



Members' Handbook

Contents

Preface.....	1
Introduction.....	2
Where the Council spends its money.....	3
Expenditure and Income by Service.....	5
Analysis of budget movements.....	7
Finance Settlement 2008/09.....	9
Council Tax.....	13
Budget and Service Planning Process for 2008/09.....	15
Employee Statistics.....	16
Housing Revenue Account.....	17
Rent Levels.....	18
Council Taxes at Parish level.....	19
Business Unit Summaries.....	20
Children Services.	21
Housing & Social Care.....	26
Environment & Regeneration.....	31
Business Transformation.....	36
Swindon Commercial Services.....	43
Chief Executive.....	44
Corporate.....	46

Preface

This booklet has been designed to bring together in one place a summary of the key financial data for 2008/09. It is intended as a prime reference document for both elected Members and Officers alike.

Any suggestions for improvement are welcome and, along with any further queries, should be directed to:

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April 2008

Introduction

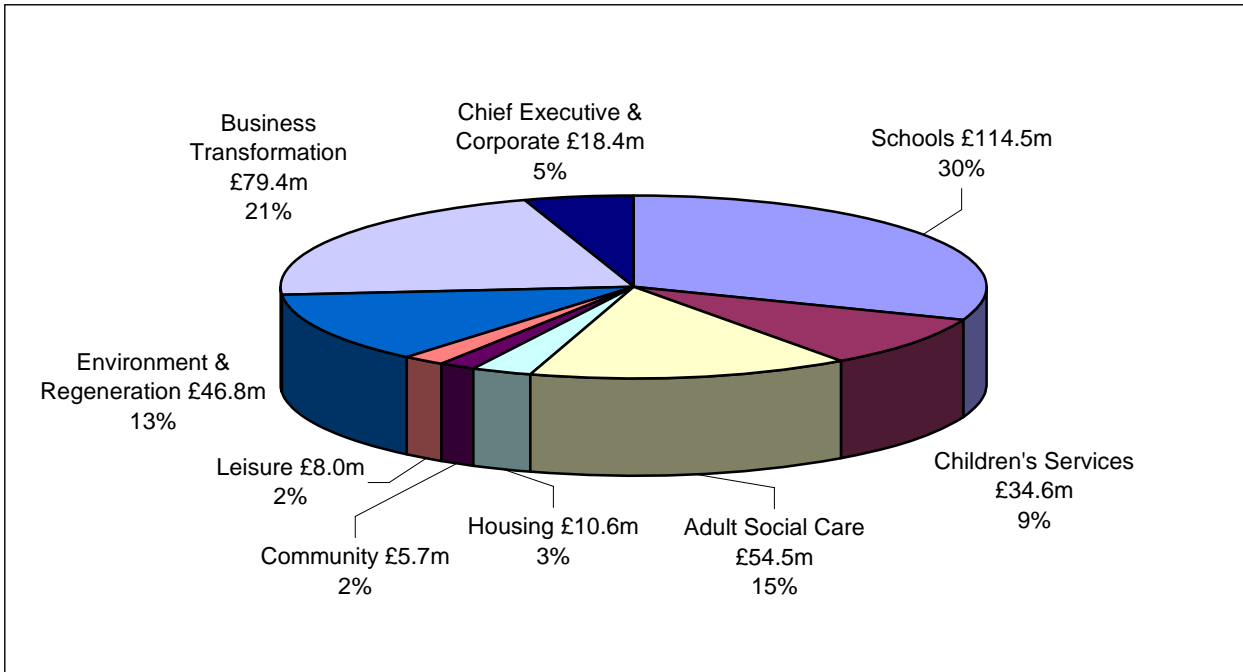
2008/09 is another exciting year for the Council. We will continue to work towards the achievement of our priorities, including the Council's 50 promises, the continuous improvement agenda, and the extensive capital programme. All priorities are linked together through the Corporate Plan and Medium Term Resourcing Plan.

2008/09 is the third year in the Council's new four-year Medium Term Resourcing Plan, which sees revenue and capital investment programmes aligned with Council priorities. The closing balance sheet for 2007/08 offers a solid financial platform from which to launch the Council's transformation to become an "Excellent" authority. The Council has lower levels of borrowing than that of its comparable local authorities and is maintaining reserves at the agreed prudent level of £5 million. The 2007 – 2010 capital programme has been refreshed and now totals £286m including the new central library, an Academy School, the replacement of all unsuitable temporary classrooms, and the Wichelstowe project in the Southern Development Area. The programme is fully funded without significant borrowing with a large amount being met from capital receipts, section 106 deposits and grants.

The Council's revenue position will be challenging in the coming years. The move from single year Central Government grant settlements to three year settlements has offered more certainty over future income levels but, with considerable future cost pressures, the Council will need to rely on significant efficiency savings to balance its annual budgets.

