17.6	16.70	19.93	No		16.17	16.17	16.17	12.5	17.0	22.9
Monthly (H&SC)	<b>BV127b</b> Robberies per year, per 1,000 population in the Local Authority area	First monitored in 05/06		1.1	1.00	1.32	No		1.04	1.04	1.04	0.3	0.5	1.3
Monthly (H&SC)	<b>BV128</b> The number of vehicle crimes per year, per 1,000 population in the Local Authority area	13.52	13.26	11.3	10.70	13.40	No		10.70	10.70	10.70	7.3	9.7	14.6
Quarterly (CE)	<b>BV174</b> The number of racial incidents reported to the Local Authority, and subsequently recorded, per 100,000 population.	126.24	104.86	122.39	120.00	71.18	Yes		110.00	100.00	100.00	No Quartile Data Available		
Quarterly (CE)	<b>BV175</b> The percentage of racial incidents reported to the Local Authority that resulted in further action	89.91%	97.89%	100.00%	100.00%	100.00%	Yes		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Monthly (H&SC)	<b>BV198</b> The number of drug users in treatment per thousand head of population aged 15-44	463.0	68.1%	8.0	7.6	8	Yes		Indicator Deleted	Indicator Deleted	Indicator Deleted	78.25	48.49	34.39
Annual (H&SC)	<b>BV225</b> The proportion of questions (out of 11) relating to 'actions against domestic violence' to which the local authority can answer 'yes'	First monitored in 05/06		72.7%	81.8%	63.6%	No		81.8%	90.9%	90.9%	No Quartile Data Available		
Annual (H&SC)	<b>BV226a</b> Total amount spent by the Local Authority on Advice and Guidance services provided by external organisations	First monitored in 05/06		£362,380	£457,518	£367,167	N/A	N/A	£367,167	£367,167	£315,994	No Quartile Data Available		
Annual (H&SC)	<b>BV226b</b> Percentage of monies spent on Advice and Guidance services provision which was given to organisations holding the CLS Quality Mark at 'General Help' level and above	First monitored in 05/06		100.00%	100.00%	100.00%	Yes		100.00%	100.00%	100.00%	No Quartile Data Available		
Annual (H&SC)	<b>BV226c</b> Total amount spent on Advice and Guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public	First monitored in 05/06		£246,400	£260,800	£263,571	N/A	N/A	£292,800	£292,800	£292,800	No Quartile Data Available		

## Corporate Risk Register Status Report

CABINET

Date: 25<sup>th</sup> July 2007

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**Author: Cabinet Member for Corporate Affairs, Policy and Performance and the Group Director, Partnership and Performance**

**Wards Affected/ All**

### **Purpose**

- To present Cabinet with a summary report on Swindon Borough Council's Corporate Risk Register the risks faced by the Council and the mitigating actions being applied to control them.

### **Recommendation**

Cabinet is requested to

- consider the significant risks outlined in the Corporate Risk Register and to assure itself that suitable and sufficient mitigation actions are being undertaken to safeguard the Council's business and reputation.

## **1. Reasons**

- 1.1 As part of Swindon's Corporate Governance arrangements the Corporate Board will give Cabinet a bi-annual status report of the Council's significant risks that are held on the Corporate Risk Register and managed through the Performance Framework.
- 1.2 This is to ensure that the Council manages risk effectively through its Risk Management Strategy and considers strategic risks affecting the Council's promises and objectives. Also for the Corporate Board to give personal declarations on Risk Management Assurance to Cabinet regarding Risk Management compliance.
- 1.3 The risks within the Corporate Risk Register form a significant element of the Statement on Internal Control.
- 1.4 The Council's Internal Audit Annual Audit Plan is risk based and will therefore be driven by the significant risks identified through the Risk Management process.

## **2. Detail**

- 2.1 The Corporate Risk Register was considered and noted by Cabinet in January 2006, July 2006 and March 2007 as part of the Annual Corporate Risk Management Status Report.
- 2.2 Cabinet approved the Risk Management Strategy in April 2006 and received the annual status report in March 2007. A copy of the strategy

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Further information on the subject of this report can be obtained from Janette Collins on 01793 464359 or Email [jcollins@swindon.gov.uk](mailto:jcollins@swindon.gov.uk).

# Corporate Risk Register Status Report

CABINET

Date: 25<sup>th</sup> July 2007

has been circulated and is also available on the Council intranet at [http://sbcint/risk\\_management\\_strategy.pdf](http://sbcint/risk_management_strategy.pdf).

- 2.3 The Council's Performance Framework is monitoring and challenging the status of significant risks held on the Corporate Risk Register. A quarterly summary outlining the performance of the risks were introduced at the June Corporate Performance Action Reviews. These quarterly risk performance summaries will now form an integral part of the Risk Register framework for the Corporate Risk Register..
- 2.4 A summary of the Corporate Risk Register has been attached as Appendix A. The full risk register is available on the intranet at [http://sbcint/sbc\\_corporate\\_risk\\_register\\_2007\\_-\\_june\\_cpar.xls](http://sbcint/sbc_corporate_risk_register_2007_-_june_cpar.xls)
- 2.5 Cabinet are requested to consider and acknowledge the significant risks identified and monitored by the Corporate Board.
- 2.6 The Corporate Risk Register is a live document. The arrangements for the management and monitoring of the Corporate Risk Register are set out in the Risk Management Strategy.
- 2.7 Jan Collins, Corporate Risk Manager was awarded the Public Services Risk Manager of the Year Award at the 2007 ALARM Public Services Awards held in Cardiff this July.