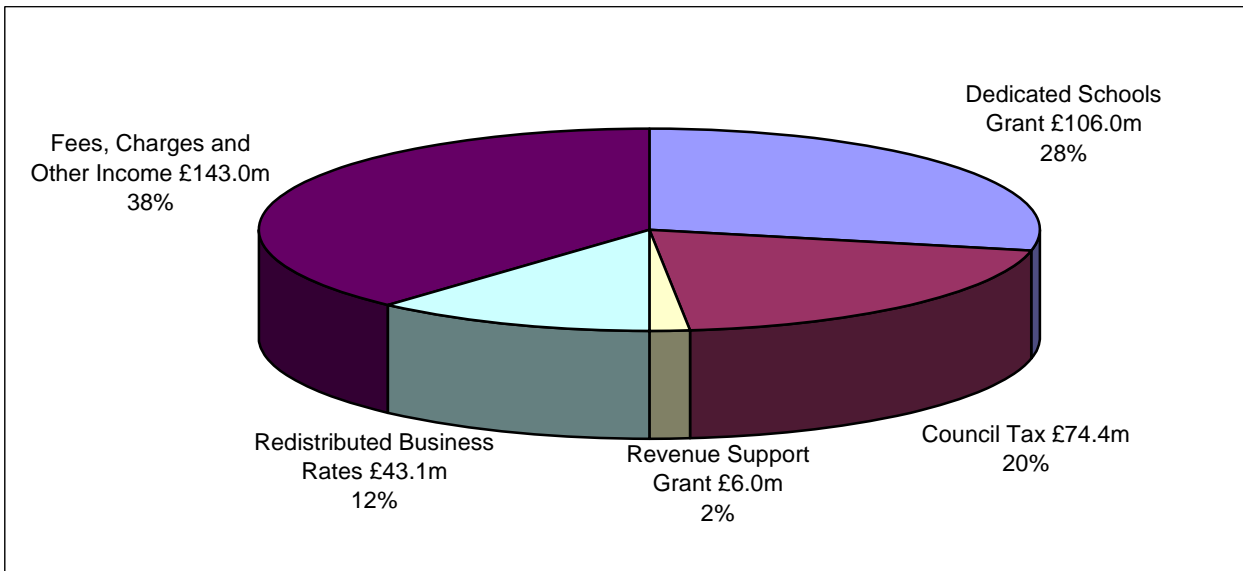
Where the Council spends its money

Gross Expenditure £372.5m

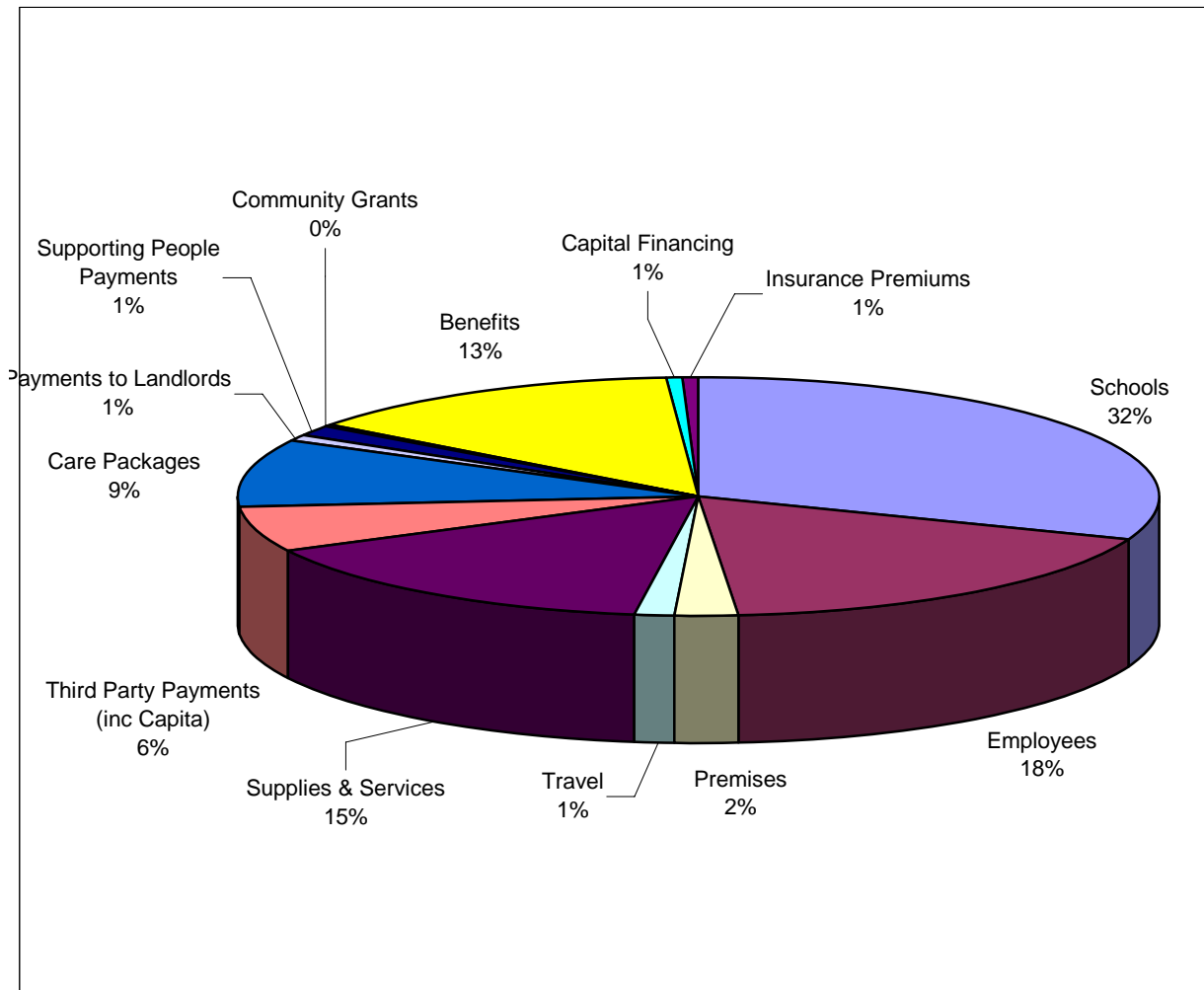


Where the money comes from

Gross Income £372.5m



Where the money is spent – by type of expenditure



Expenditure and Income by Service 2008/09

<i>Service Area</i>	<i>Budgeted Expenditure £000</i>	<i>Budgeted Income £000</i>	<i>Net Budget £000</i>
<u>Children Services</u>			
Dedicated Schools Grant	106,014	106,014	0
Other Schools Grants	8,469	8,469	0
Strategy & Commissioning	3,458	442	3,016
Children and Young People	4,728	810	3,918
Children & Families	16,586	2,266	14,320
Quality Standards	6,663	2,951	3,712
Local provision	3,149	273	2,876
	<u>149,067</u>	<u>121,225</u>	<u>27,842</u>
<u>Housing & Social Care</u>			
Adult Social Care - Planning & Commissioning	13,266	5,165	8,101
Adult Social Care - Service Provision	41,247	10,523	30,724
Housing	10,628	9,010	1,618
Leisure	7,957	890	7,067
Community	5,682	2,712	2,970
	<u>78,780</u>	<u>28,300</u>	<u>50,480</u>
<u>Environment and Leisure</u>			
Streetscene	26,242	9,234	17,008
Planning & Strategic Transport	6,558	5,027	1,531
Transport & Highways	8,999	2,784	6,215
Economic & Cultural Development	3,379	972	2,407
Regulatory Services	1,618	267	1,351
	<u>46,796</u>	<u>18,284</u>	<u>28,512</u>
<u>Business Transformation</u>			
Law & Democratic Services	5,224	2,110	3,114
Property & Assets	5,071	5,100	-29
Procurement	625	106	519
Business Transformation	7,333	1,790	5,543
Revenues, Benefits & Customer Services	55,247	53,435	1,812
Human Resources	4,104	1,381	2,723
Policy & Performance	1,844	193	1,651
	<u>79,448</u>	<u>64,115</u>	<u>15,333</u>
<u>Chief Executive & Corporate</u>			
Swindon Commercial Services (SCS) Dividend	-109	1,327	-1,436
SCS - Recreation Dividend	109	446	-337
Finance	5,759	3,089	2,670
Audit	503	99	404
Corporate	12,140	12,130	10
	<u>18,402</u>	<u>17,091</u>	<u>1,311</u>
Total	<u><u>372,493</u></u>	<u><u>249,015</u></u>	<u><u>123,478</u></u>
Funded by:			
Revenue Support Grant			6,002
Redistributed Business Rates			43,116
Council Tax			74,360
Total			<u><u>123,478</u></u>

The table on the previous page excludes council housing, which is covered in further detail on pages 17 and 18.

Schools

From 1st April 2006, Schools became funded directly by Central Government through a 'Dedicated Schools Grant' (of around £106 million in 2008/09).

This change in Government funding has impacted on the relationship of funding of the Council's budget between Council Tax and Government Grant. In 2005/06, 68% of the Council's net budget was funded from Government Grant. In 2007/08 and 2008/09, it is only 39% and 40% respectively. This is illustrated in more detail on page 9.

Business Rates

The Council is responsible for collecting non-domestic rates, which it then passes on to the Government for redistribution on the size of population. Swindon will receive £43.1 million from the national pool in 2008/09, compared with the £99.8 million it pays in.

Analysis of budget movements

<i>Budget Movements</i>	<i>Housing & Social</i>		<i>Environment &</i>	<i>Business</i>	<i>Chief Executive &</i>	<i>Contingency</i>	<i>Total</i>
	<i>Childrens</i>	<i>Care</i>	<i>Regeneration</i>	<i>Transformation</i>	<i>Corporate</i>	<i>Fund</i>	
	<i>£000</i>	<i>£000</i>	<i>£000</i>	<i>£000</i>	<i>£000</i>	<i>£000</i>	<i>£000</i>
Net Budget for 2007/08	21,650	47,567	24,076	14,479	9,472	550	117,794
Less One-off costs	-40	-272	-473	-273	158	0	-900
Base budget for 2008/09	21,610	47,295	23,603	14,206	9,630	550	116,894
Inflation	1,164	1,520	754	621	220	0	4,279
Cost Pressures	1,303	2,735	2,148	557	3,295	250	10,288
Efficiency Savings	-1,275	-2,304	-864	-820	-1,676	0	-6,939
Increases in Income	-121	-795	-599	-395	-568	0	-2,478
Other Funding Sources	-484	0	-218	0	-296	0	-998
Service Changes	0	-80	-12	-47	0	0	-139
Grant Transfers	5,266	4,783	566	443	-8,487	0	2,571
	27,463	53,154	25,378	14,565	2,118	800	123,478
Post -Budget Virements	379	-2,674	3,134	768	-1,607	0	0
Net budget for 2008/09	27,842	50,480	28,512	15,333	511	800	123,478

Further details of each of these budget movements are given below.

Inflation

The budget allows for a 3% pay award for all Council staff in 2008/09.

Price increases have also been allowed on non-pay expenditure where inflationary uplifts are contractually committed. For example, where a contract stipulates increases in line with the retail price index (RPI), the budget has been increased by an appropriate percentage.

A 3% increase has been allowed on fees and charges.

Cost Pressures

Increased expenditure identified in the Medium Term Financial Plan or the budget setting process. Pressures often arise from above inflation increases in purchasing goods and services or increased demand for services.

Efficiency Savings

Expenditure reductions anticipated as a result of improving working practices, increased income or other changes that do not have a detrimental impact on service delivery.

Increases In Income

Increases in fees and charges above the level of inflation, or charging for new services or services not previously charged for. This heading also includes new sources of income that have not previously been received.

Other Funding Sources

Savings on the General Fund revenue budget by charging items to the Housing Revenue Account (HRA), Schools Block, Capital Budgets, and increasing the Swindon Commercial Services dividend.

Service Changes

Savings due to service reductions. Mainly in areas where the take up of services has reduced so the funding for the service can be reduced.

Post-budget Virements

Following the detailed budget being agreed by Members as part of the formal budget setting process, some costs are reallocated across services. These include expenditure on support services such as Finance and Human Resources, which have to be allocated across all services of the Council.

Finance Settlement 2008/09

The National Picture

The provisional Local Government Finance Settlement was announced by the Government on the 6th December 2007. The final settlement was announced on 24th January 2008. This is the first ever three-year settlement covering the period 2008/09 – 2010/11. The national formula grant increases are 3.5% in 2008/09, 2.8% in 2009/10 and 2.6% in 2010/11. However, Swindon remains a “floor” authority and as such increases are 2% in 2008/09, 1.75% in 2009/10 and 1.5% in 2010/11. The 2% increase in 2008/09 compares unfavourably against the national average of 3.6% and also the unitary average of 4.8%.