## Alternative Options

- Not Applicable

### Risk Management

#### *Financial and Procurement Implications*

- Non-specific to this report. General Risk Management related costs to be absorbed by existing budgets.

#### *Legal / Human Rights Implications*

- There are no direct legal implications. However, as part of the Accounts and Audit Regulations 2003 it is a statutory requirement that the Council maintains a robust, adequate and effective system of Risk Management in the management of its risks in delivery its core services.

#### *Links to Corporate Plans and Policies (in particular to Swindon 2010 Promises)*

- The Corporate Risk Register, Risk Management and Performance monitoring are management processes that will help underpin the success of the Corporate Plan, Annual Operating Plan, Policies and Swindon 2010 Promises

## Consultees

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

Further information on the subject of this report can be obtained from Janette Collins on 01793 464359 or Email [jcollins@swindon.gov.uk](mailto:jcollins@swindon.gov.uk).

## Corporate Risk Register Status Report

CABINET

Date: 25<sup>th</sup> July 2007

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- Director of Partnership, Policy and Communications
- Group Director, Resources and Leisure
- Head of Internal Audit

### Background Papers and Appendices

- Appendix A. Corporate Risk Register Summary
- Appendix B. Risk - Quarterly Summary
- Appendix C. Risk Profile
- Not Applicable

### Key Decision / Decision in Forward Plan

- This is a key decision. This item is included in the Forward Plan for July 2007.

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Further information on the subject of this report can be obtained from Janette Collins on 01793 464359 or Email [jcollins@swindon.gov.uk](mailto:jcollins@swindon.gov.uk).

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# Appendix A - Corporate Risk Register Summary

Ref	Link to Corporate Plan, Promise, Project	Risk	Risk Owner(s)	CR	Mitigation Action	Owner of Action	RR
CR12	2 - Service Improvement Promise 49	Delivery Promise 49 and financial penalties form National government relating to landfilling of biodegradable municipal waste	Group Director Environment & Leisure	High	New Strategy for waste approved. Service improvements from July 2007, with increased staff resources. Introduction of fortnightly residual waste collections will reduce overall waste a risings, weekly recycling collection will increase recycling rate.resources in place to fully fund schemes	Director Environment & Health. Director Swindon Commercial Services	→ Medium
CR10	1-Role in Community 2 - Service Improvement 6 - Resourcing the Corporate Plan Promise 36 & 40 Project E&L003	Wichelstowe Development	Chief Executive	High	Project Management review Financial Review Increased Resources Continuity Plan Review (Collaboration Agreement) Partnership Risk Assessment & Liability Review Disposal Strategy	Group Director Resources	↑ Medium
CR05	6 - Resourcing the Corporate Plan	Business Continuity	Chief Executive	High	Identification of availability of suitable property to deliver services. Review of Departmental Business Continuity Plans Availability of IT and Telecoms systems / infrastructure Health & Safety issues / communication External LRF Arrangements. Weekly monitoring - working group set up. Regular liaison with DEFRA - action plans based on guidance. Contingency plans in place - Notifiable Animal Disease - Major Incident Guide. LRF Warning and Informing Strategy SBC Major Incident Guide. SBC Flu Pandemic Guide. LRF Contingency plans - Mass Casualties, Multi - agency Flu Pandemic Guide. HAZMAT Guide. Media Guide. Temporary Mortuary Guide. Strategy Approved by Corporate Board	Director Partnership & Policy	↑ Medium
CR04	5 - Transforming the organisation 6 - Resourcing the Corporate Plan	Commercial Failure of Swindon Commercial Services - fail to deliver "core worklist" programme, either to time or cost or demonstrate VFM	Chief Executive	High	Agree appropriate controls with SCS, establish connection to Gateway review Process, assist in establishing service level agreements . Competence & deliverance of management Right sizing of workforce Strategic Partnerships Robust Business Planning (3 year) Review of use of Waterside Depot Workforce modernisation Transfer/withdrawal from unviable businesses Introduction of new business opportunities TUPE Benchmarking services for VFM	Director of SCS and Senior Mgt Team	→ Medium

# SBC Risk Register

Ref	Link to Corporate Plan, Promise, Project	Risk	Risk Owner(s)	CR	Mitigation Action	Owner of Action	RR
CR01	5 - Transforming the organisation 6 - Resourcing the Corp Plan	Failure to manage current and future budgets effectively	Group Director Resources	High	Monthly monitoring to Directorate Management Team and Corporate Board Quarterly monitoring to Cabinet Directors key objectives include a requirement to remain within budget Deliver VFM / BV Reviews Maximise use of Invest To Save Budget Agree Group Directorate savings targets early Develop strategic review opportunities	Group Director Resources Director of Finance	→ Medium
CR02	5 - Transforming the organisation 6 - Resourcing the Corp Plan	Catastrophic failure of Council IT systems/ infrastructure	Director Business Transformation	High	Interim Disaster Recovery solution in place to provide interim ICT service contingencies for business critical systems at Waterside Park in the event of a disaster occurring at the primary Civic Offices Data Centre. DR test to be planned. Additional risk mitigation being undertaken via Aspire that will deliver, within 12 months, hosting of all business critical applications at Partner's secure Data Centre in West Malling Kent with second Data Centre in Laindon Essex to provide operational contingency; replacement infrastructure to increase resilience and eradicate remaining single points of failure; Business impact Assessment (BIA) refresh to assist full BCP requirements planning in the Council	Director Business Transformation	→ Medium
CR13 New	1-Role in Community 6 - Resourcing the Corporate Plan Town Centre regeneration	Failure to achieve planned regeneration of Swindon	Group Director Environment & Leisure	High	Town Centre financial model developed to understand likely financial exposure on income. Development Appraisals completed on Council Sites. Town Centre Co-ordination and Regeneration Project Board in place.	Group Director of Resources Director of Property & Assets Group Director of Resources / Group Director of Environment & Leisure	→ Medium
CR11	1-Role in Community 2 - Service Improvement 3 - Community Leadership 5 - Transforming the organisation 6 - Resourcing the Corp Plan Promises 1 o 50	Delivery of 50 Promises	Chief Executive & Group Directors	Medium	Detailed audit of promises Review by Corporate Board Strengthened Project Management	Director Partnership & Policy	→ Medium
CR14 New	2 - Service Improvement Delivery of Promises 4 and 5	Liberata requesting early exit from Revenue & Benefits Services Contract.	Director Revenue & Benefits	Medium	Contingency Plan in place	Group Director Resources	→ Medium