Schools In Swindon

The removal of the Schools expenditure from the net budget of the Council has had a significant impact on the funding ratio between Council Tax payers and Government Grant. The significant gearing shift in 2006/07 means that fluctuations in the Councils budget from year to year have a much greater impact on Council Tax levels. Whereas in 2005/06, Council Tax payers paid only £32 for every £100 increase in spend, in 2007/08, they paid £61 of every £100 of additional spend, and in 2008/09 £60 of every £100 of additional spend.

Financing the Council's Net Budget

<i>Year</i>	<i>Net Annual Revenue Budget £m</i>	<i>Amount Met from Government Grants £m</i>	<i>Balance Met from Council Tax £m</i>	<i>% Met from Council Tax %</i>	<i>% Met from Government Grant %</i>
1997/98	117.604	85.754	31.850	27	73
1998/99	126.517	91.626	34.891	28	72
1999/00	136.188	98.776	37.412	27	73
2000/01	143.510	103.190	40.320	28	72
2001/02	149.719	106.279	43.440	29	71
2002/03	158.661	108.604	50.057	32	68
2003/04	180.684	122.745	57.939	32	68
2004/05	185.777	126.300	59.477	32	68
2005/06	196.974	134.011	62.963	32	68
2006/07	112.666	44.438	68.228	61	39
2007/08	117.724	45.411	72.313	61	39
2008/09	123.478	49.118	74.360	60	40

Swindon Dedicated Schools Grant (DSG) 2008/09

The Department for Children, Schools and Families has announced funding levels for schools for 2008/09. The DSG for Swindon for 2008/09 is £106 million.

The income derived from the DSG is determined according to pupil numbers and therefore there is no flexibility in the amount received, although the actual income will not be confirmed until June 2008. Local authorities are allowed to “overspend” their DSG allocation, with that amount being a first call on the DSG received in the following financial year. “Underspends” of the DSG may be distributed following a recommendation to the Local Authority by the Schools Forum.

Formula Grant For Swindon

The increase in Formula Grant for Swindon for 2008/09 is £963k. This is an increase of 2.0%. The English national average increase for 2008/09 is 3.5%.

For Swindon Borough Council the like-for-like comparison Formula Grant for 08/09.

Local Authority	2008 Sub National Population Projection	2008 Taxbase Projection	Formula Grant	Formula Grant Per Head of Population 08/09	Formula Grant Per Taxbase 08/09	Increase 07/08-08/09
	(No of people)	(Band D equivalents)	(£ million)	(£)	(£)	%
England	51,220,531	18,323,067	27,490	536.70	1,500	3.5
Shire unitaries without fire	8,354,603	2,818,254	3,143	376.23	1,115	4.8
Telford and the Wrekin	166,170	50,954	64.045	385.42	1256.92	8.0
North Lincolnshire	162,134	51,530	57.130	352.36	1108.67	7.2
Peterborough	165,951	54,737	71.537	431.07	1306.92	6.0
Derby	237,134	70,774	102.290	431.36	1445.30	5.6
Milton Keynes	228,743	80,199	81.226	355.10	1012.81	5.5
Walsall	253,585	78,076	128.849	508.11	1650.30	4.9
Dudley	305,099	98,666	117.855	386.28	1194.48	4.8
Darlington	99,400	34,610	36.614	368.35	1057.90	4.7
Stockton-on-Tees	191,431	58,992	73.889	385.98	1252.53	4.1
South Gloucestershire	260,373	90,195	56.754	217.97	629.24	3.9
Stockport	281,635	100,681	79.576	282.55	790.38	3.1
Reading	140,779	53,059	53.672	381.25	1011.55	2.0
Solihull	204,477	79,665	52.992	259.16	665.19	2.0
Swindon	186,179	71,516	49.118	263.82	686.81	2.0
Trafford	212,776	79,821	67.689	318.12	848.01	2.0
Warrington	193,983	69,981	52.401	270.13	748.79	2.0
Audit Family Group Average	205,616	70,216	71.602	349.82	1041.61	

For Swindon Borough Council the like-for-like comparison Provisional Formula Grant for 09/10 against its Audit Family Group.

Local Authority	2008 Sub National Population Projection	2008 Taxbase Projection	Formula Grant	Formula Grant Per Head of Population 09/10	Formula Grant Per Taxbase 09/10	Increase 08/09-09/10
	(No of people)	(Band D equivalents)	(£ million)	(£)	(£)	%
England	51,466,535	18,489,165	28,254	548.98	1528.14	2.8
Shire unitaries without fire	8,389,166	2,844,055	3,249	387.26	1142.30	3.4
Telford and the Wrekin	167,309	51,235	67.415	402.94	1315.80	5.3
North Lincolnshire	163,246	52,085	59.816	366.42	1148.43	4.8
Peterborough	167,006	55,535	74.408	445.54	1339.84	4.1
Milton Keynes	231,097	81,642	84.370	365.08	1033.41	4.0
Derby	237,918	71,221	106.190	446.33	1490.99	3.9
South Gloucestershire	262,634	90,721	58.697	223.49	647.01	3.6
Dudley	305,280	99,067	121.912	399.34	1230.60	3.5
Walsall	253,507	78,336	133.294	525.80	1701.57	3.5
Darlington	99,682	35,115	37.784	379.05	1076.01	3.3
Stockton-on-Tees	192,482	59,496	76.137	395.55	1279.70	3.1
Stockport	281,546	100,857	81.551	289.65	808.58	2.6
Reading	140,651	53,643	54.571	387.99	1017.30	1.8
Solihull	205,083	80,277	53.858	262.62	670.90	1.8
Swindon	186,965	73,552	49.920	267.00	678.70	1.8
Trafford	213,363	80,371	68.813	322.52	856.19	1.8
Warrington	194,348	71,133	53.262	274.05	748.77	1.8
Audit Family Group Average	206,382	70,893	73.875	359.59	1065.24	

For Swindon Borough Council the like-for-like comparison Provisional Formula Grant for 10/11 against its Audit Family Group.

Local Authority	2008 Sub National Population Projection	2008 Taxbase Projection	Formula Grant	Formula Grant Per Head of Population 10/11	Formula Grant Per Taxbase 10/11	Increase 09/10-10/11
	(No of people)	(Band D equivalents)	(£ million)	(£)	(£)	%
England	51,715,250	18,657,273	28,996	560.68	1554.11	2.6
Shire unitaries without fire	8,424,329	2,870,193	3,345	397.07	1165.45	3.0
Telford and the Wrekin	168,426	51,516	70.537	418.80	1369.23	4.7
North Lincolnshire	164,359	52,646	62.256	378.78	1182.54	4.1
South Gloucestershire	264,913	91,249	60.792	229.48	666.22	3.6
Milton Keynes	233,417	83,112	87.294	373.98	1050.32	3.5
Peterborough	168,078	56,344	77.014	458.20	1366.85	3.5
Derby	238,736	71,671	109.649	459.29	1529.89	3.3
Dudley	305,477	99,470	125.578	411.09	1262.47	3.0
Walsall	253,435	78,596	137.243	541.53	1746.18	3.0
Darlington	99,962	35,627	38.831	388.46	1089.93	2.8
Stockton-on-Tees	193,521	60,004	78.196	404.07	1303.18	2.7
Stockport	281,532	101,033	83.427	296.33	825.74	2.3
Reading	140,561	54,234	55.375	393.96	1021.04	1.5
Solihull	205,691	80,894	54.643	265.66	675.49	1.5
Swindon	187,756	75,645	50.647	269.75	669.54	1.5
Trafford	214,010	80,926	69.822	326.26	862.79	1.5
Warrington	194,723	72,304	54.040	277.52	747.40	1.5
Audit Family Group Average	207,162	71,579	75.959	368.32	1085.55	

Council Tax

Swindon Breakdown

	2007/8 £000's	Final 2008/09 £000's	Increase 07/08 to Final 08-09 %
Revenue Budget	117,724	123,478	4.9
Funded by Council Tax	70,144	74,360	6.1
Band D Average			
Swindon Borough Council	1050.71	1,087.49	3.5
Police	139.35	145.34	4.3
Fire	55.39	57.74	4.2
Parish Precepts	25.61	26.38	2.9
Total	1,271.06	1,316.95	3.6

Compared Against Audit Family Group

Council Tax for Authority (Including Police, Fire and Parish Precepts)	2007/08 £	2008/09 £	Increase %
Warrington	1,216.84	1,286.48	5.7
Stockton - on - Tees Borough Council	1,320.95	1,390.57	5.3
Trafford Metropolitan	1,151.69	1,210.80	5.1
Derby City Council	1,216.84	1,276.54	4.9
Darlington	1,277.56	1,338.99	4.8
Stockport Metropolitan Borough Council	1,376.32	1,441.43	4.7
Dudley Metropolitan Borough Council	1,145.13	1,198.38	4.7
South Gloucestershire	1,370.74	1,433.66	4.6
Solihull Metropolitan	1,199.67	1,253.93	4.5
Telford and the Wrekin	1,295.63	1,351.64	4.3
Milton Keynes	1,261.00	1,311.82	4.0
North Lincolnshire	1,400.21	1,456.52	4.0
Swindon	1,271.06	1,316.95	3.6
Walsall Metropolitan Borough Council	1,382.77	1,423.42	2.9
Reading Borough Council	1,379.33	1,409.96	2.2
Peterborough	1,235.30	1,259.53	2.0
Audit Family Group Average	1,281.32	1,335.04	4.2
Further Comparisons			
Average for all English Unitaries	1,302.36	1,358.09	4.3
Average for Wiltshire	1,337.77	1,396.52	4.4
Average for English Authorities	1,321.32	1,373.95	4.0

The English Unitary Authority with the highest Council Tax for 2008/09 is Rutland (£1,606.38), while the lowest is the Isles of Scilly (£1,081.92) and the second lowest is Thurrock (£1,221.57). Swindon's Council Tax for 2008/09 is the 30th highest of the 47 English Unitary Authorities. It is also the lowest Council Tax in Wiltshire.