# SBC Risk Register

Ref	Link to Corporate Plan, Promise, Project	Risk	Risk Owner(s)	CR	Mitigation Action	Owner of Action	RR
CR06	6 - Resourcing the Corporate Plan Project RES002	Delivery of Capital Programme	Corporate Board	Medium	Active Corporate Programme Management introduced Project Management guidance & training Sponsorship guidance (corp board paper 14 Dec) Monthly reporting and analysis to highlight projects at risk Funding to support additional project management. Regular reporting of projects on Compass and to Corporate Board. Greater transparency and accountability. Project Board established. Evaluation of project management skills undertaken. Bespoke training to be agreed	Group Director Resources	↑ Medium
CR03	2- Service Improvement 3 - Community Leadership 5 - Transforming the Organisation 7 - Service Priorities Promise 14 Project RES007 & RES008	Business transformation risk (Incorporating Integration with Health and Children and Young People's Plan Children Act 2004)	Chief Executive	High	Active Review and leadership through Corporate Board HR Strategy Staff satisfaction survey Performance appraisal and objective setting Single status and workforce modernisation programme Leadership development via leadership academy, Leadership Centre for Local Government and management skills workshops HR Business Partner roll out Staff recognition and reward programme Children's Workforce Strategy Project plan in place, Corporate Board engagement to aim to resolve/find way forward, extensive discussion with PCT, escalated to Children's Trust Executive Management Group. Integration Programme Plan Active work on governance and partnership working arrangements. Project board in place to deliver streetscene with Member support	Group Director Children and Group Director Housing and Social Care. Director, Human Resources	↑ Medium
CR08	7- Service Priorities Project CS004	The Academy	Group Director, Children	Medium	Proposal for 0-19 Academy agreed at Cabinet on 17.01.07. School Organisation Committee on 24.01.07 agreed closure of 3 schools. Project being progressed, including relocation of community centre and building schemes (on separate risk register)	Director, Local Provision	↑ Medium
CR09	3 - Community Leadership Project CEU001	Successful implementation of the Local Area Agreement (LAA)	Chief Executive	Medium	Manager in place Employment of Staff Performance Management system Partnership Risk Assessment Insurance arrangements under review Regular reporting to Cabinet & GOSW	Director Partnership & Policy	→ Medium
CR07	5 - Transforming the Organisation Promise 14 Project RES008	Single Status	Director of Human Resources	High	Joint partnership working with staff representative unions; Comprehensive communications campaign with staff; Industrial action continuity plan; Benchmarking likely outcomes with similar authorities; Funding allocation in Medium Term Resourcing Plan.	Director, Human Resources	↓ Medium

## KEY

- CR Current Rating
- RR Residual Rating



CPAR November 2006		CPAR February 2007				CPAR June 2007	
I	L	RR	I	L	RR	I	RR
Residual Risk Rating - Direction of Travel of Risk							
3	2	→ Medium	3	2	→ Medium	3	2
New							
2	2	↓ Low	2	2	↓ Low	ACHIEVED DELETED	
2	3	↓ Medium	ACHIEVED DELETED		ACHIEVED DELETED		

Ref	Risk	Risk Owner(s)	Current Control Measures (Actions)	Initial Risk Rating Before Controls		CR
				I	L	
CR09 (Nov 06 was CR10)	Successful implementation of the Local Area Agreement (LAA)	Chief Executive		3	3	Medium
CR07 Risk change to Single Status (Nov 06 was CR08)	Single Status	Director of Human Resources		4	3	High
CR07 Risk change to Single Status (Nov 06 was CR08)	Poor Industrial Relations	Director of Human Resources		3	2	Medium
CR07 Achieved	Procurement of an Incremental Strategic Partner	Chief Executive		3	4	High

**KEY**

- I Impact
- L Likelihood
- CR Current Rating
- RR Residual Rating

The Corporate Risk Register can be located at: <http://sbcint/corporate/riskmanagement/risk-management-assessments.htm>

# Appendix C - Risk Profile

## Risk Profile Current Actions

Impact on Business Objectives	Rare(1)	Unlikely (2)	Possible (3)	Probable (4)
Significant (4)	M	M	H	CR04 CR12
Moderate (3)	M	M	M	CR10
Minor (2)	L	L	M	
Insignificant (1)	L	L	L	

**High Risk**  
 CR01 - Failure to manage current and future budgets effectively  
 CR02 - Catastrophic failure of Council IT systems/ infrastructure  
 CR03 - Business transformation risk  
 CR04 - Commercial Failure of Swindon Commercial Services /VFM  
 CR05 - Business Continuity  
 CR07 - Single Status  
 CR10 - Wichelestone  
 CR12 - Integration with Health & Children's Act 2004  
 CR13 - Town Centre Regeneration

**Medium Risk**  
 CR06 - Delivery of Capital Programme  
 CR08 - The Academy  
 CR09 - Successful implementation of the Local Area Agreement (LAA)  
 CR11 - Delivery of 50 promise  
 CR14 - Liberatora early exit from services contract

**Low Risk**

## Risk Profile Mitigation Actions

Impact on Business Objectives	Rare(1)	Unlikely (2)	Possible (3)	Probable (4)
Significant (4)	M	M	H	
Moderate (3)	M	M	M	CR14
Minor (2)	L	L	M	CR06, CR07
Insignificant (1)	L	L	L	

**High Risk**  
 CR01 - Failure to manage current and future budgets effectively  
 CR02 - Catastrophic failure of Council IT systems/ infrastructure  
 CR03 - Business transformation risk  
 CR04 - Commercial Failure of Swindon Commercial Services /VFM  
 CR05 - Business Continuity  
 CR06 - Delivery of Capital Programme  
 CR07 - Single Status  
 CR08 - The Academy  
 CR09 - Successful implementation of the Local Area Agreement (LAA)  
 CR10 - Wichelestone  
 CR11 - Delivery of 50 promise  
 CR12 - Integration with Health & Children's Act 2004  
 CR13 - Town Centre Regeneration  
 CR14 - Liberatora early exit from services contract

**Low Risk**

<b>High Risk</b>	Significant Risks to be addressed and monitored
<b>Medium Risk</b>	Major Risks to be addressed and monitored
<b>Low Risk</b>	Minor / Moderate risks to be considered and monitored

**References from Other Council Bodies:  
Scrutiny Committee / Housing Advisory Forum**

**CABINET**

Date 25<sup>th</sup> July 2007

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**Author: Cabinet Member for Health, Housing and Social Care and the  
Director of Law and Democratic Services**

**Wards Affected**

All

**Purpose**

- To consider a reference and recommendations arising from the meeting of the Scrutiny Committee held on 11<sup>th</sup> June 2007 and the Housing Advisory Forum held on 17<sup>th</sup> July 2007.

**Recommendation**

Cabinet is requested:

- To determine recommendations arising from the meetings of the Scrutiny Committee held on 11<sup>th</sup> June 2007 and the Housing Advisory Forum held on 17<sup>th</sup> July 2007, as set out in Appendices 1 and 1A.

**1 Reasons**

- 1.1 Scrutiny Committee recommendations require consideration by the Cabinet.
- 1.2 Advisory Forum recommendations require the approval of the Cabinet.

**2 Detail**

- 2.1 The Scrutiny Committee met on 11<sup>th</sup> June 2007. The Committee considered decisions made by the Cabinet on 6<sup>th</sup> June 2007. The Committee wished the Cabinet to consider its views on the Cabinet's decision regarding the future of the Hawthorns Site. (Minute 13 of the Cabinet refers.)
- 2.2 The recommendation arising from the meeting of the Scrutiny Committee on 11<sup>th</sup> June is set out in Appendix 1.
- 2.3 The Housing Advisory Form is to meet on 17<sup>th</sup> July 2007. A number of items being considered by the Forum will require the approval of the Cabinet. The recommendations arising from the meeting of the Advisory Forum will be circulated as a supplementary Appendix 1A, as the meeting is to take place after this agenda has been despatched..
- 2.4 Set out in Appendix 2 are the related reports submitted to the Advisory Forum, where it is envisaged approval of the Cabinet will be required. The original agenda that contained the Forum and

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Further information on the subject of this report can be obtained from  
Ian Willcox, Committee and Member Services on Direct Dial No. 463601 or Email  
[iwillcox@swindon.gov.uk](mailto:iwillcox@swindon.gov.uk)

## References from Other Council Bodies: Scrutiny Committee / Housing Advisory Forum

CABINET

Date 25<sup>th</sup> July 2007

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Scrutiny / previous Cabinet reports has been previously circulated to Councillors and made available in the Members' Room. This appendix is circulated to Councillors as a separate document with the agenda for the meeting, and is available on the Council's website ([www.swindon.gov.uk](http://www.swindon.gov.uk)).

### Alternative Options

- No alternative options are proposed.

### Risk Management

#### *Financial and Procurement Implications*

- The financial and procurement implications are set out in the original reports to the Committee / Forum.

#### *Legal/Human Rights Implications*

- 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.

#### *Links to Corporate Plans and Policies (in particular to Swindon 2010 Promises)*

- Links are referred to in the original reports to the Committee / Forum.

### Consultees / Appendices

- Appendix 1 - Recommendations from the meeting of the Scrutiny Committee held on 11<sup>th</sup> June 2007.
- Appendix 1A - Recommendations from the meeting of the Housing Advisory Forum held on 17<sup>th</sup> July 2007 (to follow).
- Appendix 2 - Related Reports.
- The Director of Finance (S.151 Officer) and the Director of Law and Democratic Services (Monitoring Officer) are consulted on all reports.

### Background Papers

- Housing Advisory Forum and Cabinet / Scrutiny Agenda and Reports.

### Key Decision/Decision in Forward Plan

- This is a not a key decision and is included in the July 2007 Forward Plan.

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Further information on the subject of this report can be obtained from Ian Willcox, Committee and Member Services on Direct Dial No. 463601 or Email [iwillcox@swindon.gov.uk](mailto:iwillcox@swindon.gov.uk)



## SCRUTINY COMMITTEE

MONDAY, 11 JUNE 2007

## 5. Consideration of Cabinet Decisions

The Director of Law and Democratic Services submitted a report introducing decisions arising from the Cabinet meeting held on 6<sup>th</sup> June 2007.