Nearby Authorities

Council Tax for Authority (Including Police, Fire and Parish Precepts)	2007/08 £	2008/09 £	Increase %
<i>North Wiltshire</i>	1,381	1,444	4.6
<i>West Wiltshire</i>	1,369	1,428	4.3
<i>West Berkshire</i>	1,362	1,416	4.0
<i>Cotswold</i>	1,345	1,409	4.8
<i>Kennet</i>	1,345	1,408	4.7
<i>Vale of the White Horse</i>	1,336	1,392	4.2
<i>Salisbury</i>	1,323	1,386	4.7
<i>West Oxfordshire</i>	1,309	1,362	4.0
Swindon	1,271	1,317	3.6

Swindon's Council Tax is the lowest of all the nearby authorities, and remains below the average for the South West (£1,412.96).

Budget and Service Planning Process for 2008/09

<i>Stage</i>	<i>Date</i>
Financial Planning Advisory Group (FPAG) agree Budget Setting Framework	25-Jun-07
Cabinet endorses 2008/09 Budget Setting Framework	25-Jul-07
Departments begin preparatory work on 2007/08 budget proposals	late July/early Aug-07
Departments draw up detailed proposals	Mid Sep 07
FPAG review detailed plans	Oct/Nov-07
Government publishes provisional RSG settlement for consultation	06-Dec-07
Revenue Support Grant settlement finalised	24-Jan-08
Cabinet recommends budget to Council	13-Feb-08
Council agrees rent levels for 2008/09	25-Feb-08
Full Council meets to agree the final budget and agree the Council Tax	25-Feb-08
Statutory deadline for Council Tax Setting*	11-Mar-08
<u>Consultation:-</u>	
<i>First Phase</i>	
Residents Survey	Nov-07
Web Site Survey and Printed Questionnaire	Nov-07
Stakeholder Survey	Nov-07
<i>Second Phase</i>	
Web based feedback document circulated to Stakeholders	Jan/Feb 08

*Note that although this is the statutory deadline, it is essential that the Council determines its Budget and Council Tax by the end of February at the latest, in order that the bills can be printed and despatched giving sufficient notice to taxpayers to enable the April 1st instalment to be collected.

Employee statistics

<i>Group Directorate</i>	<i>2007/08 FTE</i>	<i>2008/9 FTE</i>	<i>Overall Change % From 07/08</i>
Children Services	3,019.9	3,103.0	3%
Housing and Social Care	864.7	935.3	8%
Swindon Services	1,150.0	1,190.0	3%
Environment & Regeneration	514.5	353.7	-31%
Central Services	312.4	307.1	-2%
Total	5,861.5	5,889.0	0%

FTE stands for “Full Time Equivalent”, and is used to adjust the number of employees to reflect the hours worked. Each full time equivalent employee represents 37 hours worked per week.

The overall FTE figure for Housing & Social Care has increased due to recent restructuring which moved the Leisure directorate to Housing & Social Care. In the 2007/08 figure Leisure would have been included in Environment & Regeneration and this accounts for some of the reduction in this area.

Housing Revenue Account

The Housing Revenue Account (HRA) is a statutory account required by the Local Government and Housing Act 1989. It records income and expenditure relating to the provision of council housing. The HRA is "ringfenced", which means that the Council cannot use resources raised from Council Tax to subsidise council housing. Conversely, it cannot use housing rent income to pay for anything other than council housing.

	<i>Budget 2007/08 £000</i>	<i>Budget 2008/09 £000</i>	<i>(Increase/ Decrease £000</i>
Expenditure			
Supervision and Management	10,561	10,743	182
Negative Housing Subsidy	14,347	15,815	1,468
Repairs	8,545	8,631	86
Rent, Rates and Taxes	40	40	0
Capital Charges	4,790	4,746	-44
Provision for Bad Debts	200	330	130
Gross Expenditure	<u>38,483</u>	<u>40,305</u>	<u>1,822</u>
Income			
Housing Subsidy	-7,452	-6,734	718
Rents and Service Charges	-34,662	-36,319	-1,657
Other Income	-1,863	-1,969	-106
Gross Income	<u>-43,977</u>	<u>-45,022</u>	<u>-1,045</u>
Net Cost of Services	<u>-5,494</u>	<u>-4,717</u>	<u>777</u>
Other			
Appropriations & Adjustments	5,494	4,902	-592
Projected (surplus) / deficit for the year	<u>0</u>	<u>185</u>	<u>185</u>
Opening Balances at 1 April	2,192	2,192	0
Projected (surplus) / deficit for the year	0	-185	-185
Closing Balances at 31 March	2,192	2,007	-185

Rent Levels

The following table shows council rents for 2007/08 and 2008/09 on a 52-week basis.

	<i>2007/08</i>	<i>2008/09</i>	<i>Increase</i>	
	<i>£</i>	<i>£</i>	<i>£</i>	<i>%</i>
Maximum Rent	84.18	88.91	4.73	5.6%
Median Rent	62.78	66.30	3.52	5.6%
Minimum Rent	45.86	48.89	3.03	6.6%
Average Rent	61.98	65.54	3.56	5.7%

The Government changed the way housing authorities set their rents. In its December 2000 policy statement Quality and Choice - the way forward for Housing, the Government proposed that rent setting across the social housing sector should be brought onto a common national system with individual property formula rents based on relative property values and earnings levels in the area. This policy change started to take effect from 2002/03 and initially 10 years (2011/12) were allowed for actual rents to converge with formula rents.

The rent restructuring policy was changed for 2008/09. Instead of the 2011/12 rent convergence, the policy has been amended so that rent are set to converge in 2016/17 in order to maintain rent affordability for tenants. However, the Government will be undertaking a fundamental review of the HRA during 2008 and due to this wider review of the HRA subsidy system, it is very likely that this convergence date will be revisited again in future determinations.

Council Taxes at Parish level

The Council Tax in 2008/09 for each area of the Borough will be as follows:

Area	Council Tax Charge per Band							
	A £	B £	C £	D £	E £	F £	G £	H £
Bishopstone	873	1,019	1,164	1,310	1,601	1,892	2,183	2,619
Blunsdon	862	1,005	1,149	1,293	1,580	1,867	2,155	2,586
Castle Eaton	870	1,015	1,160	1,304	1,594	1,884	2,174	2,609
Chiseldon	869	1,014	1,159	1,304	1,594	1,884	2,174	2,608
Covingham	867	1,012	1,156	1,301	1,590	1,879	2,168	2,602
Hannington	866	1,011	1,155	1,299	1,588	1,877	2,166	2,599
Haydon Wick	868	1,013	1,158	1,302	1,592	1,881	2,171	2,605
Highworth	905	1,056	1,207	1,358	1,659	1,961	2,263	2,715
Inglesham	848	989	1,130	1,272	1,554	1,837	2,119	2,543
Liddington	871	1,016	1,161	1,306	1,596	1,886	2,177	2,612
South Marston	877	1,024	1,170	1,316	1,608	1,901	2,193	2,632
Stanton Fitzwarren	896	1,045	1,194	1,344	1,642	1,941	2,240	2,688
Stratton St Margaret	919	1,073	1,226	1,379	1,686	1,992	2,298	2,758
Wanborough	888	1,036	1,184	1,332	1,628	1,924	2,220	2,664
Wroughton	906	1,058	1,209	1,360	1,662	1,964	2,266	2,719
Non-Parished Area	870	1,015	1,159	1,304	1,594	1,884	2,174	2,609
Proportion of Band D	6/9	7/9	8/9	1	11/9	13/9	15/9	2

NB. Figures have been rounded to the nearest pound.