13. *Hawthorns Site*

Councillor Ray Ballman referred to the proposed re-provision and commissioning of respite services for adults with learning disabilities at the Hawthorns site in Pinehurst and asked for the Committee's support in inviting the Cabinet to conduct a feasibility study into the use of the remainder of the site for the provision of affordable housing and supported accommodation for people with learning difficulties. Councillor Ballman suggested that the cost of such provision might be offset against savings to be made through a reduction in the number of "out of borough" placements that are currently required.

**Resolved – That Cabinet be asked to conduct a feasibility study into the use of the remainder of the Hawthorns site for the provision of affordable housing and supported accommodation for people with learning difficulties.**

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**Staff Survey**

**Cabinet**

**Date 25 July 2007**

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**Author: Cabinet Member for Corporate Affairs and Director of Human Resources**

**Parish / Wards Affected: All**

**Purpose**

- To report on the outcomes of the recent staff survey.

**Recommendation**

That Cabinet:

- Notes the outcomes of the 2006/7 Staff Survey;
- Notes and endorses the Corporate Board's 5 key priority areas for further action and supports and champions, through their portfolios improvement actions as appropriate, and as detailed in paragraph 3 of the joint report.

**1. Reasons**

- 1.1. The results from the Staff Survey are one of the key indicators of our success in relation to Promise 14, which targets the Council as being an Employer of Choice.

**2. Detail**

- 2.1 The Council ran its second staff survey in January 2007. The survey was open to all staff including those who had transferred to Capita in February but excluding schools. Both electronic and hard copy questionnaires were used in order to maximise staff participation.
- 2.2 The key aims of the survey were to monitor trends in staff perceptions across a number of areas, and to understand views of what it is like to work at the Council. The results were then mapped against those from the 2005 survey and benchmarked against other organisations.
- 2.3 A copy of the management report from the survey is attached, along with some summary tables of the results. Key points to note are:
  - 50% of the total surveyed workforce completed and returned the survey (a 22% increase compared to 2005). This is a good response rate when compared to other organisations.
  - Looking at the overall results, this was a positive survey, with all results showing significant levels of improvement from the 2005 survey.

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Further information on the subject of this report can be obtained from *Nicola Houwayek* on *Direct 4861* or Email [nhouwayek@swindon.gov.uk](mailto:nhouwayek@swindon.gov.uk).

## Staff Survey

Cabinet

Date 25 July 2007

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2.4 Results from different directorates do vary but there are some clear trends across the Council, both in relation to positive and more negative feedback.

2.4.1 Particularly noticeable improvements, compared to the previous survey, relate to:

- Staff feeling they are listened to, consulted with and cared about
- Improved work life balance
- Satisfaction with internal communication

These improvements reflect well on the human resources initiatives implemented by the Council in the past year, eg the introduction of the Excellence Awards, an improved performance review process and the flexible working policy.

2.4.2 Key Strengths to celebrate and build on include:

- Clarity and autonomy people find within their jobs
- Supportive management
- Managing sick absence
- Overall satisfaction with working for Swindon Borough Council
- Work-life balance.

2.4.3 It is important to note however, that although the majority of the results have improved since the last survey in 2005, there are several areas that could be improved further. Corporate Board have agreed 5 priority areas for further exploration as being:

- Engendering a feeling of pride in working for Swindon Borough Council
- Communication
- Career Development
- Office accommodation
- Respect and fairness.

### 3. Next Steps

3.1 Results have been communicated to all staff and a copy of the full report can be found on the Council's intranet site at <http://sbcint/staffsurvey2007>.

3.2 The Human Resource Strategy is currently being refreshed and will take the feedback from the staff survey into account as part of this review. Further consultation to refresh the strategy is also happening with a variety of stakeholders, including trade unions.

3.3 A number of "task and finish" groups are being set-up to put in place activities to support improvements in relation to the 5 priority issues. Each of these

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Further information on the subject of this report can be obtained from *Nicola Houwayek* on *Direct 4861* or Email [nhouwayek@swindon.gov.uk](mailto:nhouwayek@swindon.gov.uk).

## Staff Survey

Cabinet

Date 25 July 2007

groups will be led by a Director and will include staff from across the Council. This work will include further consultation with staff focus groups to enable a greater understanding of the issues raised - particularly in relation to concerns around respect and fairness.

- 3.4 All Directors will be responsible for ensuring that there is a local action plan developed to address specific issues in their own directorates. The Director level Operations Board will review progress of activity on a quarterly basis and feedback to Corporate Board.
- 3.5 A presentation to the Resources Overview Committee is due to be made on 12 July. It is anticipated that, following this presentation, officers will meet and work with a sub-group of elected members to support the activities outlined above.
- 3.6 A further survey to benchmark progress is planned for April 2008.

### **Risk Management**

#### *Financial Implications*

- This year's survey has cost £15,000 to date
- Poor staff motivation and engagement can increase turnover and therefore recruitment costs. Average costs of recruiting a new employee – when taking account of induction costs, etc – is estimated at being £8,200. There is also the risk of potential employment tribunal costs, which when related to discrimination can be unlimited.

#### *Legal / Human Rights Implications*

- We have legal obligations as an employer and the staff survey supports the identification of potential risk areas.

#### *Links to Corporate Plans and Policies (in particular to Swindon 2010 Promises)*

- The Staff Survey is one of our key measures of the success of our delivery of Promise 14. The outcomes of the Survey are used to inform the Council's programme of work under the Human Resources Strategy.

### **Consultees**

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

### **Background Papers and Appendices**

- Appendix 1 – Staff Survey - Management Summary

Further information on the subject of this report can be obtained from *Nicola Houwayek* on *Direct 4861* or Email [nhouwayek@swindon.gov.uk](mailto:nhouwayek@swindon.gov.uk).

## Staff Survey

Cabinet

Date 25 July 2007

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- Appendix 2 – Staff Survey – Summary of Responses (Overall)
- Appendix 3 – Staff Survey – Benchmarking Report  
(Appendices 1 to 3 to this report are contained in Annex 1, Circulated as a Separate Document with the Agenda Papers)

### **Key Decision/Decision in Forward Plan**

This is not a key decision and is included in the Cabinet Forward Plan for July 2007.

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Further information on the subject of this report can be obtained from *Nicola Houwayek* on *Direct 4861* or Email [nhouwayek@swindon.gov.uk](mailto:nhouwayek@swindon.gov.uk).

**Wiltshire and Swindon Development Control Policies for Minerals and Waste Consultation on Revised Preferred Options**

Cabinet

Date: 25 July 2007

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**Author: Cabinet Member for Highways, Transport and Strategic Planning / Director of Planning**

**Wards Affected: All**

**Purpose**

- To seek Cabinet approval to publish the Wiltshire and Swindon Minerals and Waste Development Control Policies Development Plan Documents (Revised Preferred Options Drafts) for public consultation.

**Recommendation**

Cabinet is requested to;

- approve the Wiltshire and Swindon Minerals and Waste Development Control Policies Development Plan Documents (Revised Preferred Options Drafts) and authorise the Director of Planning to publish the documents for public consultation in accordance with the procedures set out in paragraph 3.1 of this report; and
- authorise the Director of Planning and the Director of Law and Democratic Services to make minor changes to the documents (if required), in consultation with the Cabinet Member for Highways, Transport and Strategic Planning and the Cabinet Member for Local Environment.

**1 Reasons**

- 1.1 Upon adoption, the Wiltshire and Swindon Minerals and Waste Development Control Policies Documents will provide planning frameworks against which decisions can be made in respect of waste management and minerals development proposals in Wiltshire and Swindon.
- 1.2 On 7<sup>th</sup> June 2006 Cabinet gave approval for consultation to be undertaken on 'Preferred Options' drafts of these documents in conjunction with Wiltshire County Council.
- 1.3 However, the Government office for the South West has recommended that the Documents are amended to reflect recent Inspector decisions on other Authorities' Development Plan Documents, new national and regional policy and emerging best practice guidance. As a consequence, it is proposed that revised versions of both documents are published for public consultation.

**2 Detail**

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Further information on the subject of this report can be obtained from David Dewart on 01793 466445 or Email [ddewart@swindon.gov.uk](mailto:ddewart@swindon.gov.uk)

# Wiltshire and Swindon Development Control Policies for Minerals and Waste Consultation on Revised Preferred Options

Cabinet

Date: 25 July 2007

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## The Preparation Process

- 2.1 Following stakeholder consultations with the Minerals Development Forum and Waste Development Forum between 2004 - 2006, and the publication in November 2005 of informal 'Issues and Options' Drafts of the Minerals and Waste Development Control Policies Documents, the 'Preferred Options' Drafts were published for public consultation in June 2006. The revised 'Preferred Options' Drafts, to which this report refers, take the previous comments into these documents into account, along with updated Government guidance and emerging best practise.

## The Waste Development Control Policies

- 2.2 The Waste Development Control Policies Document provides criteria based policies that will be used in the determination of new waste development applications (i.e. recycling, composting, recovery and disposal along with ancillary or related development). These policies will help prevent waste developments from taking place in inappropriate locations and will enable the Council to control the potential adverse amenity impacts associated with waste development (such as environmental, noise, vibration, dust, traffic and visual impacts).
- 2.3 The key difference between this revised 'Preferred Options' draft and the previous version of the document is that the policy on the disposal of waste has been made more stringent, in particular to require much greater pre-treatment of wastes going to landfill and to require that greater provision is made to recover energy from the landfill gas generated by the landfill site.

## The Minerals Development Control Policies

- 2.4 The Minerals Development Control Policies Document provides detailed, criteria based policies that will be used to manage the associated impacts of future minerals development (including quarries, mines, and rail aggregate depots). The Document provides policies to mitigate against the adverse impacts of mineral workings on the environment (for example, the potential adverse impacts on protected landscapes, biodiversity and ground & surface waters) and to control the adverse amenity impacts associated with the mineral extraction (such as noise, vibration, dust, traffic and visual impacts).
- 2.5 The main difference between this revised 'Preferred Options' draft and the previous version of the document is the inclusion of a 'Monitoring and Implementation' section, which requires the Councils to closely monitor key information on mineral extraction levels, remaining mineral reserves, the levels of mineral recycling

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Further information on the subject of this report can be obtained from David Dewart on 01793 466445 or Email [ddewart@swindon.gov.uk](mailto:ddewart@swindon.gov.uk)



# **Wiltshire and Swindon Development Control Policies for Minerals and Waste Consultation on Revised Preferred Options**

Cabinet

Date: 25 July 2007

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and the environmental impacts of minerals developments. This monitoring information will assist the Councils in undertaking future reviews of their minerals planning policies and to ensure that there is an ongoing sustainable supply of minerals in Wiltshire and Swindon.

### **3. Process and Next Steps**

- 3.1 Following endorsement by the respective Cabinets of Swindon Borough Council and Wiltshire County Council the documents will be published for public consultation as soon as is practicable. Copies of the documents will be available at the offices of the County, Borough and District Councils and at all libraries throughout Wiltshire and Swindon. A statutory notice will be published in the Swindon Evening Advertiser. The documents will also be accessible from the Council's website.