Business Unit Budget Summaries

**Net Budget
2008/09
£'000**

Childrens Services

1 Strategy & Commissioning	3,016
2 Children & Young People	3,918
3 Children & Families	14,320
4 Quality & Standards	3,712
5 Access & Provision	2,876
	<hr/>
	27,842

Housing & Social Care

6 Adult Social Care - Planning & Commissioning	8,101
7 Adult Social Care - Service Provision	30,724
8 Housing General Fund	1,618
9 Leisure	7,067
10 Community	2,970
	<hr/>
	50,480

Environment & Regeneration

11 Streetscene	17,008
12 Planning & Strategic Transport	1,531
13 Transport & Highways	6,215
14 Economic & Cultural Development	2,407
27 Regulatory Services	1,351
	<hr/>
	28,512

Resources

15 Law & Democratic Services	3,114
16 Property & Assets	-29
17 Procurement	519
18 Business Transformation	5,543
19 Revenues, Benefits & Customer Services	1,812
20 Human Resources	2,723
21 Policy & Performance	1,651
	<hr/>
	15,333

Chief Executive & Corporate

22 Swindon Commercial Services	-1,436
23 Swindon Commercial Services - Recreation	-337
24 Finance	2,670
25 Audit	404
26 Corporate	10
	<hr/>
	1,311

Total Net Budget 2008/09

123,478

Group Directorate **Children Services**

Directorate **Strategy & Commissioning**

Director **Sue Wald**

Service Number **1**

FTEs: **23.61**

Overview of Directorate

To lead the planning and commissioning of services for children, young people and families in Swindon including community based health services so that health, social and educational outcomes for all children and young people improve. Parents, children and young people will participate in decisions affecting their lives and service planning. All services are performed managed to ensure delivery of high quality and value for money.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	1,361	Training	10
Premises	10	Management	603
Travel	39	School Statistics & Info	616
Supplies & Services	1,633	Childrens Fund	412
Third Party Payments	415	Vol Organisations	406
Total Expenditure	3,458	Commissioning	470
Fees & Charges	0	Parent Partnership	72
Grants	-258	Early Years	425
Other Income	-184		
Total Income	-442		
Net Cash Limit for Directorate	3,016		3,016

Details of Key Budgets & Grants:

The main budgets in this area cover the strategic management of Children Services, and the production and provision of statistics and data. There is also a large Childrens Fund grant managed within this business unit. As well as early years provision and commissioning of services to voluntary organisations.

Group Directorate Children Services**Directorate Children & Young People****Director Geoff Hogg****Service Number 2****FTEs: 174.45****Overview of Directorate**

The Directorate of Services to Children and Young People was established to develop and sustain creative solutions to identified need and to ensure integrated services maximise the well-being of children and young people. The Directorate is aiming to achieve a number of specific objectives as follows: decreasing obesity, reducing the number of conceptions in teenage young women, reducing the number of young men & women aged 15 to 19 diagnosed with Chlamydia, increasing the number of teenage mothers that are engaged in education, training & work, improving school attendance, increasing the number of young people participating in structured positive activities, increasing the number of young people involved in the Youth Service with a recorded & accredited outcome, reducing the number of young people not in education, training or employment, and ensuring every young person has an allocated personal adviser.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	3,453	Integrated North Team	1,065
Premises	305	Integrated Central North Team	514
Travel	111	Integrated South Team	641
Supplies & Services	700	Integrated Central South Team	493
Key Budgets:		Integrated Other Team	1,189
Contract Payments to Capita	159	Outdoor Education	16
Total Expenditure	<u>4,728</u>		
Fees & Charges	-73		
Grants	-26		
Other Income	-711		
Total Income	<u>-810</u>		
Net Cash Limit for Directorate	<u>3,918</u>		<u>3,918</u>

Details of Key Budgets & Grants:

The main budgets within this area are for the Integrated teams although the above information details the Councils contribution only. Also the costs of running Plas Pencelli, the outdoor education centre, which is self funded, are also in this business unit.

Group Directorate **Children Services**

Directorate **Children & Families**

Director **Jean Pollard**

Service Number **3**

FTEs: **174.45**

Overview of Directorate

The Directorate provides social care services to children and families, including children with complex needs, children on the child protection register, disabled children or those in the care of the Council. The Directorate also leads on safeguarding children across the Council.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	6,899	Management	1,167
Premises	84	Families	2,955
Travel	261	Health	1,034
Supplies & Services	1,342	Out of Borough Placements	4,370
Key Budgets:		Young Offenders	263
Third Party Payments	7,241	Child Protection	111
Contract Payments to Capita	758	Emergency Duty & Care	389
		Adoption	457
		16+	437
		Long Term Care & Referrals	2,469
		CAMHS	286
		Quality Assurance	381
Total Expenditure	16,585		
Fees & Charges	-685		
Grants	-707		
Other Income	-873		
Total Income	-2266		
Net Cash Limit for Directorate	14,320		14,320

Details of Key Budgets & Grants:

The main budgets here are supporting looked after children, and the long term care costs associated with this, and the cost of Out of Borough Placements. There are also a number of grants supporting services in this area including Asylum Seekers.

Group Directorate Children Services**Directorate Quality & Standards****Director Martin Coles****Service Number 4****FTEs: 53.56****Overview of Directorate**

The Quality & Standards Directorate's core purpose is to support and develop schools so that children and young people in every school receive the best possible learning and life opportunities. We want every child in Swindon in a good school, healthy, safe, enjoying life and achieving. Our fundamental aim is to raise the educational achievement of all learners by supporting, monitoring and challenging schools to become self-managing and self-evaluating, focused on achieving: excellent pupil progress; excellent teaching and learning; excellent leadership and management. The Directorate encompasses; The Governor Support Service, Swindon Music Service, The Continuing Professional Development Centre, The Inclusion Service; National Strategy Teams and school improvement adviser work.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	2,846	Music	3
Premises	36	Governor Support	91
Travel	1,576	School Improvement	1,254
Supplies & Services	2,072	Inclusion	319
Key Budgets:		14-19 Agenda	278
Contract Payments to Capita	132	SENAT	214
		CDP	31
		SEN Transport	1522
Total Expenditure	<u>6,663</u>		
Fees & Charges	-140		
Grants	-1,993		
Other Income	-818		
Total Income	<u>-2,951</u>		
Net Cash Limit for Directorate	<u><u>3,712</u></u>		<u><u>3,712</u></u>

Details of Key Budgets & Grants:

The main budgets here support the advice and challenge work done with schools to improve educational standards. There is also a significant amount of Standards Fund supporting this area of work. Standards Fund also provides a substantial amount of support for the Music Service.

Group Directorate Children Services**Directorate Access and Provision****Director Ian Bickerton****Service Number 5****FTEs: 24.89****Overview of Directorate**

The Access and Provision Directorate within Children Services is responsible for a number of key areas, including forward planning, resources and infrastructure, and, in particular, it provides support to schools, parents and other Directorates across Children Services. The Directorate undertakes the planning of school places, which is a crucial activity in such a rapidly expanding area, leads school reorganisations and is responsible for producing the Authority's School Organisation Plan. It is responsible for undertaking competition arrangements for new schools. The Directorate also plans and manages the Children Services Capital Programme and acts as the Client for the delivery of major capital schemes across the Borough, including the provision of new schools. The Directorate provides a school admissions service and is the Client for the provision of "mainstream" transport within Swindon.

The HR, IT and Finance Teams for Children Services are based within the Access and Provision Directorate, whilst reporting to their Corporate Directorates. Finally, the Directorate provides a range of other services, including the Authority's strategic role in relation to school meals, communications, coordination of reports to Cabinet and other Member level bodies, the Children's Services Strategic Plan, and key projects across Children Services.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	1,125	Management & Training	332
Premises	0	Premature Retirement	354
Travel	1,430	Home to School Transport	1,452
Supplies & Services	474	School Capital	328
Transfer Payments	47	Assisted School Places	47
Key Budgets:		PFI Contract Management	87
Contract Payments to Capita	73	Other	277
Total Expenditure	<u>3,149</u>		
Fees & Charges	0		
Grants	0		
Other Income	-273		
Total Income	<u>-273</u>		
Net Cash Limit for Directorate	<u><u>2,876</u></u>		<u><u>2,876</u></u>

Details of Key Budgets & Grants:

The main budgets here support all aspects of provision of education to children within the borough, including the transport of pupils to school and supporting Capital works to maintain a safe and fit-for-purpose school environment. There is also provision within this area for premature retirement costs of school staff.