### **4. Alternative Options**

- There are no realistic alternative options. The preparation of Minerals and Waste Development Plan Documents is a statutory requirement, and the preparation arrangements are established in the adopted Swindon Borough Local Development Scheme. Failure to progress with the Preferred Options Reports in line with the Local Development Scheme would put at risk the ability to meet Best Value targets associated with the provision of planning services (BVPI200). We are re-consulting on the Preferred Options Drafts to ensure that we are able to deliver an appropriate Minerals and Waste Planning framework which is justifiable and sound.

# Wiltshire and Swindon Development Control Policies for Minerals and Waste Consultation on Revised Preferred Options

Cabinet

Date: 25 July 2007

## Risk Management

### *Financial and Procurement Implications*

- There are financial implications arising from this report relating to costs of documents and public notices for consultation. These are contained within Forward Planning budgets for 2007/08.

### *Legal/Human Rights Implications*

- The Local Development Framework preparation process is regulated by national legislation and regulations, which have been adhered to throughout. By re-consulting on Preferred Options, the Borough and County Council will ensure that the document is more likely to be deemed to be 'sound' when examined by the Planning Inspectorate. There are no human rights issues arising from this report.

### *Links to Corporate Plans and Policies (in particular to Swindon 2010)*

- Once adopted, the Waste and Minerals Development Plan Documents will form part of the Statutory Development Plan for Swindon and will therefore be a key delivery mechanism for the Corporate Plan. In particular, Swindon 2010 Promises No. 49 (We will recycle, compost or treat more than 50% of household waste, and where practical, we will provide kerbside collection for all our residents).

## Consultees / Appendices

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

Director of Environment and Health  
Forward Planning Manager  
Head of Finance (Environment and Leisure)

Appendix 1 – Wiltshire and Swindon Waste Development Control Policies – Revised Preferred Options (Circulated in Annex 1 to the Agenda).

Appendix 2 – Wiltshire and Swindon Minerals Development Control Policies – Revised Preferred Options (Circulated in Annex 1 to the Agenda).

## Background Papers

'Issues and Options' and 'Preferred Options' Consultation Papers (available to view in the Members' Room)

## Key Decision/Decision in Forward Plan

Yes. This item is included in the Cabinet Forward Plan for July 2007.

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Further information on the subject of this report can be obtained from David Dewart on 01793 466445 or Email [ddewart@swindon.gov.uk](mailto:ddewart@swindon.gov.uk)

**References from Other Council Bodies:  
Children and Young People's Partnership Board**

**CABINET**

Date 25<sup>th</sup> July 2007

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**Author: Cabinet Member for Children's Services and the Director of Law and Democratic Services**

**Wards Affected**

All

**Purpose**

- To consider a reference and recommendations arising from the meeting of the Children and Young People's Partnership Board held on 14<sup>th</sup> June 2007.

**Recommendation**

Cabinet is requested:

- To determine recommendations arising from the meeting of the Children and Young People's Partnership Board held on 14<sup>th</sup> June 2007, as set out in Appendix 1.

**1 Reasons**

1.1 Partnership Board recommendations require the approval of the Cabinet.

**2 Detail**

- 2.1 The Children and Young People's Partnership Board met on 14<sup>th</sup> June 2007. A number of the Board's decisions require endorsement by the Cabinet. The relevant reference and related report are now presented to the Cabinet for consideration. They concern (a) results and recommendations following staff consultations on the implementation of Multi-Agency Teams, (b) the proposed Swindon Play Strategy, (c) proposed review of Designated Areas and Long Term Place Planning, and (d) Home to School Transport.
- 2.2 The recommendations arising from the meeting of the Partnership Board on 14<sup>th</sup> June are set out in Appendix 1. Separate, revised, reports on the "Proposed Review of Designated Areas and Long Term Place Planning", "Home to School Transport" and "Results and Recommendations Following Staff Consultation on the Implementation of Multi Agency Teams" appear elsewhere on the agenda for this meeting.
- 2.3 Set out in Appendix 2 are the related reports submitted to the Partnership Board. The original agenda that contained the reports has been previously circulated to Councillors and made available in

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Further information on the subject of this report can be obtained from  
Ian Willcox, Committee and Member Services on Direct Dial No. 463601 or Email  
[iwillcox@swindon.gov.uk](mailto:iwillcox@swindon.gov.uk)

## References from Other Council Bodies: Children and Young People's Partnership Board

CABINET

Date 25<sup>th</sup> July 2007

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the Members' Room. This appendix is circulated to Councillors as a separate document with the agenda for the meeting, and is available on the Council's website ([www.swindon.gov.uk](http://www.swindon.gov.uk)).

### Alternative Options

- No alternative options are proposed.

### Risk Management

#### *Financial and Procurement Implications*

- The financial and procurement implications are set out in the original reports to the Partnership Board.

#### *Legal/Human Rights Implications*

- 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.

#### *Links to Corporate Plans and Policies (in particular to Swindon 2010 Promises)*

- Links are referred to in the original report to the Partnership Board.

### Consultees / Appendices

- Appendix 1 - Recommendations from the meeting of the Children and Young People's Partnership Board held on 14<sup>th</sup> June 2007.
- Appendix 2 - Related Reports.
- The Director of Finance (S.151 Officer) and the Director of Law and Democratic Services (Monitoring Officer) are consulted on all reports.

### Background Papers

- Children and Young People's Partnership Board Agenda and Reports.

### Key Decision/Decision in Forward Plan

- This is a not a key decision and is included in the July 2007 Forward Plan.