Group Directorate Housing & Social Care

Directorate Adult Social Care - Planning & Commissioning

Director Heather Mitchell

Service Number 6

FTEs: 10.9

Overview of Directorate

The directorate provides strategic vision, develops medium term plans and commissions social care services for adults. People between the ages 18 to 64 with learning disabilities, physical disability and mental health issues are provided with support needed to lead a normal and rewarding life. Support is also provided to over 65's with great emphasis being placed on assisting older people to live at home in accordance with promise 30. Initiatives include increased support to carers looking after family members (promise 31), introduction of electronic monitoring devices that alert officers when an elderly person needs help and expansion of the direct payments scheme that allow people to take over responsibility for procuring their own care.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	1,786	Strategic Management	484
Premises	20	Mental Health	6,213
Travel	7	Learning Disability	421
Supplies & Services	430	Vol Orgs, Grants etc	983
Key Budgets:			
Care Packages	11,023		
Total Expenditure	13,266		
Fees & Charges	-1,772		
Grants	-265		
Partnership working	-3,083		
Other Income	-45		
Total Income	-5,165		
Net Cash Limit for Directorate	8,101		8,101

Details of Key Budgets & Grants:

The income received from Health Authorities at £3,083k demonstrates the level of partnership working operating in Swindon. Only SBC contribution to pooled section 75 commissioning arrangements are included above. There been a large reduction in direct government grants with most now incorporated into Revenue Support Grant or Area Based Grant. Savings from more joined up working with PCT £225k and changes in access to continuing health care £300k are included in above budgets.

Group Directorate Housing & Social Care**Directorate Adult Social Care - Service Provision****Director Graham Pearson****Service Number 7****FTEs: 519.5****Overview of Directorate**

The directorate is directly involved in the care management and provision of social care services to adults. People between the ages 18 to 64 with learning disabilities, physical disability and mental health issues are provided with support needed to lead a normal and rewarding life. Support is also provided to over 65's with great emphasis being placed on assisting older people to live at home in accordance with promise 30. Initiatives include increased support to carers looking after family members (promise 31), introduction of electronic monitoring devices that alert officers when an elderly person needs help and expansion of the direct payments scheme that allow people to take over responsibility for procuring their own care.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	13,135	Performance Management	1,139
Premises	489	LD Care Management	10,381
Travel	894	LD Provider Services	1,484
Supplies & Services	3,085	OPPD Care Management	12,174
Key Budgets:		OPPD Provider Services	5,546
Care Packages	23,644		
Total Expenditure	41,247		
Fees & Charges	-6,410		
Grants	-722		
Partnership working	-2,187		
Other Income	-1,204		
Total Income	-10,523		
Net Cash Limit for Directorate	30,724		30,724

Details of Key Budgets & Grants:

The income received from Health Authorities at £2,187k demonstrates the level of partnership working operating in Swindon. The Care Packages line shows the level of care being procured by LD and OPPD care management teams. Significant savings targets from the introduction of better procurement practices £400k, the introduction of new care models £858k and revised access to continuing health care £100k are included in the above care budgets.

Group Directorate Housing & Social Care

Directorate Housing General Fund

Director Bernie Brannan

Service Number 8

FTEs: 39.7

Overview of Directorate

The Housing General Fund (HGF) includes the income and expenditure of the Council's Strategic Housing function i.e. the income and expenditure relating to non-Council dwellings. The income and expenditure for the Council's housing stock is contained with a ring-fenced landlord account known as the Housing Revenue Account (HRA). The main services within the Housing General Fund include the costs associated with the provision of temporary accommodation (payments to private landlords) under Homelessness legislation, housing enabling where the Council works in partnership with housing associations to increase the number of affordable dwelling units in Swindon, travellers and illegal encampments and Supporting People which provides housing-related support through a number of support providers.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	1,576	Housing Enabling	86
Premises	116	Empty Homes	60
Travel	50	Homelessness & Advice	1,385
Supplies & Services	351	Travellers	50
Third Party Payments	230	Grant Funded Schemes	37
Key Budgets:			
Payments to Landlords	2,917		
Supporting People Payments	5,388		
Total Expenditure	10,628		
Fees & Charges	-2,710		
Grants	-5,914		
Other Income	-386		
Total Income	-9,010		
Net Cash Limit for Directorate	1,618		1,618

Details of Key Budgets & Grants:

There are two significant budgets within the Housing General Fund - Homelessness and Supporting People.

Group Directorate	Housing & Social Care	
Directorate	Leisure	
Director	Bernie Brannan	
Service	9	FTEs: 111.92

Overview of Directorate

The purpose of the Leisure Directorate is to deliver a range of high quality and accessible leisure, recreation and library services to those who work, visit or live in Swindon. These services aim to improve health, reduce anti-social behaviour, increase quality of life and teach life skills.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	2,948	STEAM	513
Premises	829	Library Service	3,431
Travel	42	Leisure	3,123
Supplies & Services	4,139		
Total Expenditure	7,957		
Fees & Charges	-600		
Grants	-24		
Other Income	-266		
Total Income	-890		
Net Cash Limit for Directorate	7,067		7,067

Key Budgets

The main sources of income to this service are from STEAM (£527k) and the Libraries (£266k). Fees and charges from the Recreation centres are credited to Swindon Commercial Services. The £4.139 million of supplies and services includes the subsidy of £2.638 million to SCS towards the net running costs of the Council's leisure facilities.

Group Directorate Housing & Social Care

Directorate Community

Director Chris Sivers

Service Number 10

FTEs: 50.55

Overview of Directorate

To establish frontline partnership teams in neighbourhoods to empower people to participate in local decisions & influence service delivery. To overcome disadvantage and social exclusion in Neighbourhood renewal areas. To reduce crime & the fear of crime and reduce the harm caused by illegal drugs & alcohol. To make public spaces greener safer & more accessible. To work in partnership to deliver quality learning for the development of personal and community well-being for all our citizens throughout their lives. To provide and offer accessible, clean, safe and welcoming Community Facilities that are conducive to learning, creativity and promotion of cultural activities. To work in partnership with voluntary & community organisations towards common aims & objectives through the use of community grants.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	968	Community Safety	756
Premises	108	Community Support	253
Travel	33	Citizen Engagement	180
Supplies & Services	290	Curriculum & Quality	65
Key Budgets:		Community Facilities	381
Community Grants	954	Grants	995
Community Safety	2,567	Management & Support	298
Adult Learning	762	Community Empowerment	42
Total Expenditure	5,682		
Fees & Charges	-145		
Grants	-2,508		
Other Income	-59		
Total Income	-2,712		
Net Cash Limit for Directorate	2,970		2,970

Details of Key Budgets & Grants:

There is one key budget and one key grant. Respectively these are, grants to voluntary bodies and the pooled treatment fund.

Group Directorate	Environment & Regeneration	
Directorate	Streetscene	
Director	Steve Harcourt	
Service Number	11	FTEs: 116.3

Overview of Directorate

Streetscene is responsible for maintaining our public spaces including cleaning, graffiti removal, grounds maintenance, highways maintenance, street lighting and waste management. It is also responsible for parks, parking operations and environmental enforcement. Many of these services are provided by Swindon Commercial Services with Streetscene acting as the client although Parking and Environmental Enforcement are provided directly as are some elements of Highways inspection.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	3,425	Cemeteries & Crematoria	-429
Premises	2,650	Environmental Health	449
Travel	153	Grounds Maintenance	3,190
Supplies & Services	20,014	Highway Maintenance	3,705
		Parking Services	-3,853
		Streetscene client	232
Total Expenditure	<u>26,242</u>	Support Services	378
		Waste	13,336
Fees & Charges	-8,830		
Grants	-224		
Other Income	-180		
Total Income	<u>-9,234</u>		
Net Cash Limit for Directorate	<u>17,008</u>		<u>17,008</u>

Key Budgets

Waste Disposal & Landfill Tax - £2,313k
Waste Disposal contract payment to SCS - £1,843k
Street Cleaning contract payments to SCS - £2,504k
Domestic Refuse Collection contract payment to SCS - £2,441k
Recycling contract payment to SCS - £3,484k
Grounds Maintenance contract payment to SCS - £2,783k
Cemeteries and Cremetoria income - (£1,120k)
Highway Maintenance - £1,737k
Street Lighting & Traffic Signals - £1,560k
Parking Season Tickets - (£368k)
Off-Street Penalty Charge Notices (PCNs) - (£431k)
On-Street Penalty Charge Notices (PCNs) - (£452k)
Pay & Display Income - (£5,390k)

Group Directorate	Environment & Regeneration	
Directorate	Planning & Strategic Transport	
Director	Dave Potter	
Service Number	12	FTEs: 93.4

Overview of Directorate

The aim of the Planning and Transport Strategy Directorate is to ensure that the future growth and regeneration of Swindon is planned effectively and that the planning process is used to deliver corporate, service and community priorities. To fulfil this aim the Service is structured around four groups.

The Transport Strategy Group ensures that we have the transport infrastructure in place to keep Swindon moving in a sustainable manner. It is also responsible for ensuring that the highways infrastructure is delivered through the development process.

The Forward Planning Group formulates policies to guide the public and private sectors about how space within the borough should be developed.

The Landscape and Countryside Group provide consultancy and advice on landscape and countryside issues relating to the formulation and enforcement of planning policy, facilitate the development of the Great Western Community Forest and provide public art and arboricultural services.

Development Management provide advice and regulatory control on the planning process and determine planning applications in accordance with the Council's development framework and other regional/national guidance.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	4,066	Building Control	-16
Premises	0	Development Management	96
Travel	95	Forward Planning	896
Supplies & Services	2,397	Land Charges	-416
		Landscape & Countryside	132
		Support Services	386
		Transport Planning	453
Total Expenditure	6,558		
Fees & Charges	-3,092		
Grants	-1,739		
Other Income	-196		
Total Income	-5,027		
Net Cash Limit for Directorate	1,531		1,531

Key Budgets

Planning Income (£1,160k)
 Building Control income - (£466k)
 Land Search income - (£599k)

Group Directorate	Environment & Regeneration	
Directorate	Transport & Highways	
Director	Geoff Bryant	
Service	13	FTEs: 69.3

Overview of Directorate

The Highways Directorate has overall responsibility for the management and maintenance of the Borough's highway network asset and through traffic management and road safety measures, the safe and expeditious movement of pedestrian and vehicular traffic. Its Transport Delivery Team develops business cases and project manages delivery of LTP and other transport and highway related capital funded schemes and is instrumental in progressing major and exceptional scheme bids. It also procures and manages school and other passenger transport based services for the Borough. In addition to scheme delivery, our priorities for 2008/09 include embedding the new interim highways staffing structure and its integration with Planning and Environmental/ Streetscene directorates; development of Network Management and Transport Asset Management (TAMP) plans; a Strategic Plan for Accident Reduction (SPAR) and appropriate Service Level Agreements and policy standards for the adoption and management of the highway network.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	2,657	Highway Management	562
Premises	93	Project Delivery	106
Travel	96	Public Transport	3,291
Supplies & Services	6,153	Support Services	1,414
		Traffic Management	842
Total Expenditure	8,999		
Fees & Charges	-1,101		
Grants	-1,066		
Other Income	-617		
Total Income	-2,784		
Net Cash Limit for Directorate	6,215		6,215

Key Budgets

Section 38 Income - (£272k)
OAP Free Travel - £1,721k
Specific Bus Routes subsidy - £504k
Park & Ride Bus Subsidy and Site Costs - £313k
Dial-A-Ride Contract £304k

Group Directorate	Environment & Regeneration	
Directorate	Economic & Cultural Development	
Director	Bill Cotton	
Service Number	14	FTEs: 36.8

Overview of Directorate

Develops and delivers the Council's Economic Development Strategy in partnership with a wide range of businesses and stakeholders. Lead Directorate on the implementation of the economic Block of the LAA. Supports the Swindon Strategic Economic Partnership and its sub-groups. Offers services to businesses such as research and intelligence and property finding. Offers an inward investment service www.maketheconnection.co.uk. Client Directorate for the Business Improvement District company - inSwindon and The New Swindon Company. Responsible for Arts & Heritage Strategy and Policy. Directly runs facilities such as Lydiard House and Park, Bath Road Museum, The Arts Centre and supports a wide range of cultural activity such as The Wyvern Theatre, Swindon Dance events, Artsmad and Flux.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	1,396	Arts Services	1,022
Premises	177	BID Contribution	138
Travel	11	Economic Development	569
Supplies & Services	1,795	Lydiard House	171
		Museums & Heritage	153
		New Swindon Company	276
Total Expenditure	3,379	Support Services	78
Fees & Charges	-253		
Grants	-493		
Other Income	-226		
Total Income	-972		
Net Cash Limit for Directorate	2,407		2,407

Key Budgets

Contribution to New Swindon Company - £276k
Economic Partnerships - £60k
Contribution to LAA - £59k
Wyvern Theatre Contract - £264k
Swindon Dance Contract - £180k
Lydiard House - £171k

Group Directorate	Environment & Regeneration	
Directorate	Regulatory Services	
Director	Steve Harcourt	
Service Number	27	FTEs: 37.9

Overview of Directorate

This Commercial Regulation service is organised on a multi disciplinary basis. As a provider of regulatory services the service aims to work with legitimate business to minimise the burden we impose on them whilst dealing effectively with those who set out to defraud, cause harm or trade unfairly. The service includes Food Safety, Commercial Regulation, Health & safety, Licensing and Residential Services as well as Pest control.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	1,391	Food Safety	582
Premises	0	Licensing	-48
Travel	66	Residential Services	376
Supplies & Services	161	Trading Standards	441
Total Expenditure	1,618		
Fees & Charges	-230		
Grants	-19		
Other Income	-18		
Total Income	-267		
Net Cash Limit for Directorate	1,351		1,351

Key Budgets

Licensing fee income - (£145k)

Group Directorate Business Transformation**Directorate Law & Democratic Services****Director Stephen Taylor****Service Number 15****FTEs: 59.6****Overview of Directorate**

The Law and Democratic Services Directorate provides a wide range of legal, electoral and democratic support services, designed to secure the integrity and legality of the Council's activities. It provides high quality legal and democratic services and sound corporate governance, supporting Councillors in their work as community leaders and decision makers. Law and Democratic Services also includes the Registration of Births, Deaths and Marriages Service, which provides a range of statutory and celebratory services.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	3,063	Scrutiny	105
Premises	84	Political Groups Assistance	131
Travel	47	Members/Mayorality	926
Supplies & Services	1,211	Registered Premises	-5
Key Budgets:		Local Elections	267
Contract payments to Capita	419	Register of Electors	253
Print Room Lease payments	400	Registrar of Births etc.	99
		Director and Legal Dept	953
		Committees	399
		Internal Printing	-134
		Janitors	140
		Internal Postage	-20
Total Expenditure	5,224		
Fees & Charges	-1,779		
Grants	0		
Other Income	-331		
Total Income	-2,110		
Net Cash Limit for Directorate	3,114		3,114

Details of Key Budgets & Grants:

Payment to Capita for staff employed in the printing, post, janitors, administration and call centre functions.

The Print Room budgets include £400k for leasing of printing equipment such as photocopiers.

Group Directorate Business Transformation

Directorate Property & Assets

Director David Williams

Service Number 16

FTEs: 18

Overview of Directorate

The Council is a substantial landowner throughout the Borough. The overall property estate is currently valued at £1054M of which £976M is operational property. Within this, £260M is schools, £480M is housing, £78M is investment property with the remainder being leisure, libraries, museums, parks etc.

The Property & Assets Directorate manage the Council's Property Portfolio to ensure that the full value of the estate is secured in the public interest, supports the Council's plans for Town Centre Regeneration, major new sustainable residential development and investment in quality buildings for all aspects of service delivery e.g. the new library and West Swindon Schools. A five year disposal programme is in place to support funding for the capital programme and design and procurement options are supported by our partnership with Capita. Programme management is undertaken across all projects to monitor progress on the Capital Programme and to promote good practice. Strategic property advice is engaged through the Asset Management Strategy to ensure best use of resources.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	797	Commercial Properties	-4,158
Premises	435	Repairs & Maintenance	925
Travel	17	Property Services	1,178
Supplies & Services	202	Office Accommodation	2,026
Key Budgets:			
Contract payments to Capita	462		
Office Accommodation Costs	2,233		
Repairs and Maintenance	925		
Total Expenditure	5,071		
Fees & Charges	-4,778		
Grants	0		
Other Income	-322		
Total Income	-5,100		
Net Cash Limit for Directorate	-29		-29

Details of Key Budgets & Grants:

From 1st February 2007 Capita will provide corporate maintenance, facilities management (FM), design and procurement to support the Council's capital programme. The Directorate manage the Corporate repairs budget and manage all the properties used by the Council as Offices. The majority of the income to this Unit is in respect of Commercial Property rents and service charges.

Group Directorate Business Transformation

Directorate Procurement

Director Brian Rees

Service Number 17

FTEs: 13.6

Overview of Directorate

The Procurement Directorate ensures the high quality procurement of all goods and services by setting rigorous quality and VFM standards and monitoring performance and procedures to ensure Best Value through the Gateway Review Process. Working closely with internal clients, the Directorate oversees the delivery of the Council's Corporate Procurement Strategy, which provides a high-level view of the Procurement Plan over the next five years, and is a live document that will be updated as business priorities change.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	572	Procurement	519
Premises	30		
Travel	5		
Supplies & Services	18		
Total Expenditure	625		
Fees & Charges	0		
Grants	0		
Other Income	-106		
Total Income	-106		
Net Cash Limit for Directorate	519		519

Details of Key Budgets & Grants:

The income to this Directorate is in respect of recharges to other Council Directorates.