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Further information on the subject of this report can be obtained from  
Ian Willcox, Committee and Member Services on Direct Dial No. 463601 or Email  
[iwillcox@swindon.gov.uk](mailto:iwillcox@swindon.gov.uk)

**CHILDREN AND YOUNG PEOPLE'S PARTNERSHIP BOARD****THURSDAY, 14 JUNE 2007****4. Results and Recommendations following Staff Consultations on the Implementation of Multi-Agency Teams**

The Board considered a report by the Group Director Children with information on the outcome of the staff consultation on the implementation of multi-agency teams.

The Group Director advised that following consideration by the PCT, the wording of recommendation 5 in Appendix 2 to the report had been amended. Following an enquiry as to how the users of the services would be informed of the changes taking place, the Group Director advised that currently there were no plans but she would arrange for it to be done.

Resolved – (1) That recommendation 5, set out in Appendix 2 to the report (page 15) be amended to read “The Local Authority and the Primary Care Trust will jointly discuss with Capita the issues arising from the secondment of staff and roles and location of staff in teams. Any changes in employment will be subject to further consultation.”

**(2) Subject to the amendment set out in (1) above, the Board recommends the Council to agree recommendations 3 –19 set out in Appendix 2 to the report (pages 13-19) and to implement these recommendations as long as they are covered within the existing cash limit of Children Services.**

**(3) The Board recommends the Council to agree recommendation 2 set out in Appendix 2 to the report (page 13), subject to the Council securing the necessary capital for co-location and funding required for any adaptation needed to make the accommodation fit for purpose. The Board strongly recommends that the funding be secured to ensure that arrangements can proceed.**

**(4) The Board recommends the Council to approve that a financial appraisal for both longer term revenue and capital is reported to the CYPPB and Cabinet in Autumn 2007 before progressing to a signed National Health Services Act 2006 Section 75 Agreement.**

**6. Swindon Play Strategy**

The Board considered a report by the Group Director Children setting out a proposed Play Strategy for Swindon.

The Manager Protection, Play and Outdoor Education introduced the report and advised that £382K of funding would be released once the Strategy was submitted to the Big Lottery. He thanked all the agencies involved in developing the Strategy, especially the children who had contributed the most. In response to an enquiry as to how inequalities would be addressed, he advised that although challenging, he was working with the disabilities team within the Council and it was hoped that they would be able to access the facilities within the special schools. The Manager confirmed that the bid required that measures were in place to monitor

progress and this information would be included with the annual progress report to the Board.

It was noted that the Strategy contained several spelling and typing errors that would need correcting before it was submitted to the Big Lottery.

**Resolved – The Board recommends the Council to approve and adopt the Play Strategy, set out in Appendix 1 to the report.**

#### **10. Proposed Review of Designated Areas and Long Term Place Planning**

The Board considered a report by the Group Director Children setting out proposals for a proposed review of designated areas and long term place planning.

**Resolved – The Board recommends the Council to approve:**

- (a) That a study be carried out reviewing designated areas and long-term planning in Swindon;**
- (b) That as part of this study, consultations are carried out with all relevant stakeholders;**
- (c) That the outcome of this study and any proposals resulting from it be reported to future meetings of Cabinet and the Children & Young People's Partnership Board;**
- (d) That any changes in admission arrangements resulting from this study come into effect from September 2010.**

#### **12. Home to School Transport**

The Board considered a report by the Group Director Children regarding proposals for a review on proposed changes to the Borough's home to school transport policy, as it applies to pupils in mainstream schools who do not have statements of Special Educational Needs and are not within the additional statutory entitlement set out in the provisions of the Education & Inspections Act 2006.

The Director Local Provision explained that the review was solely for non-statutory (discretionary) transport and would focus on the West Swindon area. Historically there had been a lack of secondary places in that area which was why transport had been provided to other schools but now the numbers at Greendown School were decreasing and there was spare capacity at the school, which would increase in future years. He stated that the consultation would take place during Autumn 2007. He also asked the Board to advise whether transport to denominational schools should be included in the review. He stressed that any proposals arising from the review would not affect existing pupils but only apply to new ones, should the proposals be agreed.

Councillor Garry Perkins advised that the Council was also carrying out a wider review on all areas of transport. There would be additional pressures on the budget when the Council was required to provide additional transport, under the Children Act 2006, for children living up to six miles away from their school. The Council therefore wanted to ensure that it was receiving full value for money. Peter Wells (Diocese) stated that he was pleased that the review was concerned with value for money but considered that it would be confusing for Diocese members if the general review and the denominational review were both carried out at the same

time. Members agreed that it would be better to have separate consultation programmes.

Resolved – The Board:

**(1) Recommends to the Council that consultations are carried out with appropriate parties on the proposal to remove the automatic, non-statutory (discretionary) entitlement to free home to school transport for pupils in West Swindon who wish to attend Bradon Forest and The Ridgeway Schools.**

(2) Notes that these proposals do not apply to pupils in mainstream schools who have statements of Special Educational Needs or to those pupils from low income families who have a statutory entitlement to free home to school transport under the Education & Inspections Act 2006.

(3) Notes that these proposals, if agreed, would come into effect from September 2009 onwards and:

→ would apply to all new Year 7 pupils and continue to apply throughout their secondary education;

→ would not, therefore, apply to those pupils who started secondary education before or from September 2008;

(4) Agrees that a further report is submitted to the Children & Young People's Partnership Board, following the consultation.

(5) Determines that a review into the provision of non-statutory (discretionary) transport to primary and secondary denominational schools should be included within the existing corporate Value for Money review of transport provision in general, that the Diocese be invited to be represented on the Group undertaking the review and that the final report be submitted to the Children and Young People's Partnership Board.

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## Agenda Item 24

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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## Agenda Item 25

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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