Group Directorate	Business Transformation		
Directorate	Business Transformation		
Director	Hitesh Patel		
Service Number	18	FTEs:	20.6

Overview of Directorate

The aim of this function is to support and drive the Council's agenda for service transformation by playing a leading role in ensuring that the Council manages change effectively and consistently. It has specific accountabilities to ensure that: **1)** The Aspire partnership with Capita is successful, sustained and that the Council maximises the potential for benefits. **2)** The Customer Services vision and transformation is developed and delivered in full across the Council. **3)** The major change programmes are 'structured for success' by applying a change framework that leads to a consistent approach and quality. **4)** Enabling Information Technology plans effectively and efficiently underpin agreed business plans.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	1,109	BT Team	463
Premises	0	Major Projects	35
Travel	17	ICT/Telecomms	5,045
Supplies & Services	2,017		
Key Budgets:			
Contract payments to Capita	4,190		
Total Expenditure	7,333		
Fees & Charges	0		
Grants	0		
Other Income	-1,790		
Total Income	-1,790		
Net Cash Limit for Directorate	5,543		5,543

Key Budgets

ICT element of Capita Contract - £3,689k
 ICT income from HRA - (£381k)
 ICT income from SCS - (£285k)
 ICT capital charge - £1,600k

Group Directorate Business Transformation

Directorate Revenues, Benefits & Customer Services

Director Shirley Entwistle

Service Number 19

FTEs: 31.3

Overview of Directorate

Ensuring the customer is embedded at the focus and heart of everything we do, maximising the Council's income and delivering effective Customer Services and Revenue and Benefits services is key to the work of the Customer Services, Revenue and Benefits Directorate. Revenue Services affect every household and business premise in the Borough and have a significant impact in helping to fund the Council's Services. In 2007-08, £78m+ was collected from 86,000+ households together with £100m+ from over 5,300 businesses and £27m+ from Sundry Debtor income. Benefit Services are delivered to more than 14,000 or 17.5%, of all households in the Borough and with our Benefit Take Up Strategy we are helping more vulnerable people and preventing homelessness. Through our Benefit Counter Fraud Strategy we prevent fraud entering the Benefit system and rigorously pursue those who claim unlawfully. The Customer Services and Access Strategies will play a significant role in transforming the effectiveness of the Council enabling corporate wide cultural change, integrating all Council services into the front line and increasing customer satisfaction levels.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	1,097	Benefit Counter Fraud	256
Premises	80	Overpayment and Appeals	-328
Travel	4	Client-Side	891
Supplies & Services	331	Council Tax Benefit	-140
Key Budgets:		Housing Benefits	133
Capita Contract	3,453	NNDR Discretionary Relief	137
Benefits	50,282	Debtors	285
		TIC	169
		Cashiers	79
		Customer Services	330
Total Expenditure	55,247		
Fees & Charges	-121		
Grants	-52,457		
Other Income	-857		
Total Income	-53,435		
Net Cash Limit for Directorate	1,812		1,812

Details of Key Budgets & Grants:

The Directorate will pay out over £50m in Benefits of which most will be re-imbursed by Central Government.

Group Directorate Business Transformation

Directorate Human Resources

Director Rebecca McKenzie

Service Number 20

FTEs: 62.9

Overview of Directorate

The Council's biggest resource is our people, with salary costs equating to around 75% of the net budget. Working in partnership with Capita, the Human Resources Directorate helps to make the Council an employer of choice and a great place to work. Through our people strategy we create an environment where talent across the workforce is maximised, and high levels of performance are achieved. We also have a role in ensuring that the Council's statutory employer responsibilities are satisfied - particularly in areas such as health and safety, skills development, and pay and conditions. Human Resources also includes the Children's Nursery - a Council run facility for both staff and the community.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	2,991	Workplace Nursery	-17
Premises	17	Union Representative	28
Travel	24	Learning & Development	979
Supplies & Services	172	Personnel	1,298
Key Budgets:		Health & Safety	436
Contract payments to Capita	900	HR - Schools Support Unit	-1
Total Expenditure	4,104		
Fees & Charges	-536		
Grants	-11		
Other Income	-834		
Total Income	-1,381		
Net Cash Limit for Directorate	2,723		2,723

Details of Key Budgets & Grants:

Capita now provide the Human Resources Administration Service including the Payroll function. The other income is in relation to recharges to other Council Services.

Group Directorate Business Transformation

Directorate Policy & Performance

Director Matt Gott

Service Number 21

FTEs: 32.8

Overview of Directorate

The Directorate has a number of important corporate functions: it leads on protecting and enhancing the reputation of the Council through its Communications function; it sets the framework for, and ensures, effective performance and risk management; and it leads the Council's work with partners on delivering the Community Strategy and Local Area Agreement. The Directorate also ensures compliance with the provisions of the Civil Contingencies Act in its emergency planning role. Through its policy function, the department also leads and advises the Council on issues relating to equalities and sustainability whilst taking a strategic role in advising directorates on good quality policy development.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	1,490	Emergency Planning	191
Premises	0	Local Agenda 21	101
Travel	9	Policy	562
Supplies & Services	345	Planning and Performance	239
		Risk Management	108
		Communications	474
		Design	-24
Total Expenditure	1,844		
Fees & Charges	-166		
Grants	0		
Other Income	-27		
Total Income	-193		
Net Cash Limit for Directorate	1,651		1,651

Details of Key Budgets & Grants:

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Group Directorate Swindon Commercial Services

Directorate Swindon Commercial Services (SCS), SCS - Recreation

Director Bill Fisher

Service Number 22,23

FTEs: 1190

Overview of Directorate

Swindon Commercial Services (SCS) is a multi-disciplined business spanning a full range of services, based at Waterside Park, Cheney Manor Industrial Estate, Swindon. SCS is the Direct Labour Organisation of Swindon Borough Council, providing traditional public realm services such as street cleaning, waste and recycling, and highways, grounds and housing maintenance. SCS tender for work in areas such as construction projects and also provide services where additional dividend can be returned to Swindon Borough Council including recreation, commercial catering and security.

Directorate Budget for 2008/09

£'000

SCS dividend	-1,436
SCS dividend (Recreation)	-337
	<u>-1,773</u>

Group Directorate Chief Executive

Directorate Finance

Director Stuart McKellar

Service Number 24

FTEs: 53.7

Overview of Directorate

The Council has substantial financial responsibilities, overseen by the Finance Directorate. Gross revenue expenditure is around £368m per annum. Capital investment planned for the next three years is over £286m (including 2007/08). The Finance Directorate is responsible for ensuring that effective arrangements are in place to plan and record all expenditure and income. In addition the Directorate provides the co-ordination of the Council's insurance strategy, administration and claims settlement.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	2,199	Student Support	140
Premises	0	Core Finance	1852
Travel	17	Schools Finance Team	99
Supplies & Services	109	Insurance	579
Key Budgets:			
Contract payments to Capita	1,272		
Insurance Premiums	2,162		
Total Expenditure	5,759		
Fees & Charges	-742		
Grants	0		
Other Income	-2,347		
Total Income	-3,089		
Net Cash Limit for Directorate	2,670		2,670

Details of Key Budgets & Grants:

Capita now provide a number of services for the Directorate including invoicing and accountancy support. Insurance premiums payable to our Insurers make up a significant element of the Directorate's budget. The majority of the income to this Unit is in respect of recharges to the HRA, Swindon Commercial Services and Delegated Schools Grant.

Group Directorate Chief Executive

Directorate Audit

Director Nick Hobbs

Service Number 25

FTEs: 11.6

Overview of Directorate

Internal Audit is provided for Swindon Borough Council by a dedicated Internal Audit section reporting directly to the Chief Executive. Internal Audit is an independent assurance function, which provides an objective and critical view of the Council on its control environment.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	485	Internal Audit	404
Premises	0		
Travel	4		
Supplies & Services	14		
Total Expenditure	503		
Fees & Charges	-39		
Grants	0		
Other Income	-60		
Total Income	-99		
Net Cash Limit for Directorate	404		404

Details of Key Budgets & Grants:

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Group Directorate **Corporate**

Directorate **Corporate**

Director **Stuart McKellar**

Service Number **26**

FTEs: **3.0**

Overview of Directorate

Includes the Chief Executive and corporately managed services which benefit the whole Council such as investment and capital financing activities.

Directorate Budget for 2008/09

By Subjective Analysis:	£'000	By Service Analysis:	£'000
Employees	3,039	Corporate Centre	210
Premises	0	Local Area Based Grant	-8,487
Travel	0	Debt Charges	5,072
Supplies & Services	6,915	Notional Capital Charges	-1,762
Key Budgets:		Pension Fund Deficit	2,131
Capital Financing	2,186	External Audit Fees	444
		Added Years Costs	567
		Miscellaneous Finance	1,463
		Levies	372
Total Expenditure	12,140		
Fees & Charges	0		
Grants	-8,776		
Other Income	-3,354		
Total Income	-12,130		
Net Cash Limit for Directorate	10		10

Details of Key Budgets & Grants:

The employee budget includes £2,131k contribution to the pension fund deficit and £567k for added years. Grant income consists of £8,487k Area Based Grant and £289k Local Area Agreement Grant. The bulk of the other income to this service area is in respect of investment income and recharges to the Housing Revenue Account. The bulk of the supplies and services cost relates to investment costs including interest payable.